



Procedure 9.6 Business Continuity Plan					
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Introduction

The Academy aims to protect the well-being of its community (students, staff, partners, local community and environment) by providing a safe environment for them on the Academy premises and off-site during excursions. This plan aims to outline the Academy's response to a critical incident and to ensure that business critical functions are reinstated as soon as possible following an emergency. This plan will therefore incorporate:

- Critical Incident Plan
- Disaster Recovery Plan

1. Critical Incident plan

Definition of critical incident

The Academy recognises a critical incident as a disruptive incident or sequence of events that leave the Academy and its community unable to resolve with normal coping mechanism.

Critical incidents may involve students of all ages, the Academy, and the community. They may occur at the Academy or off-site.

Examples of a critical incident

- The death of a student or member of the Academy community through crime, accident or illness
- A serious injury to any member of the Academy community
- Serious damage to the Academy through building collapse, fire, flooding, or vandalism
- The disappearance of a member of staff or student
- A deliberate act of violence, such as the use of a knife or firearm
- A physical attack on a member of staff or student
- Public Health threats (e.g., Covid-19 and related pandemics)
- Adverse weather conditions
- A transport-related accident involving students and/or members of staff
- Death or injuries on Academy journeys or excursions
- Civil disturbances and terrorism
- A more widespread disaster in the community

For fire plan and strategy incidents please read Policy 9.3.

Aim

The aim is to ensure that key staff and management are able to respond quickly and effectively to ensure the situation is under control and minimise any adverse effects in the event of a critical incident occurring.

A critical incident may occur at any time and cause significant loss with prolonged interruption to the business of the Academy. This procedure sets out a series of responsive measures aimed at:

- preventing or limiting the loss of life or injury.
- minimising or limiting the damage to buildings and assets.
- returning to full operational activities as soon as possible.

The objective of this document is to co-ordinate the response of all departments and sites within the Academy site in the event of a critical incident and to ensure business critical functions are reinstated as soon as possible, while full restoration of all services is planned and implemented on a concurrent basis.

The decision to implement the Critical Incident Plan must be made by a member of the Critical Incident Team (CIT). The plan sets out guidelines to enable the Academy staff to respond quickly and cope effectively with an emergency situation. The Critical Incident Plan may be implemented either in whole or in part depending upon the severity of the incident. The plan aims to:

- create awareness of the need for planned arrangements.
- provide a management framework for responding to a critical incident.
- establish a Critical Incident Management Team that manages strategies and allocates resources to ensure a critical incident has minimal impact on the operation of the Academy.
- to co-ordinate the full reinstatement of the Academy services as soon as possible.
- provide re-assurance of the practical help available at short notice.
- pass on advice based upon previous experiences.
- give guidance on sources of information and help.

Scope of the Plan

The plan will be invoked when:

- access to the Academy building, in part or total, is denied due to an incident.
- the Academy's business systems are interrupted.
- a health and safety incident affects staff, students and/or the local community and/or environment.

Although not exhaustive, the plan may include the following:

- The plan may be invoked when an incident is likely to, or will, affect the business operations of the Academy.
- Members of the Critical Incident Team will be placed on amber alert and be ready to react, should the incident require a red alert response.
- The Plan may also be activated during an externally occurring incident that impacts the Academy's personnel or business operations.

Scale of Response

Level 1 – Amber Status 

- Business interruption affecting one or more departments/functional areas will be overcome by the relevant department(s) using their own resources, personnel, and equipment.
- Members of the Critical Incident Team (CIT) will be placed on amber alert in preparation, should the incident escalate.

Level 2 – Red Status 

- Business interruption affecting the operation of the Academy. An incident of this nature will invoke immediate activation of the Critical Incident Plan by a member of the CIT.
- The remaining members of the Critical Incident Team will be placed on red alert, and the Chair of Governors will be informed.

Notification of an incident

If an incident, such as those previously identified, should occur in the building, the person, student or member of staff who is affected by or witnesses the incident must inform a member of the Critical Incident Team.

