



*Achieving together in faith*

**Holy Cross Catholic  
Multi-Academy Company  
Business Continuity Policy  
2023 – 2024**

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## 1.0 Introduction

- 1.1 Introduction: This policy sets out Holy Cross Catholic MAC's (MAC) policy for planning and responding to major incidents which may affect the continuity of the MAC and is designed to be a supportive document to the critical incident and contingency plans held by each individual School.

It is not possible, or desirable, to write a plan for every possible disruption to the MAC, no matter what the *cause* of the incident, the *effect* can generally be summarised as:

- An inability to carry out daily activities of the MAC
- Loss of ICT relating to the MAC
- Loss/Shortage of staff and/or Trustees involved directly with the MAC
- Adverse publicity and/or reputational impacts relating to the MAC

Whilst no amount of planning can totally prevent accidents and problems occurring, it is hoped that some can be prevented and the effects of others minimised by taking sensible precautionary measures. The MAC expects that all Schools will ensure:

- Staff and pupils will be familiar with the School's routines for fire and the evacuation of the school building on hearing the fire alarm
- Staff will be familiar with the routines and procedures for dealing with emergencies (as detailed in their relevant policy)
- Staff organising school trips and visits follow the guidelines and write a risk assessment to be signed off by the relevant Headteacher
- Staff are aware of pupils with medical needs or health problems;
- Staff are aware of policy in dealing with violence at work;
- Staff are aware that they should assess associated risks to children before carrying out a curriculum or other activity;
- Senior staff/Local Governing Bodies have agreed and implemented their own individual Business Continuity Plans.
- Local Business Continuity Plans are reviewed on an annual basis.

Each School maintains its own Business Continuity Plan; including emergency contact details and action plan. This plan will be activated in the event of a critical incident or an emergency i.e. when an incident occurs that impacts on the delivery of critical activities or the safety and wellbeing of pupils, staff and others; and when normal responses, procedures and coping strategies are deemed insufficient to deal with the effects.

- 1.2 The MAC's Business Continuity Policy (BCP) has been written for those who will be involved in re-establishing the operational delivery of services following a major incident. It should be read in conjunction with:
- The corresponding individual Business Continuity Plans of the schools;

- The school's fire evacuation plans (the operation of which does not necessarily activate the BCP);

1.3 The reputation of the MAC and of the individual Schools within it are of paramount importance, and as such any decisions to implement the BCP; close one or more schools, or other actions taken to protect pupils and staff will always be made with the welfare and safety of everyone in the school in mind.

## 2.0 Definitions

An **emergency** is any event which causes, or has the potential to cause injury, loss of life, damage to property or significant business disruption.

A **disaster** is the escalation of an emergency to the point where normal conditions are not expected to be recovered for at least 24 hours.

## 3.0 General Information

### 3.1 Review and Training

This document should be reviewed annually by the MAC Head Office Team and the MAC Board of Directors. Individual schools and Local Governing Bodies will annually review their own individual Business Continuity Plans. Briefings will be provided to all relevant staff at the start of the school year, will form part of the Induction Pack for relevant staff joining the organisation mid- year and, if any significant changes are made to the plan.

### 3.2 Associated Documents/information

Associated Documents which are held locally at each school include:

- Emergency Evacuation Plans/Fire Evacuation Plans/ Business Continuity Plans
- Fire risk assessment
- Snow Procedure

Information is also available via the Coventry, Solihull and Warwickshire Resilience Team, a school password will be required:

<https://cswprepared.org.uk/schools-support/coventry/>

### 3.3 Emergency Contact Information (Appendix 5 CONFIDENTIAL)

An emergency information pack is kept in the Grab bag at the main/reception office at each school within the MAC and includes:

- All associated documents (listed above)
- Class Lists (including pupil telephone numbers)
- Site Plans
- Asbestos Plan
- Staff lists (including emergency contact information)

This policy document is held at Head Office and a copy also kept in St Augustine's Reception Office and in Cardinal Newman and Bishop Ullathorne Business Manager's offices.

