

Business Continuity Plan

Name of school: Sacred Heart Primary 2025 2026

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IN AN EMERGENCY	
1	IF APPROPRIATE, CALL THE EMERGENCY SERVICES ON 999 (OR 112)
2	CONTACT THE HEAD TEACHER Natalie Brodie
3	ALTERNATIVELY CONTACT THE Head of School Dawn Cooper
4	INFORM THE CHAIR OF GOVERNORS ON Mr Martin Jackson
5	Senior staff contacts at the St John Paul II Multi Academy Teresa Cotter CEO: 07722 153203 Emma Samuel COO: 07901 674062 Maria Stirrop, Chair of the Board of Directors: 07711 411561
6	GO TO THE EMERGENCY ACTIONS CARD COMMENCING ON PAGE 11

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i: Distribution List

Author(s):	Natalie Brodie	
Owner:		Review Date: July 2025
Approved by:		Date: 05.07.25

Name	Job Title	Organisation
SLT members	SLT staff	Sacred Heart
Christine Walker	Chair Of Governors	Sacred Heart
Teresa Cotter	CEO	SJPIIMA
All Named in section 2.3		
CCU Admin	ccu@staffordshirefire.gov.uk	Civil Contingencies Unit
CCU Admin	ccu@staffordshirefire.gov.uk	Civil Contingencies Unit

ii: Version Control

Version	Amendment	Incorporated by whom?	Date

iii: Storage of Business Continuity Plan (BCP)

A hard copy of this Business Continuity Plan (BCP) can be found in the following places:

- School office

The electronic version of this BCP is located here:

- Governor Portal
- Staff documents shared drive
- Other

1.0 Preface

1.1 Description

This document is the BC Plan for Business Continuity Plan and provides an outline of the steps to be taken to effect recovery. This document should be used to assist recovery of operations and continuation of work, following a major incident.

The sections in this BC Plan cover functional recovery, BC Plan ownership and the relationship with the major incident management process. In addition, there are key third party and internal contacts specific to Business Continuity Plan

The Council's Incident Management Team (IMT) will oversee and co-ordinate the overall recovery process. The IMT will use a separate document (The Incident Response Guide) to assist.

1.2 Document Purpose

It is not intended that the Incident Response Guide or this BC Plan should be used for all disruptions at the School. Minor disruptions should be resolved using routine management procedures. The IMT will be activated for disruptions that are classified as major incidents (see appendix C for guidance on escalating to the Incident Management Team).

Allocation of resources during the management of a major incident, such as workstations or meeting facilities, is subject to change by the IRT. The actual requirements will be determined based upon the operational priorities prevailing at the time, and the expected duration of the major incident. This BC Plan outlines the base requirements of Business Continuity Plan

During a major incident, the IRT will give direction on department recovery to department heads.