On notification of the incident, the members of the Critical Incident Team may be put on amber alert as a precaution in case the incident escalates. The Emergency Contact List is at **Appendix 1**.

Out of Hours

Members of the CIT called to site in response to an incident will carry out an initial assessment if necessary. If it is considered, from the initial assessment, that the incident may affect the Academy's operation, the information received will be reviewed and escalated if necessary.

Critical Incident Team (CIT)

The Critical incident management team may co-opt other members to assist them as required including partner agencies. The CEO will act as Team Leader, or in her absence, the Critical Incident Member 1. The team will deal with operations and have an internal focus.

CIT Role	Role	Name
Critical Incident Team Leader	CEO / Safeguarding Officer / Fire Marshall / First Aider / MHFA	Canan E. Celik
Critical Incident Team Member 1	Finance Manager	Murat Ozbek
Critical Incident Team Member 2	Safeguarding & Welfare Officer/ Receptionist / Fire Marshall / First Aider	Eglina Bubliauskaite
Critical Incident Team Member 3	Safeguarding Officer / Head of Admissions / Fire Marshall / First Aider	Birgul Rose Aslan
Critical Incident Team Member 4	Academic Head / Lead Safeguarding Officer / Fire Marshall / First Aider	Ercan Erkus
Critical Incident Team Member 5	Head of Quality and Administration / Prevent Lead / Fire Marshall / First Aider	Selin Doyan

Key responsibilities of CIT

Life preservation

- Identify all staff and students involved.
- Monitor progress of recovery.
- Maintain effective & timely communications.

Communications

- Provide accurate and regular updates to the Team Leader to cascade to media and liaise with press/media.
- Communicate the immediate safety of individuals.

Learning Resources

- Identify areas affected.
- Identify alternative resources within the Academy.
- Identify resources outside the Academy.
- Provide alternative online learning resources.

Teaching

- Identify areas affected.
- Identify alternative teaching space within/outside the Academy.
- Reschedule teaching to alternative locations.
- Provide alternative online teaching platforms.

Operations

- Identify areas affected.
- Identify alternative space within/outside the Academy.
- Establish alternative space and relocate staff and equipment.
- Maintain core operating systems (HR, Finance, IT etc.).

Recovery

- Liaison with the Academy's insurers and loss adjusters.
- Appoint independent loss adjuster to act on behalf of the Academy.
- Plan specialist recovery/repair works.
- Plan re-establishment of normal operations.
- Plan re-establishment of IT & communications systems.
- Conservation and prevention of future damage.

*Documentation for Critical Incidents can be found at **Appendix 2**.*

2. Disaster Recovery Plan

Rationale for the Disaster Recovery Plan

The plan aims to minimise damage and disruption from disasters through implementing a carefully prepared Disaster Recovery Plan (DRP).

This Plan outlines the way in which the Academy will respond to disasters affecting not only the premises, but also those resulting in injury to staff, students and visitors. The Plan provides the framework for the following process:

- Implementing immediate action to ensure safety of students, staff, and visitors, including evacuation, and treatment of casualties, liaison with emergency services, notification to families of injured individuals, and the protection of assets.
- Establishing temporary arrangements to ensure that Academy activities are recommenced as soon as possible. This will necessitate; finding safe, secure teaching environments; minimising inconvenience; enabling finance and administrative procedures to be resumed.
- Undertaking the planning and management of actions required to establish the mid to long-term return to normal operations.

Management of the Plan

The CEO has overall responsibility of all matters pertaining to the Academy including Disaster Recovery implementation. The operational responsibility has been delegated to the Critical Incident Team.

They will have operational responsibility for ensuring that all necessary actions are taken to:

- secure the immediate safety of individuals.
- protect the Academy site, buildings and contents.
- arrange as soon as possible, temporary facilities to enable operations to recommence.
- co-ordinate mid to long-term plans to re-establish normal operations existing prior to the disaster.