#### **4.0 Strategy**

If a disaster is declared by the Catholic Senior Executive Leader (CSEL) or Chief Finance and Operating Officer (CFOO) the Business Continuity Policy and appropriate Business Continuity Plans will be activated.

Staff communication will be via email and the website if this is operable, or by use of the plan telephone lists if not.

The following organisations may need to be advised of the implementation of the Business Continuity Policy or School BC Plan as soon as possible:

- Director of Children's Services 01234 5678910
- Buildings Team 07970744247
- Press Office (City Council) 024 7683 4848 or 024 7683 2222  
(out of hours)
- Local Radio (BBC C&W) 0345 900 5 200
- Health and Safety Executive (HSE) 0345 300 9923 (fatalities & specified injuries only)
- Insurance Advisors 0121 704 8411
- Local Police 999 or 101
- Local Fire Service 999 or 0121 380 7500
- CSW Resilience Team 02476 832 673 (Emergency contact)
- IRIS Advantage Team 01733 857051  
[advantage@psfinancials.com](mailto:advantage@psfinancials.com)

IRIS Account Manager

#### **5.0 Roles and Responsibilities - Schools**

5.1 Headteachers at each of the schools with the CSEL and CFOO are responsible for the implementation and co-ordination of the BCPolicy and School BC Plans, including:

- Immediately contacting the police if the disaster relates to the built environment or the ICT infrastructure to establish if the building can be re-occupied and/or service delivery reinstated.
- Co-ordination of status reports/communication for the benefit of all audiences (including staff, pupils, parents, LA, BDES, Schools Team at DFE, press).
- Maintaining the BCP in an up-to-date format by delegating responsibility for updates.

#### **5.2 Incident Management Team**

Lead by the CSEL the Incident Management Team includes Head Teachers and the CFOO. Depending on circumstances this could expand to Finance

Manager, MAC Business Managers, Admin Staff, H&S advisers and the Site Service Officer of the school. Additional members of the team will be recruited to match the specific needs of the incident.

The Incident Management Team is responsible for acting under the direction of the CSEL (or their nominated Deputy) to restore normal conditions as soon as possible.

If the Head Office is inaccessible the CSEL will determine which of the other schools to meet in.

### **5.3 Staff**

Staff are required to co-operate with the Incident Management Team in support of the Business Continuity Policy and local Plan. In the event that staff are sent home, they should remain available during normal working hours to assist with necessary tasks. Staff should refrain from using social media to report or discuss any incident where the BCP has been activated.

An emergency contact list is attached (Appendix 5) which is confidential and should only be used in case of emergency situations.

### **6.0 Procedure for Closing a School within the MAC**

6.1 Closure in advance of a School day. The school can be closed in advance of a normal school day using the following system:

- a. Closure decided by the school's Headteacher and authorised by the CSEL
- b. Notification of a school closure using the Local Authority On-line website (actioned by the Head teacher).
- c. Implementing the school staff 'snow procedure' (actioned by Head Teacher with Chair of Governors and informing the CSEL).
- d. Recording the closure on the home page of the school website (actioned by Office Manager).
- e. Sending out text messages via the 'School Comms' (or equivalent system) system to all parents (actioned by Office Manager).

### **6.2 Closure during a School Day**

It is never a preferred option to close the school during a school day but it can be done using the following procedures:

1. Closure decided by the school's Headteacher and authorised by the CSEL on the basis that pupils with parental authorisation may make their way home by themselves. Pupils will continue to be supervised by staff until parents authorise them to leave or they are collected.
  - a. Parental authorisation can be provided by text message or email from a parental phone number

- b. Consider use of Places of Safety (as described below).
2. Notification of the school closure using the website (actioned by – Office IT Manager).
3. Recording the closure on the home page of the school website (actioned by –Office/IT Manager). Contact local media and local authority to ensure that messages are posted/broadcast.
4. Sending out text messages to all parents via School Comms (actioned by – Office manager).