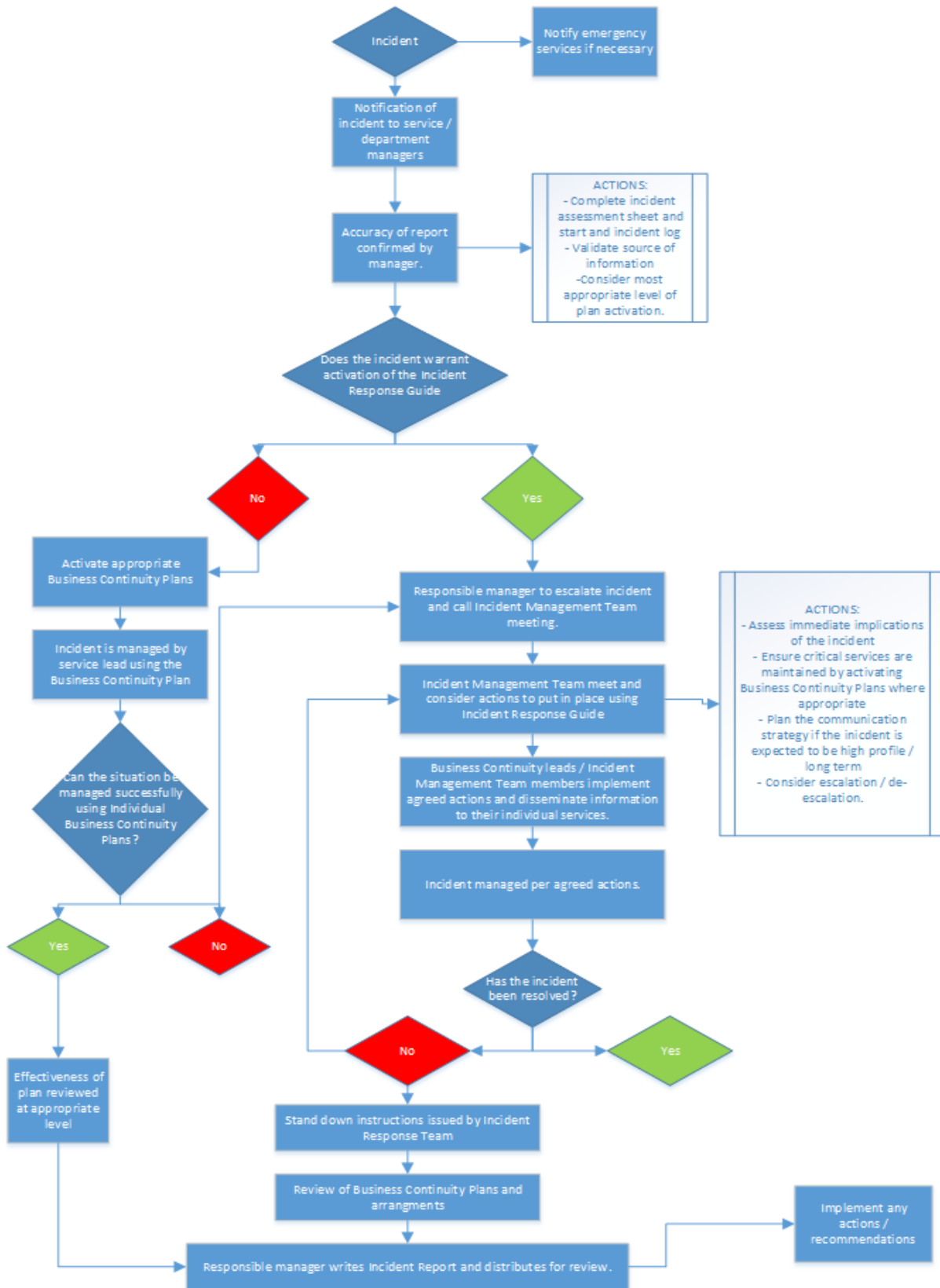
1.3 Definition of Terms

This document uses the following terms and abbreviations, their definitions are below:

Term	Definition
Business as Usual	The normal status of School operations.
Incident Management Team (IMT)	The senior management team which will assemble in response to a major incident.
Incident Response Guide	A separate document; the plan used by the IMT to respond to a major incident.
Major incident	A disruption which the IMT will be called out to respond to. See appendix C for escalating to the Incident Management Team.
Maximum Data Loss	The maximum amount of IT data (measured in time) which may be lost between the previous good backup and the point of IT service failure.
Recovery Time Objective (RTO)	The timeframe during which the process or IT service must be recovered to minimal capability, in order to prevent an unacceptable impact on the School.
Maximum Acceptable Outage (MAO)	The timeframe during which the process must be recovered to full capability, in order to prevent an unacceptable impact of loss upon the School.

2.0 Response Section

2.1 Initial Actions Flow Chart



2.2 Initial Alternative Meeting Point

Identified alternative location for service to manage incident from, if primary location is lost:

Holy Trinity Church Hall

Lichfield Rd

2.3 Business Recovery Team

Role	Name	Job Title	Responsibilities
BCP Lead	T.Cotter	CSEL	Overall responsibility for implementation Business continuity plan
BCP Deputy Lead – Teaching and learning continuity			Coordination of MAC-wide continuity of educational provision
BCP school lead	N.Brodie	Principal/ Executive Principal	Responsibility for implementation of BCP at school level
BCP Business and operations	E. Samuel	COO	Leadership and management of Business and operation across the MAC
Other Business Recovery Team members:			
BCP - Premises	John Carroll	MAC Premises manager	
BCP - IT	Adam Martin	MAC Strategic IT manager	
BCP – HR and Operations	Emma Samuel	MAC HR and operations manager	
BCP - Finance	Tom Nixon	MAC finance manager	
HR	Gavin Jones	HR manager	

3.0: Incident Assessment Sheet

Note: The criteria in the table below should be used as a guide when assessing the incident and some points may not be relevant depending on what has happened.