In the event of a disaster, the CIT will be responsible for assessing the scale of the disaster and deciding whether to implement the full recovery procedures and involve the entire Emergency Contact List (**Appendix 1**). Those within the CIT have been given specific responsibilities. In the event of non-availability, those duties will be transferred to another member of the team, or additional members will be drafted in temporarily. Duties of the CIT are listed below:

Critical Incident Team Leader: CEO / Canan E. Celik

- Assess the size of the disaster, activate the CIT, and inform those affected accordingly utilising the CIT Contact List.
- Schedule team meetings as appropriate.
- Activate a Critical Incident Room.
- Endeavour to handle all aspects of the disaster effectively and efficiently.
- Keep Chair of Board of Governance up to date with situation.
- Source and oversee installation of above requirements, with reference to team members regarding insurance and recovery financing.

Deputy Critical Incident Team Member 1: Finance Manager / Murat Ozbek

- Assist the CIT Leader as required
- Deputise for CIT Leader as required
- Undertakes full building checks
- Identify requirements for essential computer functions to be operative as soon as possible.
- Identify what actions required to restore the IT systems to pre-disaster operating levels.
- Inform funding bodies of nature and scale of disaster.
- Request assistance from these bodies as required.
- Liaise with and make claims as advised by Loss Adjuster (LA).
- Produce cash flow of requirements for immediate operation and arrange interim payments programme with LA.
- Devise and monitor payment process to facilitate recovery.
- Inform insurance broker of disaster (as required).

Critical Incident Team Member 2: Welfare Officer: Eglina Bubliauskaite

- Compile and issue all communications to the media.
- Endeavour to answer all requests from the media.
- Inform all staff that they should not speak directly to the media.
- Compile and issue all communications to staff.
- Receive and answer all queries from staff, on advice from the CEO.
- Provision of keys and access to the relevant building/site.
- Identify areas of the Academy which need to be made safe.
- Give advice on correct safety procedures as appropriate.

Critical Incident Team Member 3: Safeguarding Officer: Rose Aslan

- Compile and issue all communications to students and parents as agreed by team.
- Put in place systems to affect this communication both to and from students.

- Plan and oversee the salvage of the Academy property and equipment.
- Identify immediate and long-term building requirements.
- Place orders and oversee delivery.
- Ensure that the site is secure (utilising Police if appropriate).

Critical Incident Team Member 4 & 5: Academic Head, Head of Quality & Administration Ercan Erkus & Selin Doyan

- Ascertain the damage to coursework and any loss of examination data.
- Identify suitable assessment accommodation if required.
- Identify requirements for immediate and long-term curriculum delivery.
- Ascertain damage to student records, both paper and computer based.
- Liaise with CIT leader and Member 1 to develop strategy to replace damaged records.
- Identify teaching requirements and curriculum fulfilment within their area.
- Identify staffing levels and timetable back-ups.
- Assist, as required or directed, other key stakeholders to fulfil any duties listed above.

Actions to be taken to recover from a disaster

From the first notification of the incident, there will be the need for urgent information about:

- what has happened, and how serious it is,
- if there have been any casualties,
- what facilities have been affected, and if their loss is short, medium or long term,
- what access there is to the premises and when this will be possible.

The CIT Leader, who should be the first to be informed of the disaster, will gather this information. Having obtained this, they will then:

- contact the emergency services if not already actioned.
- contact the CIT, as appropriate.
- decide where the CIT will meet, and when.
- issue any immediate instructions as necessary to protect all individuals.

The CIT will meet to discuss the situation and decide on actions required over the first couple of days. These actions will then be delegated to the relevant team member in line with their delegated responsibilities. The areas for consideration include:

- Requirement for staff offices in the event of a disaster. Colleges / Schools and other organisations within a reasonable distance that may be able to assist with facilities.
- Timescale by which alternative facilities would be needed. The aim is to get full lessons started again within at least 2 working weeks.
- Details of critical information storage and data backup. The Academy runs one integrated network serving curriculum and admin users.
- Issues with planners with regard repair and replacement of buildings. Plans for rebuilding will be submitted at an early stage to avoid any delay.
- During the initial period, there is likely to be considerable activity, and therefore the CIT will need to communicate on a frequent basis. Within a few days, the mid to long term

strategy will be identified. After this time, the times and nature of meetings will be formalised.