### **6.3 Immediate Places of Safety**

In the event of a major incident on site requiring the school to be closed, pupils will initially assemble at the primary assembly points. If these are not useable, or if the incident has made the school grounds unsafe, staff will escort pupils to the secondary assembly points.

Class Teachers should ensure that all medical equipment for the children in their class is taken to place of safety.

### **6.4 Off-Site Place of Safety**

If it becomes necessary to evacuate the site completely, pupils will be escorted to the off-site assembly point from where they can be collected or from where they can be released to make their own way home if there is approval in place to walk home alone.

## **7.0 Lockdown Procedure**

It is now possible to envisage circumstances where the school may wish to lock itself in, to secure pupils and staff from an outside threat. This circumstance is described as a 'lockdown'.

If a lockdown is declared:

- The Site Services Officer or Office Manager will be advised to implement the lockdown the agreed method in each school.
- The Incident Management Team will communicate via Headteacher or site service officer mobile phone.
- The school will be advised that it is in 'lockdown' by word-of-mouth.
- All staff will remain in classrooms and keep pupils calm and away from windows
- All doors will be locked where possible.
- Where it is safe to do so, classroom windows will be closed, and blinds drawn to limit visibility into the school.

The lockdown will proceed in the following priority:

- The external gates of the school will be closed and locked if safe to do so ensuring no one can enter or leave the premises

- The following doors will then be locked:
  1. Main building front entrances.
  2. Other exits if there is reason to believe there is a threat on the school grounds.
  3. All other internal doors, including classrooms.
  4. Monitoring the Site Entrances:

Once the site is secure, staff should return to the building and monitor School entrances via CCTV (if installed), and / or discretely from office windows (but without making themselves a potential target). The gates should only be opened by the Site Service Office or Head teacher when visual confirmation of the presence of the Emergency Services can be confirmed and when instructed to do so.

## **8.0 Silent Evacuation**

The normal process to trigger an evacuation is via sounding the fire alarm; however, there are certain situations where a silent signal should be used instead:

- A bomb alert has been received or a gas leak is suspected. (In such cases follow school's specific protocols for such instances).
- Where an audible alarm may further endanger risk to pupils/adults e.g. aggressive intruder.

### **8.1 Silent Alarm Procedure:**

The Headteacher should arrange for a silent signal to be deployed in all school areas e.g. a member of staff travels around school with a visually recognised signal or verbal signal. If it is unsafe to alert the Headteacher, staff may use their judgement and undertake this.

On seeing/ hearing the alert, teachers should immediately evacuate pupils to the designated assembly points. Staff working with pupils outside the classroom should NOT return to the classroom but immediately evacuate pupils to join their class at the designated assembly point.

## **9.0 Business Recovery in the Event of a Loss of Buildings or site Space**

### **9.1 General**

Replacement of the buildings and facilities that have been damaged or made unavailable will be the responsibility of the Schools.

Temporary working facilities are the responsibility of the Schools and MAC.

The MAC holds insurance (see below).

### **9.2 Insurance**



The schools are insured through the Zurich Insurance 'Midlands Academy Insurance Group' managed by Solihull Metropolitan Borough Council which covers the reinstatement value of the property.

### **9.3 Replacement Site Facilities**

The size and scope of facilities required for the school will vary according to circumstance. In the first instance contact should be made with the Insurance Company via Solihull Council.

The location of the temporary accommodation will be determined based on the space required and circumstances at the time. Possible locations that have been identified for consideration should temporary accommodation / buildings need to be sited are on playgrounds if possible.

Erecting additional buildings (porta cabins) on school sites will always be the preferred solution.