Date:	Time:	
Major Incident trigger points.		Incident (Tick)
1. Have there been fatalities or multiple serious injuries suffered by any members of staff or third parties on School-related activities or is there significant risk of these occurring?		
2. Are there other serious staff or third party welfare implications affecting many people? E.g: <ul style="list-style-type: none"> • Critical illness. • Displacement / Loss of contacts. • Trauma / Kidnap. 		
3. Will School operations be significantly interrupted? E.g: <ul style="list-style-type: none"> • Exclusion from site • Failure of key processes. • IT /communications disruption. 		
4. Is the School's reputation under serious threat?		
5. Is there intrusive media involvement?		
6. Is a major commissioning relationship or partnership under threat?		
7. Is there a threat of serious liquidated damages or other financial claim?		
If any of the above can be ticked, contact the CSEL on 07722 153195 or 07989 429960 (Home)		
Assessment criteria		
1. Expected duration:		
2. Health and safety:		

3. Impact on people (welfare, transport):

4. Impact on buildings and property (security, cordons):

5. Impact on IT and communications (network, telephony):

6. Impact on School operations/ frontline services

7. Possible future outcomes:

8. Potential for escalation or spread:

9. Potential for media involvement:

10. Implications for reputational damage:

11. Other

Stakeholder list					
Advisors	All Staff	Local community	Media	Regional partners	Executive
Emergency Services	Schools	Elected Members	Volunteer Organisations	Local Businesses	National Government
Commissioned Service Providers	Local governing bodies	Board of Directors	Parishes	Diocesan Education Service	Other

4.0: Incident Log Sheet

Sheet No:

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Consider completing the debrief points sheet in section 6.1 with any issues you feel needs to be address.

No	Date	Time	Record	Initials

5.0 Recovery Priorities

5.1 Process recovery

Prioritise your recovery based on process Recovery Time Objectives. Remember that Estates & Facilities and Information Services may be recovering also, and may need to focus on their own recovery. As such, it may not be appropriate to start recovery immediately.

Process	Process Owner	Recovery Time Objective	Maximum Acceptable Outage
Communication with stakeholders		3 hours	1 day
Delivery of curriculum		1 day	3-5 days
Catering	COO – Emma Samuel	½ day	3-5 days
Examinations		½ day	1 day
Extra-curricular		2 weeks	4 weeks

5.2 Critical processes recovery strategy

For the processes identified as critical, and which have a recovery time objective that falls within 1 week (3-5 day recovery time objective), a recovery strategy needs to be devised. Complete the table below to specify the recovery strategies for each scenario listed. Action cards can then be developed to assist you in achieving the minimum recovery requirements for each critical process, within their recovery time objective timescales (see Appendix B).

Process : Communications to / with Parents and / or Guardians	Recovery Timescales					
	½ day	1 day	3-5 days	1-2 weeks	3-4 weeks	1 month +
Recovery Strategies	RTO	MAO				
<p>What are the key tasks that need to be prioritised?</p> <ul style="list-style-type: none"> • Ensure communications to parents and / or guardians are made as appropriate • Ensure timely updates and effective messages • Include communication with staff and governors 						
<p>Where else can the process be conducted?</p> <ul style="list-style-type: none"> • Use of MAC Offices. • Other schools in the MAC 						
<p>What are the key job roles for this process and who else can do the work?</p> <ul style="list-style-type: none"> • MAC Leadership team • Principals/ HoS • Office and admin staff • IT support team 						

What can be substituted for normal technology access?

- Use of the website for updates
- Twitter
- Emails
- Post/ hard copies of letters to parents.
- Phone calls for urgent/ exceptional communication need

What if a commissioned service fails to deliver?

- Consider back up communication systems.

What if critical equipment becomes unavailable?

- Alternative site within the MAC
- Equipment loaned from other schools within the MAC
- Use of handwritten notes/ telephone calls

Process : Examinations	Recovery Timescales					
	½ day	1 day	3-5 days	1-2 weeks	3-4 weeks	1 month +
Recovery Strategies	RTO	MAO				
<p>What are the key tasks that need to be prioritised?</p> <ul style="list-style-type: none"> • Ensure the examination process is able to go ahead • Ensure invigilators are available for each examination • Ensure an appropriate room is available for the duration of the exam – alternative sites in schools across the MAC and/ or local parish halls. • Ensure scripts can be stored securely and are correct • Ensure communications of any changes to exam times are promptly given to students] 						
<p>Where else can the process be conducted?</p> <ul style="list-style-type: none"> • Alternate room / hall within the school • Mobile facility on school playing field • Other schools within the MAC • Church and parish halls/ rooms 						
<p>What are the key job roles for this process and who else can do the work?</p> <ul style="list-style-type: none"> • Exams officer/ assessment coordinators – Senior leaders to stand in if needed. • Invigilators to monitor the exams- consider support from neighbouring schools / alter the invigilator rota to backfill staff • Teachers to prepare the students- consider teachers within the department or supply teachers. 						

