



INVICTUS

Education Trust

Business Continuity & Incident Management Plan

Kinver High School

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Document Control and Version Control

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Contents

1. Our Mission, Vision and Values.....	4
2. Purpose	4
3. Risk Assessment & Threat Analysis	4
4. Critical School Functions & Recovery Time Objectives (RTOs)	4
5. Incident Response Plan.....	5
6. Recovery Strategies.....	6
7. Continuity of Learning.....	6
8. Testing, Training & Maintenance	6
9. Contact Information for Schools	7
10. Appendices – Trust HQ	7
Appendix A - Continuity strategies.....	7
Appendix B -	10
Key contact details	10
Appendix C -	13
Business Continuity Actions Checklist.....	13

1. Our Mission, Vision and Values



Mission

'Excellence every day,
unlimited ambition and
transforming lives'



Vision

'To create a community of inclusive schools where
people choose to learn with us, work with us
and belong with us, so that everyone succeeds'



Values

- Respect
- Resilience
- Relationships

2. Purpose

This Business Continuity Plan (BCP) outlines the procedures and strategies to ensure the continuation of essential school functions in the event of a disruption, such as natural disasters, cyber incidents, pandemics, or staff shortages.

2.1 Objectives

- Ensure the safety and welfare of students and staff.
- Maintain essential teaching and administrative functions.
- Enable a swift recovery to normal operations.
- Establish clear communication protocols.
- Comply with regulatory and safeguarding requirements.

2.2 Legislation and guidance

This document is based on guidance from the Department for Education (DfE) on [emergency planning and response for schools](#) and [school security](#). It also complies with the following statutory guidance and legislation:

- [Keeping Children Safe in Education](#)
- [Health and Safety at Work Act 1974](#)
- [Management of Health and Safety at Work Regulations 1999](#)

2.3 Scope

- This plan applies to all school sites within the trust, including central professional services.

2.4 Governance

- The Invictus Education Trust Board of Trustees oversees the plan's implementation and compliance. The Trust Estates Asset Manager ensures procedures are in place and staff are trained. Headteachers and Facilities & Operations Managers at each school are responsible for executing the plan.

3. Risk Assessment & Threat Analysis

3.1 Key Risks Identified

- Environmental Hazards (e.g., fire, flooding, severe weather)
- Technological Failures (e.g., IT system failures, cyberattacks)
- Health-Related Emergencies (e.g., pandemics, staff illness)
- Security Incidents (e.g., unauthorized access, lockdown situations)
- Resource Disruptions (e.g., loss of utilities, supply chain failure)

Each school is required to complete Appendix A – Continuity strategies to record actions and persons responsible

3.2 Mitigation Strategies

- Fire drills and safety training including lockdown drills
- Data backup and cybersecurity protocols
- Health and safety policies
- Supplier agreements for emergency provisions
- Lockdown plans with annual drills
- In house review against the requirements of The Terrorism (Protection of Premises) Bill (Martyn's Law)

4. Critical School Functions & Recovery Time Objectives (RTOs)

Function	Recovery Time Objective (RTO)
Student safety & safeguarding	Immediate
Teaching & learning	24-48 hours (remote if needed)
IT & communication systems	24-48 hours (remote if needed)
Payroll & finance	72 hours
Facilities & utilities	Immediate to 72 hours

4.1 Key Dependencies

- **Staffing:** Teachers, administrative staff, maintenance personnel
- **IT Systems:** School networks, learning platforms, email systems
- **Premises:** Classrooms, alternative learning spaces, safety infrastructure
- **Suppliers:** Educational materials, food services, utilities

5. Incident Response Plan

5.1 Activation Criteria

The Business Continuity Plan (BCP) is activated when an incident threatens the normal operation of the school/business. The Headteacher/CEO determines activation.

5.2 Decision-Making Authority

- **School Closure:** The decision to close a school is made by the Headteacher in consultation with the CEO/Deputy CEO.
- **Partial Closure/Early Closure:** The decision to close a school is made by the Headteacher in consultation with the CEO/Deputy CEO.
- **Relocation to a Safe Space in the Community:** The decision to relocate is made by the Headteacher and Facilities & Operations Manager, with approval from the CEO/Deputy CEO
- **Designated Safe Space Location:** Facilities and Operations Manager in conjunction with the Headteacher. This is usually another school or a local community building
- **Communication Decisions:** The CEO and Director of Invictus Institute determine the communication strategy along with the Marketing Manager.
- **Contacting Stakeholders:** The Headteacher and School Administration are responsible for notifying parents, staff, and external authorities.