### **10.0 Pandemic Threat / Mass Staff Unavailability**

Loss of staff is considered a generic threat to operations. The spread of a virus capable of impacting on operational service delivery is now considered genuine and serious.

In the event of mass staff illness, the Incident Management Team will shut the school to pupils using the same procedures described above.

### **11.0 Other Threats**

The following Other Threats have been considered

- Phone and ICT Communications Loss
- Finance Process Breakdown – payments to staff and suppliers fail
- Utilities / Energy Supply failure
- Service Delivery Loss of General Nature –School are unable to provide buildings or ICT support
- Key Supplier Failure– Catering,
- Evacuation due to Nearby Incident
- Bad Weather prolonged
- Strikes
- Terrorist Attack or Threat/Biological or environmental hazard
- BREXIT, particularly the continuity of catering provision.

### **12.0 MAC Head Office**

The Head Office for the MAC is located on the site of St Augustine's Primary School in a former Children's Centre and as such will adhere to the Plans for the school site. In addition, the Head Office team have identified their business critical functions and recovery plans. (Appendices 2 and 4).

**APPENDICES:**

1. Potential Disruption to Critical School Functions
2. Potential Disruption to Critical MAT Functions
3. School Recovery Action Plan
4. MAC Recovery Action Plan
5. Key Contacts List

### Potential Disruption to Critical School Functions

School Activity (statutory duties are in bold)	What may happen?	Mid-long term impact on the school (24 hours+)	Mitigation and Contingency Arrangements in Place	Further actions needed to reduce impact
Early Years Teaching	Potential to impact on development of Nursery & Reception Pupils Impact on reputation Potential for complaints		Cross-skilling of staff so teaching can continue if staffing is reduced. Access to supply teaching staff.	Utilise teaching resources from other schools in the MAC.  SIMS data back-up off site so restore can take place via CCC Redstar
KS1 Teaching	Potential to impact on results & attainment of Year 1 & 2 Pupils Impact on reputation Potential for complaints	Key Stage 1 SAT's in Summer Term each year	Cross-skilling of staff so teaching can continue if staffing is reduced. Access to supply teaching staff.	Utilise teaching resources from other schools in the MAC  SIMS data back-up off site so restore can take place via CCC Redstar
KS2 Teaching	Potential to impact on results & attainment of Year 3, 4, 5 & 6 pupils Impact on reputation Potential for complaints	Key Stage 2 SAT's in Summer Term each year	Cross-skilling of staff so teaching can continue if staffing is reduced. Prioritise KS2 at critical times if necessary. Pupils at KS1 have more time to catch up on any missed work  Access to supply staff	Utilise Teaching resources from other schools in the MAC  SIMS data back-up off site so restore can take place via CCC Redstar
KS3 Teaching	Potential to impact on results & attainment of Year 7, 8 & 9 pupils	Key Stage 3 SAT's in Summer Term each year	Cross-skilling of staff so teaching can continue if	Utilise Teaching resources from other

School Activity (statutory duties are in bold)	What may happen?	Mid-long term impact on the school (24 hours+)	Mitigation and Contingency Arrangements in Place	Further actions needed to reduce impact
	Impact on reputation Potential for complaints		staffing is reduced. Prioritise Yr 9 at critical times if necessary. Pupils of YR 7 & 8 have more time to catch up on any missed work  Access to supply staff	Secondary school in the MAC  If necessary approach other Secondary schools outside MAC  SIMS data back-up off site so restore can take place.
KS4 Teaching	Potential to impact on results & attainment of Year 10 & 11 pupils Impact on reputation Potential for complaints	Key Stage 4 GCSEs in May/June Summer Term each year	Cross-skilling of staff so teaching can continue if staffing is reduced. Prioritise at critical times if necessary.  Access to supply staff	Utilise Teaching resources from other Secondary school in the MAC  If necessary approach other Secondary schools outside MAC  SIMS data back-up off site so restore can take place.
KS5 Teaching	Potential to impact on results & attainment of Sixth Form. Impact on reputation Potential for complaints	Key Stage 5 A Levels in May/June in Summer Term each year	Cross-skilling of staff so teaching can continue if staffing is reduced. Prioritise at critical times if necessary.	Utilise Teaching resources from other Secondary school in the MAC  If necessary approach other Secondary