What can be substituted for normal technology access?

Alternate location or room if the exam requires technology

Alternate school / hall / Parish Centre if due to a powercut]

What if a commissioned service fails to deliver?

External invigilators- consider an alternate means of invigilating exams.

Incorrect test scripts – follow communication protocol to exam board/ appropriate authority.

Examination board- Principals to contact examination board to establish the reason

What if critical equipment becomes unavailable?

Alternate location or room if the exam requires technology

Alternate school / hall / Parish Centre if due to a powercut

Alternate room / hall within the school

Mobile facility on school playing field

Use of another MAC school

Photocopy scripts

Process : Delivery of Curriculum	Recovery Timescales					
	½ day	1 day	3-5 days	1-2 weeks	3-4 weeks	1 month +
Recovery Strategies		RTO	MAO			
<p>What are the key tasks that need to be prioritised?</p> <ul style="list-style-type: none"> • Ensure subject leads establish where in the academic year students are at and set appropriate work. • Implement Remote Learning Plan where necessary • Consider supply teachers or agency teachers where necessary • Ensure students who require extra support can still access this where needed • The curriculum: Prioritise subjects based needs of students and on availability of staff, premise etc- e.g. use of sports hall for lessons in the event of building loss 						
<p>Where else can the process be conducted?</p> <ul style="list-style-type: none"> • Alternate buildings/ rooms on site • Use of larger communal spaces • Use of alternative sites – schools within the MAC • Learning at home – implement the Remote Learning Plan 						
<p>What are the key job roles for this process and who else can do the work?</p> <ul style="list-style-type: none"> • Senior leaders in conjunction with MAC leadership team. • Governors and Directors 						
<p>What can be substituted for normal technology access?</p> <p>Remote Learning Plan to be implemented to facilitate learning from home.</p> <p>Hard copies/ packs to be provided where access to internet is an issue.</p>						

What if a commissioned service fails to deliver?

Liaising with other schools in the MAC

Consider backup/ alternative suppliers.

What if critical equipment becomes unavailable?

Ensure subject leads establish where in the academic year students are at and set appropriate work

Consider supply teachers or agency teachers where necessary

Hard copies and/ or use of text books.

Equipment loans from other MAC schools or from the MAC central team.

The curriculum: Prioritise subjects based needs of students and on availability of staff, premise etc- e.g. use of sports hall for lessons in the event of building loss

Process : Catering	Recovery Timescales					
	½ day	1 day	3-5 days	1-2 weeks	3-4 weeks	1 month +
Recovery Strategies	RTO		MAO			
<p>What are the key tasks that need to be prioritised?</p> <ul style="list-style-type: none"> • Establish the reason for the outage- e.g. loss of premise, loss of staff, failure of supplier, failure of equipment • Consider alternative suppliers as appropriate • Use of vouchers if children not at school (FSM) • Consider buying in pre-made sandwiches from nearby supermarket • Consider staff with appropriate food hygiene certificates • Ensure pupils receiving free school meals are identified • Ask parents to provide packed lunches where possible or notify the school if this is not an option • Consider requesting sixth form students purchase their own lunch on a lunchbreak 						
<p>Where else can the process be conducted?</p> <ul style="list-style-type: none"> • Neighbouring/ MAC school • Food prepared off site at another MAC school and delivered. • Use of classrooms/ other rooms in school. 						
<p>What are the key job roles for this process and who else can do the work?</p> <p>Liaison with catering suppliers and contract manager through MAC central team (COO_</p> <p>Staff with correct hygiene certificates may be able to make lunches where needed</p> <p>Office staff to put out comms to parents/</p>						

What can be substituted for normal technology access?

Consider alternative suppliers as appropriate

Food prepared off site and delivered

Consider buying in pre-made sandwiches from nearby supermarket

Consider staff with appropriate food hygiene certificates

Issue vouchers for children entitled to FSM if necessary.

Ask parents to provide packed lunches where possible or notify the school if this is not an option]

Consider requesting sixth form students purchase their own lunch on a lunchbreak]

What if a commissioned service fails to deliver?