5.3 Incident Management Team (IMT)

Role	Name	Responsibilities	Contact
CEO	Edward Vitalis	Overall decision-making & communication	EVitalis@invictus.education 07301202937
Deputy CEO	Phillipa Harris	Plan implementation & recovery coordination and Deputy to Overall decision-making & communication in the absence of the CEO.	pharris@invictus.education
Trust Estates Asset Manager	Laura Chamberlain	Facilities & safety oversight	lchamberlain@invictus.education 07795907432

Headteachers	See individual schools list	School-specific incident management	
Facilities & Operations Managers	See individual schools list	Building safety & utilities	

5.4 Communication Plan

- **Internal:** Executive notification, staff briefings, student updates, parent notifications (email/SMS/website) – as communicated by the Headteacher.
- **External:** Local authorities, emergency services, suppliers – as communicated by the Headteacher and Facilities and Operations Manager.

Media Handling: Spokesperson designated for press statements – as directed by the CEO/DCEO, individual schools to refer media to the trust.

5.5 Evacuation & Lockdown Procedures

- Fire evacuation drills conducted termly and recorded on Every with a report completed of best practice and improvements.
- Lockdown procedures tested once per year and recorded on Every with a report completed of best practice and improvements.
- Safe assembly points designated and reviewed on Fire Evacuation Drills.

6. Recovery Strategies

6.1 Staffing Solutions

- Use of supply staff or alternative teaching arrangements.
- Remote teaching capability for extended disruptions.

6.2 IT & Data Recovery

- Daily backups of essential data
- Cybersecurity incident response plan in place with regular testing.
- Alternative access to learning platforms (e.g., Google Classroom, Microsoft Teams)

6.3 Alternative Premises

- Temporary relocation plans to Edward Marsh Centre
- Agreements with nearby schools/ community buildings for shared facilities if needed

6.4 Supply Chain & Resources

- Agreements with alternative suppliers
- Emergency stockpile of essential resources (food, water, first aid)
- Defibs available with Bleed Kits and emergency grab bags.
- Fully stocked first aid kits around the site.

7. Continuity of Learning

7.1 Remote Learning Strategy

- Activation of virtual learning environment within 24 hours.
- Provision of devices and internet access to students in need
- Online safeguarding policies enforced

7.2 Blended Learning Approach

- Use of recorded lessons, learning tasks
- Paper-based learning packs for students with limited internet access Prepared onsite and dropped to doorsteps by school staff.

8. Testing, Training & Maintenance

8.1 Plan Testing

- Annual training
- Live drills for evacuation and lockdown
- IT system recovery simulations
- Live drills for getting to the named location

8.2 Staff Training

- Annual staff training on BCP procedures
- Role-specific training for IMT members

8.3 Plan Review & Updates

- Reviewed annually or following a major incident
- Updates documented and communicated to staff

9. Contact Information for Schools

School Name	Headteacher	Facilities & Operations Manager
Crestwood School	Phil Sutton psutton@crestwood-s.dudley.sch.uk	Dan Meanock dmeanock@invictus.education
Ellowes Hall	Kevin Rogers kr Rogers@ellowes.dudley.sch.uk	Jane Collins jcollins@invictus.education
Kinver High School to include Thrive	Nicola Clifton nclifton@kinverhigh.co.uk	Tom Howes thowes@invictus.education
Leasowes High School to include Greenhill.	Chris Papadopoulos cpapadopoulos@leasowes.dudley.sch.uk	Dave Willetts dwilletts@invictus.education
Pedmore High School	Chris Mills cmills@pedmorehighschool.co.uk	Lisa Atkinson latkinson@invictus.education
Wombourne High School	Nick Bradnick – Thompson nthompson@wombournehighschool.co.uk	Dave Slocombe dslocombe@invictus.education
Rufford Primary School	Erica Tilley etilley@ruffordprimary.co.uk	Pippa Laight plaight@ruffordprimary.co.uk

Trust Headquarters:

- **CEO Office:** Edward Vitalis
- **Deputy CEO Office:** Phillipa Harris
- **Trust Estates Asset Manager:** Laura Chamberlain

10. Appendices – Trust HQ

Appendix A - Continuity strategies

The table below sets out examples of some scenarios where a continuity plan may be needed to maintain critical activities.