School Activity (statutory duties are in bold)	What may happen?	Mid-long term impact on the school (24 hours+)	Mitigation and Contingency Arrangements in Place	Further actions needed to reduce impact
			Access to supply staff	schools outside MAC  SIMS data back-up off site so restore can take place.
Safeguarding Children	Harm to an individual Potential culpability Damage to reputation Unable to provide Services for children at risk.		Refer to school safeguarding policy.	School meetings between safeguarding lead, Pastoral Managers and other appropriate staff to identify action relating to children at risk. Communication with other agencies.
Catering (Specifically free school meals)	Unable to fulfil statutory obligations Hunger impacts on behaviour and performance	Free school meals and UFSM have to be provided. If there was no access to catering in the medium to long term we would need alternative arrangements for food preparation / free school meals / UFSM provision. Packed lunch to be prepared off site and	Discuss alternatives with catering provider.	Use other Suppliers

School Activity (statutory duties are in bold)	What may happen?	Mid-long term impact on the school (24 hours+)	Mitigation and Contingency Arrangements in Place	Further actions needed to reduce impact
		delivered to school.  Food to be prepared off site and delivered to school.		
Access to ICT(curriculum/Pupils)	No (or restricted) access to teaching materials Pupils unable to work online or use online resources Potential impact on performance of pupils and staff	Different key stages dependence on ICT varies. Loss would be more critical during online tests.	Teachers and Support Staff have other teaching MACerials available.	ICT curriculum – reinstate by using back up  LA SLA – various suppliers for Admin Servers
Access to ICT(Admin/Finance)	No (or restricted) access to admin ict. Admin Finance staff unable to work online or use online resources Potential impact on communications /payments.	Key dates for exam entry or supplier or payroll	Access at other schools within MAC.	Access at remote sites outside MAC
Extra Curricular	Disappointed pupils Missed opportunity to enhance learning for pupils Damage to reputation		Existing staff to run extra-curricular activities where qualified.	Look for alternative provider/s
Facilities Management	Impact on cleanliness of the school General maintenance and upkeep of the school would not	The use of other MAC Site Services Officer, who has the capacity to work across	Leadership Team would open and close school in the short term.	Buy in external support.

<b>School Activity (statutory duties are in bold)</b>	<b>What may happen?</b>	<b>Mid-long term impact on the school (24 hours+)</b>	<b>Mitigation and Contingency Arrangements in Place</b>	<b>Further actions needed to reduce impact</b>
	happen Potential health & safety risk	the MAC to provide support where required and to liaise with contractors etc.		

### Potential Disruption to Critical MAC Functions

MAC Activity	What may happen?	Mid-long term impact (24 hours+)	Mitigation and Contingency Arrangements in Place	Further actions needed to reduce impact
Communications	Phone and ICT communications loss	Poor communication	Communications maintained by Cardinal Newman School.	Emergency mobile phones available
Records	MAC documentation loss	Communication issues Audit issues	IRIS document scanning (to be installed)	
Finance	IRIS Financials loss	Loss of financial control	IRIS is cloud based, no local data storage.	
Payments	Finance Process Breakdown – payments to staff and suppliers fail	Reputational risk. Delays to payment of staff/suppliers	Lloyds online is cloud based allowing remote access.	
Accommodation	Building Loss – partial or complete (Fire, Flood etc.)  Utilities / Energy Supply failure	Disruption to business activities	In the event of the loss of the building where MAT key staff are located, the office and associated staff would be relocated to one of the other Academies for continuity of operations.  All IT is cloud based and portable	Cloud access possible from any school location.
Workforce	Staff loss		In the event of the loss of staff for any reason the MAC would draw on Bursars/Finance/Business Managers from the schools within the MAT for continuity of operations. Senior staff at each of the schools could also be called upon to	