Maintenance of Appropriate Insurance and Cash Reserves

The Academy ensures that it has access to adequate Insurance and cash reserves to support business continuity in the event of unforeseen circumstances.

Specific Action Plans

Here, plans providing detailed actions for likely events can be found. The information contained here is not exhaustive; any actions outside of the plans should be recorded and fed back during any debrief period or testing of the plan.

Gas failure (leak or loss)

- If a leak is suspected (smell), report immediately to the Reception Desk.
- Assess the severity of the leak: Is it necessary to evacuate all or part of the Academy? If not, call the National Grid Network emergency number (0800 111 999) to report a minor leak. If necessary, call the Grid to relay this information, then contact the CIT and evacuate the building.
- If a fire breaks out, follow the procedure in *9.3 Fire Plan and Safety*.
- For both minor and major leaks, open all windows in proximity of the leak.
- Make sure there is very strict non-smoking policy and personnel keep away from the building if evacuating.
- The CIT to isolate the gas supply if possible and safe to do so.
- In the case of evacuating, do not re-enter the building until given clearance by the National Grid Engineer.
- CIT to initiate re-commission of the gas through grid (0800 111 999).
- CIT to notify student and staff when building ready to re-open.
- Media channels updated if needed.
- Return to the normal Academy routine and post incident de-brief.

Power Failure

- Report to CIT Leader & Member 1.
- Establish extent of failure.
- If localised:
 - CIT Member 1 to deploy authorised Person to investigate fault.
 - The Academy to remain open (if appropriate) but movement to be restricted in hours of darkness.
 - Disseminate information through the Academy.
- If Academy wide:
 - Contact PowerGrid (0800 668877 or 0330 1230877) to determine: location of fault & duration of interruption
 - Notify CIT.
 - Potentially close the Academy until power is restored.
 - CIT Member 1 to keep in touch with Powergrid and initiate Business Continuity Plan.
 - Re-open Academy when power restored.
 - Check fire-alarm operational.
 - Initiate Disaster Recovery Plan.

Structural Failure

- Report structural failure involving risk of endangerment to life.

- Inform CIT leader immediately.
- Inform CIT if damage is extensive.
- Determine the nature and extent of line of the damage and identify casualties.
- If there are casualties:
 - Activate all First Aiders to respond (see *Procedure 9.5 First Aid and Accident Reporting*) and emergency services if necessary.
 - CIT to issue statement to media / parents for minors, and speak to next of kin of injured.
- If there are no casualties:
 - CIT to assume control of incident.
 - Source alternative teaching accommodation if possible or suspend learning.
- Evacuate affected areas.
- Isolate affected areas and recruit services, or structural engineer as required.
- Activate Disaster Recovery Plan as necessary.
- Return to normal Academy routine when safe.

Road Traffic Incident

- A member of staff at the scene of accident to report the incident to the reception (020 7515 9695).
- Remind staff on scene NOT to make any press statements or any admission of liability.
- Reception / Staff member to take details of incident and a contact number. Details to include:
 - Location
 - Academy Vehicles involved
 - Staff/student involved
 - Staff/student injuries/fatalities
 - Emergency Services called
 - If Emergency Services already on scene, details of hospital etc....
- Notify CIT Leader and call out at least two members of CIT (depending on severity of situation)
- CIT to:
 - confirm travel plan and risk assessment details to compare passenger lists etc.
 - collate family contact details for injured/dead.
 - arrange family liaison with the Academy.
 - arrange for recovery of Academy vehicles when released by police.
 - prepare statement to Board & Business Continuity Plan initiated as necessary.
- CEO to address Academy on first day after incident. Arrangements made via HR for bereavement counselling and treatment of Post-Traumatic Stress Disorder (PTSD).