SCENARIO	WHEN TO IMPLEMENT	ACTIONS	PERSON(S) RESPONSIBLE
Shortage of staff or skills	In the event of high levels of staff absence due to: - Illness - Severe weather - Transport disruption Please note: staff absence due to strike action may require a separate strategy that accounts for legislation and guidance on handling strike action.	No formal deputies due to specialist roles, but key procedures are documented for continuity. Core functions are cross-trained where possible; skills used to maintain operations. Remote/hybrid working, task prioritization, and use of digital tools ensure continuity. Staff may be redeployed; temporary/contract support used for essential services if needed. Short-term closure unlikely; remote work and service adjustments would be prioritised.	CEO/DCEO
Partial closure of school site	In the event that part of the school premises/facilities are considered unsafe or not fit for purpose. Examples include: - Damage limited to a specific part of premises - Loss of utilities (power or water) to specific part of premises	Liaise with DCEO/CEO Isolate and secure the affected areas to prevent unauthorised access, and display relevant warning signs Consider different ways of working Source additional facilities such as modular buildings, portable toilets, generators, lighting, etc Work from alternative location – Another high school /work from home as directed.	Trust Estates Asset Manager Site team as directed. CEO/DCEO Facilities and Operations Manager Kinver/Trust Estate Asset Manager CEO/DCEO
Full closure of school site	In the event that the whole school premises/facilities are considered unsafe or not fit for purpose. Examples include: - Extensive damage caused by fire or flooding - Loss of utilities (power or water) to whole premises	Liaise with DCEO/CEO urgently to assess impact and initiate response. Support securing the site, signage, and ensuring unauthorised access is prevented. Ensure clear contact and closure information is displayed and shared via school/Trust channels. Work from alternative location – Another high school /work from home as	Facilities and Operations Manager Kinver/Trust Estate Asset Manager Trust Estates Asset Manager/Marketing Manager.

		directed.	CEO/DCEO
Loss of Digital services/data	In the event that digital services or critical data cannot be accessed. Examples include: Loss of network Following a cyber attack	Liaise with Trust IT Managers Digital Team to follow Disaster Recovery Plan. Printed copies kept at HQ Digital Office, with Director of Strategy and Governance, and at the homes of Exec IT Managers and Central Network Managers If cyber-attack, notify director of strategy and governance. If Internet connection is unavailable, school based technicians to be informed by the Digital Team to follow the backup connection protocol to fall back on 5G connections. Digital Team to contact school based technicians using mobile phones – numbers are kept in Disaster Recovery Plan and on printed sheet at HQ – one in the Digital Team office, one with Head of Estates. If on-premise or Microsoft 365 data loss is identified, full diagnostics to be conducted by the central Digital team as to the nature and extent of the data loss. Data recovery to then take place according to backup strategy document. If data is compromised due to ransomware or other malicious attack, recovery is to be from offline backups. If Microsoft 365 is compromised, Digital Team to use Microsoft Security Centre to identify the compromised accounts and services, and undertake remediation. If Arbor data is lost then Digital Team to	CEO/DCEO Executive IT Manager Executive IT Manager Executive IT Manager Executive IT Manager Executive IT Manager Executive IT Manager

		conduct Arbor support for data recovery.	Manager
		If the network is unavailable, staff laptops to be used with all files saved locally in OneDrive sync. Files will automatically sync when the network is available again. -	Executive IT Manager
		If staff are off-site, staff to use laptops as usual from their new location –	Executive IT Manager
		If the telephone system is unavailable, the Digital Team, at each schools' request, to forward inbound calls to a specified mobile phone. If 3CX is functional, this is to be done from 3CX. If 3CX is not functional, the Exec IT Managers to action this directly with Gradwell.	Executive IT Manager

Appendix B - Key contact details

Make sure that you have multiple ways of contacting key contacts at any time of the day.