MAC Activity	What may happen?	Mid-long term impact (24 hours+)	Mitigation and Contingency Arrangements in Place	Further actions needed to reduce impact
			support the continuity of MAC business	
	Directors		Due to the number of Trustees within the structure of the MAC the contingency aspect would be to call on other registered Directors as and when required if a particular member was not available.	
	Negative publicity		In the event of negative publicity relating to MAC the CSEL and Chair of Board will take advice as and when required and respond accordingly.	

### School Recovery Action Plan

Operational Threat	Steps to Restore Normal Working	Action by Whom	Comments/Notes
Phone and ICT Communications Loss	Contact phone/ communication providers ICT Manager for Curriculum Server CCC ICT Services for Admin Server	Office Managers/ICT Manager Office Manager/ Business Manager	Keep CSEL, CFOO, CoG Head teacher and Business Manager updated
Finance Process Breakdown – payments to staff and suppliers fail	CFOO investigates issue with School office Extent of situation is fully assessed Bank balances verified from online banking Staff and suppliers formally contacted with timescales / update. Banking is cloud based.	Office Managers CFOO CSEL	Keep informed: Headteachers Chairs of MAC Finance and Audit Committee and Chair of Board of Directors kept updated
Utilities / Energy Supply failure	Providers called to ascertain issue School may have to close. Consider suitability of accessing a Generator.	School SSO, Headteacher CFOO CSEL	Keep informed CSEL and Chair of Board via CSEL School - Keep CoG and parents informed
Building Loss – partial or complete (Fire, Flood etc.)	Emergency plan implemented, CFOO notified immediately and insurance company. Short-term - share pupils between other schools in the MAC and provide coach service / Mini Bus transport in the mornings and afternoons Medium Term - erect Porta Cabins	Headteacher Site Service Officers CFOO CSEL City Council as appropriate	Keep informed CoG, CSEL and Chair of Board via CSEL and Diocese Head to inform Chair of Governors School to keep parents informed. Insurance company will provide loss adjuster.

Operational Threat	Steps to Restore Normal Working	Action by Whom	Comments/Notes
	on site Long term - rebuild / refurbish		
Building Denial leading to short term lack of access. Service Delivery Loss of General Nature – School are unable to provide buildings or ICT support	Relocate to the other schools within the MAC providing transport morning & afternoons	Headteacher CFOO CSEL	Headteacher Inform Chair of Governors of schools
Key Supplier Failure other than School – e.g. Catering	Cook food off site and deliver to school Feed pupils at one of the other schools within the MAC Buy in pre packed lunches	Headteacher liaise with Supplier and inform CFOO/CSEL	Supplier to implement contingency plan.
Evacuation due to Nearby Incident	School implement emergency plan Follow instructions from HT/DH/OM to: Evacuate immediately to nominated area. Take register on arrival and inform Admin of any children or members of staff that are unaccounted for.	Headteacher or nominated deputy	CSEL and CoG informed as soon as possible.
Lockdown due to Nearby Incident	Follow instructions from HT/DH/OM to: stay inside the building, well away from the windows and do not leave until instructed to do so by a member of SLT or	Headteacher/SLT as per school procedure	CSEL and CoG informed as soon as possible.