As above

What if critical equipment becomes unavailable?

As above

Process : Extra curricular clubs	Recovery Timescales					
	½ day	1 day	3-5 days	1-2 weeks	3-4 weeks	1 month +
Recovery Strategies				RTO	MAO	
<p>What are the key tasks that need to be prioritised?</p> <ul style="list-style-type: none"> • Consider whether it is appropriate to run before / after school clubs depending on situation • Remember these clubs may be the parents / guardian's only form of childcare at short notice • Liaise with the club / person running the activities to either cancel, postpone, rearrange at alternate venue • Consider whether any extra-curricular activities have exams attached to them which may be coming up soon- e.g. music / dance lessons • Consider safeguarding issues 						
<p>Where else can the process be conducted?</p> <ul style="list-style-type: none"> • Alternate venue – eg Other MAC school, Parish buildings • Alternate room on school site 						
<p>What are the key job roles for this process and who else can do the work?</p> <ul style="list-style-type: none"> • Office staff/ after school club coordinator - Liaison with the club /activity organiser • Office/ SLT – communication with parents / guardians • Staff/ volunteers with DBS and the appropriate skills to take the club. 						
<p>What can be substituted for normal technology access?</p> <ul style="list-style-type: none"> • Alternative activity to be provided. • Change the time and venue for the provision 						

What if a commissioned service fails to deliver?

- Consider a school-run activity until parents are able to collect pupils
- Consider alternate suppliers subject to DBS checks / safeguarding measures

What if critical equipment becomes unavailable?

- As above

Process :	Recovery Timescales					
	½ day	1 day	3-5 days	1-2 weeks	3-4 weeks	1 month +
Recovery Strategies						
What are the key tasks that need to be prioritised?						
Where else can the process be conducted?						
What are the key job roles for this process and who else can do the work?						
What can be substituted for normal technology access?						
What if a commissioned service fails to deliver?						
What if critical equipment becomes unavailable?						

Process	Recovery Timescales					
	½ day	1 day	3-5 days	1-2 weeks	3-4 weeks	1 month +
Recovery Strategies						
What are the key tasks that need to be prioritised?						
Where else can the process be conducted?						
What are the key job roles for this process and who else can do the work?						
What can be substituted for normal technology access?						
What if a commissioned service fails to deliver?						
What if critical equipment becomes unavailable?						

5.3 Resource Recovery

Allocation of resources during the management of a major incident, such as space or workstations, is subject to change by the Incident Management Team. The actual requirements will be determined based upon the operational priorities prevailing at the time, and the expected duration of the major incident. The following tables outline a preference model for Business Continuity Plan

The re-provisioning of general space will be managed by Estates & Facilities; the table below outlines the strategy for providing such space. The actual availability of space may be subject to resource constraints.

Location	Sacred Heart					
Preferred Recovery Location	Playgrounds					
Resource Recovery	Business as Usual (BAU)	½ day	1 day	3 -5 days	1 -2 weeks	3 – 4 weeks
Staff	8 teachers 6 TA 2 Office , 3 SLT					8 teachers 7 TA 2 Office , 3 SLT
Teaching space	7 classrooms 3 other rooms in use					7 classrooms 3 other rooms in use
Office workstations (includes pc, desk, phone)	4 office spaces					4 office spaces
Remote Working						
Specialist Space	Hall PE gym					Hall PE gym
Other resources						
Documentation						
Registers						
MCAS	Now online access					

Specialist IT and Hardware						
Google Classroom						
All learning platforms –remote access	All learning platforms –remote access	All learning platforms –remote access	All learning platforms –remote access	All learning platforms –remote access	All learning platforms –remote access	All learning platforms –remote access
Staff						
Teaching space						

5.4 Dependencies / Suppliers

#	Who do you depend on	Who depends on you
1	Staff	Students
2	Parents	Staff
3	Catering company	Parents
4	Services – Water, gas, electricity	Governors/ Directors
5	Supply agencies	MAC Central Team
6	MAC Central Team	Local community
7	Parish	Ofsted
8	Exam and assessment boards.	Archdiocese of Birmingham
9	Birmingham City Council	Birmingham City Council
10	Archdiocese of Birmingham	Local parish
11	Insurers – RPA scheme.	
12	Health and Safety advice and support	
13	Ofsted	

5.5 Critical Periods

#	Critical Activity	Months Expected / Scheduled	Processes Affected
1	Admissions – application and induction	Autumn and Summer	Communication Delivery of curriculum
2	Exams and Statutory assessment	Summer Term	All

#	Salvage Item and Description	Location	Comments
1	Students' work, course work and records	Every classroom	
2	Safeguarding records and information	Main school office	Cabinet by main school office
3	Contact details		
4	Cash on site	safe	In small room next to office

6.0 De-brief

CONDUCT A DEBRIEF AT AN APPROPRIATE TIME FOLLOWING RESOLUTION OF THE INCIDENT.