KEY CONTACT	ROLE/RESPONSIBILITY	CONTACT INFORMATION
Nikki Clifton	Headteacher	01384686811 nclifton@kinverhigh.co.uk
Tom Howes	Facilities & Operations Manager - Resource/ Response Operations Co-ordinator	07434767658 thowes@invictus.education
Todd Clifton	Site Manager - Site Co-ordinator	07955757280 rclifton@kinverhigh.co.uk
Owen Davies	Deputy Headteacher - Welfare Co-ordinator	01384686818 odavies@kinverhigh.co.uk
Carene Spooner	Deputy Headteacher	01384686813 cspooner@kinverhigh.co.uk
Louisa Taylor	Admin Assistant - Log Keeper and school-level communications	ltaylor@kinverhigh.co.uk
Assure Security Ltd	Schools appointed out of hours security services and alarm response company	0330 320 9143

INSURANCE PROVIDERS	CONTACT INFORMATION
Risk Protection Arrangement	RPA.CM@davies-group.com 0330 0585566
Minibus - ERS	trudi.wright@aldium.co.uk 0151 353 3877

UTILITY/SERVICES	CURRENT SUPPLIERS/CONTRACTORS	CONTACT INFORMATION
Electricity	British Gas Business	Emergency or loss of supply CALL: 105
Gas	British Gas Business	Gas emergency 0800 111 999 If you smell gas or suspect a gas leak, please call the National Gas Emergency Service immediately. This line is available 24 hours
Water	Water Plus	03450726072
Broadband Fibre Lines	Dudley MBC	Digital, Customer & Commercial Services Dudley Council 3-5 St James's Road, Dudley, DY1 1HZ 01384 814920 www.dudley.gov.uk
Internet connectivity	Digital Team	01384 686 565
Phone lines	Digital Team	01384 686 565
IT support	Digital Team	01384 686 565

OTHER SUPPLIERS/CONTRACTORS	CONTACT INFORMATION
Modular buildings / Portable toilets	See Local online provider
Power generators / Lighting	See Local online provider
Boarding / Glazing providers	See Local online provider
Security	Assured Security 0330 320 9143 customerservices@assuresecurityltd.co.uk
Catering	Edward & Wards 01892 601340 info@edwardsandward.co.uk

OTHER SUPPLIERS/CONTRACTORS	CONTACT INFORMATION
Logistics / Transport	See Local online provider Prospect Coaches 01384 895 436

OTHER USEFUL CONTACTS	CONTACT INFORMATION
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Business Continuity & Incident Management Plan

Local authority	Staffs LA
Local press and media contacts (e.g. local BBC radio)	Contact Marketing comms@invictus.education
Social services (area team leader)	Staffs LA
Emotional/behavioural support team (e.g. educational psychologist)	In-house Pastoral Team office@kinverhigh.co.uk
Counselling services	Emma Brooks In-house Counsellor ebrooks@kinverhigh.co.uk External NHS School Nurse

Appendix C - Business Continuity Actions Checklist

BUSINESS CONTINUITY ACTIONS	COMPLETED (SIGN DATE)	COMMENTS/FURTHER INFORMATION
Activate the relevant emergency action plan (e.g. evacuation, lockdown, shelter)		
Ensure safety and welfare of pupils, staff, and visitors		
Establish contact with emergency services (if required)		
Provide initial information to staff, pupils, and stakeholders		
Assess the scale and impact of the disruption on school operations		
Identify disrupted activities and critical functions		
Determine upcoming critical deadlines (e.g. exams, statutory reporting)		
Activate business continuity arrangements to maintain critical activities		
Set priorities for sustaining essential services		
Establish and implement communication strategies (internal and external)		
Deploy staff, equipment, and facilities to support continuity		
Allocate and control financial resources needed for response		
Monitor the evolving situation and adapt plans accordingly		
Maintain regular reporting to leadership and key stakeholders		
Record all financial expenditure incurred		
Provide support to staff, pupils, and stakeholders during recovery		
Resume normal operations as soon as practicable		
Complete a lessons-learnt log (what worked well, what did not)		
Carry out a post-incident review with relevant staff and stakeholders		
Implement identified improvements		
Update and enhance emergency and business continuity plans		
Review and amend policies as necessary		

Business Continuity & Incident Management Plan

BUSINESS CONTINUITY ACTIONS	COMPLETED (SIGN DATE)	COMMENTS/FURTHER INFORMATION
Assess need for building, infrastructure, or systems improvements		
Identify training and development needs		
Schedule staff training, exercises, or drills to address gaps		