Operational Threat	Steps to Restore Normal Working	Action by Whom	Comments/Notes
	the police/bomb squad		
Fire	Exit the school following Fire Evacuation plan Call Emergency services Call CFOO regarding any damage Review what happened and capture any lessons learnt.	Headteacher/SLT CFOO	CSEL and CoG informed as soon as possible.
Bad Weather prolonged	School to follow Snow procedure. Ensure enough salt for Paths etc.	Headteacher	Head to inform CSEL and CoG
Strikes	Headteacher to establish which staff will be on strike. Decides with Chair of Governors if school has to close for pupils or which classes - staff not striking are deployed with suitable work and come to work as usual.	Head coordinates the communication brief to parents and staff	Head to inform CSEL and CoG. CSEL updates MAC Chair of Board of Directors
Terrorist Attack or Threat Biological or Environmental hazard	Implement School emergency plan.	Headteacher/SLT	Head to inform CSEL and CoG
BREXIT-	Catering as per plan but contingency plan with Supplier.  Fuel Shortage- Heads to see any Car Share opportunities and other transport opportunities. Also consider	CFOO  Headteachers	

Operational Threat	Steps to Restore Normal Working	Action by Whom	Comments/Notes
	<p>temporary swap of staff between schools. Any opportunities for home working.</p> <p>Other items to be considered as more information becomes available or risk identified.</p>		

### MAC Recovery Action Plan

Operational Threat	Steps to Restore Normal Working	Action by Whom	Comments/Notes
Phone and ICT communications loss	Systems maintained by Cardinal Newman School (different site). Contact phone/communication providers. ICT Manager for Curriculum Server CCC ICT Services for Admin Server	Office Managers/ICT Manager Office Manager/ Business Manager. CN Network Manager (MAC) and Admin managers.	Keep Chair, CSEL and CFOO updated
MAC documentation loss	Restore cloud access or access from alternative location	CN Network Manager and IRIS.	Keep Chair, CSEL and CFOO updated
PS Financials loss	Restore cloud access or access from alternative location	CN Network Manager	Keep Chair, CSEL and CFOO updated
Finance Process Breakdown – payments to staff and suppliers fail	CFOO investigates issue with School office Extent of situation is fully assessed Bank balances verified from online banking Staff and suppliers formally contacted with timescales / update	Office Managers CFOO CSEL	Keep updated: Headteachers Chairs of MAC Finance and Audit Committee and Chair of Board of Directors kept updated
Building Loss – partial or complete (Fire, Flood etc.)	Emergency plan implemented, CFOO notified immediately and insurance company. Short-term - share pupils between other schools in the MAC and provide coach service / Mini Bus transport in the mornings and	Headteacher Site Service Officers CFOO City Council as appropriate	Keep updated: CSEL and Chair of Board via CSEL and Diocese Head to inform Chair of Governors School to keep parents informed. Insurance company should provide loss adjuster.

Operational Threat	Steps to Restore Normal Working	Action by Whom	Comments/Notes
	afternoons Medium Term - erect Porta Cabins on site Long term - rebuild / refurbish		
Utilities / Energy Supply failure	Providers called to ascertain issue School may have to close. Consider suitability of accessing a Generator.	School SSO, Headteacher CFOO	Keep informed CSEL and Chair of Board via CSEL Scholl Keep parents informed
Building Denial leading to short term lack of access. Service Delivery Loss of General Nature – School are unable to provide buildings or ICT support	Relocate to the other schools within the MAC providing transport morning & afternoons	Headteacher CFOO	Headteacher and Chair of Governors of schools
Staff loss	In the event of the loss of staff HCCMAC would draw on Finance/ Business Management support from MAC schools for continuity of operations. Senior staff at each of the Schools could also be called upon to support the continuity of HCCMAC business	CSEL Chair CFOO	Headteacher and Chair of Governors of schools
Directors	Due to the number of Directors within the structure of HCCMAC the contingency aspect would be to call on other registered Directors as and	Chair CSEL CFOO	

Operational Threat	Steps to Restore Normal Working	Action by Whom	Comments/Notes
	when required if a particular member was not available.		
Negative publicity	In the event of negative publicity relating to HCCMAC the CSEL and Chair of MAC Board will take advice as and when required and respond accordingly.	Chair CSEL	Keep informed BDES Communications Team and CCC Communications Team.