Debrief conducted on (date / time)

At (location)

Individuals involved in the Meeting were:

Role	Role Holder	Role	Role Holder

Additional Attendees (if required):

Name	Role	Name	Role

6.1 Debrief Points

The matters listed below should be considered but comment is not necessary under each heading.

Incident detection and escalation:
Call out:
Command:
Information available:
Communications:
Effectiveness:
Decisions made:
Response of staff:
Costs and expenses:

Training implications:

Impact on the School:

Other comments:

6.2 Actions Arising from the Debrief

#	Action	Assigned to	Deadline
1			
2			
3			
4			
5			
6			

Annex A: Contact List

Name & Organisation	Job Title	Email Address	During Office Hours	Mobile / Pager	Out of Hours Contact
Internal					
St John Paul II MAC contacts:					
Teresa Cotter	CSEL	t.cotter@SJP2.net	07722153203	07722153203	07739764869
Maria Stirrop	Chair of the Board of Directors	m.stirrop@sjp2.net			07711411561
Emma Samuel	Chief Operating Officer	e.samuel@sjp2.net	07901674062	07901674062	07576016408
John Carroll	Premises Manager	j.carroll@sjp2.net	07984873867		07984873867
Adam Martin	IT Manager	a.martin@sjp2.net	07747217234		
School contacts:					
Natalie Brodie	Principal	n.brodie@sacredheart-sch.net			

Name & Organisation	Job Title	Email Address	During Office Hours	Mobile / Pager	Out of Hours Contact
External					
Civil Contingencies Unit, Stafford	Duty Officer	08451 213322 (Fire Control – Ask them to page the Staffordshire CCU Duty Officer – Leave your name and contact number)			
SCC Health and Safety	Duty Officer	shss@staffordshire.gov.uk	(01785) 355777		(01785) 355777
Dean Willetts, SCC Health and Safety	Health and Safety Advisor	dean.willetts@staffordshire.gov.uk	07773 791499		07773 791499
Public Health England (West Midlands)	Duty Officer		0344 225 3560		
Lawrence Campbell, BCC	Educational Psychologist	laurence.campbell@birmingham.gov.uk			
West Midlands Police	Non emergency		0845 113 5000		
Caroline Bletso, Birmingham Diocesan Education Service	Press Officer	Caroline.bletso@rc-birmingham.org.uk	07464674630		
Adam Hardy, Birmingham Diocesan Education Service	Director of Education	a.hardy@bdes.org.uk	01675 464755		
Children’s Advice and Support Service (CASS), Birmingham City Council	Duty Officer		0121 303 1888		Emergency Duty Team can be contacted on 0121 4649001

Annex B: Loss of ICT Action Card

- Assess the situation from the ICT Helpdesk and identify the likely length of network outage or system downtime.
- Identify a suitable manual work around.
- Identify alternative means of communication to inform partner services / organisations / customers and senior managers of the problem and identified temporary solutions.
- Use resource requirements shown in Section 5.3 to outline resources required by the team.
- **Add others as required.**

The Recovery Time Objective (RTO) and Maximum Acceptable Data Loss (MADL) below represent the current capability to recover from the loss of each IT service. A failure of multiple IT services may take longer depending upon resource availability.

The RTO is the timeframe during which the IT service must be recovered in order to prevent an unacceptable impact of loss.

The MADL is the maximum amount of IT data (measured in time) which may be lost between the last backup and the point of IT service failure.

Please note: The table below currently shows your requirements, not the capability of the IT department, this should be used as a reference point until IT are in a position to provide their capabilities.

Central IT Service	RTO	MADL

Annex C Plan Maintenance Record

The following form should be maintained by the BC Plan Owner as a status record of maintenance. The Business Continuity Recovery Team should also be notified and sent an updated version.

Plan updated (dd/mm/yyyy)	Updated by	Next scheduled update (dd/mm/yyyy)