Death of a Person on the Academy Premises

- Body found or fatal accident occurs.
- Carry out First Aid procedures for resuscitation where possible.
- Call 999. Notify Police and in case of accident, ask for ambulance.
- Notify CIT immediately. Student Services / HR to prepare contact details for students /staff.
- CIT to create a cordon and clear vicinity of the incident.
- View CCTV if applicable.
- Police will have to establish the following details to comply with the Coroner's and Justice Act 2009:
 - Identify deceased
 - Where/When/how the death has occurred
 - Details for registration of death

- Removal of the body
- Notification of next of kin
- CIT to arrange for isolation of witnesses – comfortable room with access to toilets etc.
- CEO to address the Academy on the first Academy Day after the incident.
- Arrangements made with HR for bereavement counselling and treatment of PTSD where necessary.
- CIT to arrange area clean through industrial Deep Clean (CICS 08001114993). This is a specialised task and not be carried out by cleaning staff.
- Any damage caused by incident to be repaired immediately.
- CIT to produce press statement.
- Business Continuity Plan is initiated as necessary.

Serious Health Related incident

- Warning of Health-Related Issue received.
- If it is a local issue and the Academy has been identified as source:
 - Notify CIT immediately.
 - Close the Academy as necessary and carry out disinfection regimes and deep cleaning to canteen.
 - Investigate Hygiene practices.
- If it is a local issue and the Academy has not been identified as source:
 - Notify CIT immediately.
 - Place relevant establishment out of bounds and communicate to students / staff.
 - Instigate hygiene regime.
- If it is a regional/ national issue:
 - Notify CIT immediately.
 - Carry out Health and Safety and Business Continuity Risk Assessments (DAL Procedure 9.4 Health and Safety Risk Assessment) in the Academy.
 - Close Academy as directed by Health Authority.
- Re-open Academy on clearance from relevant Health Authority.
- Initiate Business Continuity Plan as necessary.

Industrial Action

- Notice of Industrial Action given.
- CIT to assess levels of staffing affected.
- Carry out Operational and H&S Risk Assessments covering the following as necessary:
 - First Aid Cover
 - Opening and Closing
 - Exams
 - Length of Industrial Action
 - Support Services Availability
 - Lecturer Cover / Student Supervision
 - Management Cover / Training
 - Number of Dept. affected
- Decide which of the following is more appropriate:
 - Total closure of the Academy
 - Partial closure of the Academy
 - Normal operation with management filling some functions
 - Normal Operation
- If total or part closure: Inform Staff / Students / Contractors / Suppliers
- If normal operational with management filling in, inform Staff / Students / Contractors / Suppliers etc. of contingency plan.

- Re-schedule classes / work as necessary.
- Business Continuity Plan is initiated as necessary.

Bomb or suspect package

- Identify threat.
- If device **already** detonated, initiate *9.3 Fire Plan and Strategy* or Structural Damage Plan.
- If device **not** detonated:
 - If suspect package or object found or identified:
 - call emergency services (999). **DO NOT TOUCH OR INVESTIGATE THE PACKAGE.**
 - evacuate the building in an orderly manner according to time given. Direct personnel away from suspected site. **DO NOT ACTIVATE FIRE ALARM.**
 - In the case of a specific **bomb threat** by telephone call, letter or other means:
 - Notify CIT immediately: CIT to examine warning letter and check call records to try and authenticate the threat – **Gloves must be worn when handling the letter for forensic evidence.**
 - Call emergency services (999) and pass on all details.
 - If threat includes a time for explosion or the location is known, evacuate the building in an orderly manner according to time given. Direct personnel away from suspected site. **DO NOT ACTIVATE FIRE ALARM.**
 - If the threat does not include a time for the explosion or a location, activate the fire alarm and evacuate the building.
 - Once all personnel are evacuated, move all personnel to the area of the site furthest from the threat which **MUST** be at least 500m AND out of line of site.
 - Under no circumstance, should anyone be allowed to re-enter threat areas until cleared to do so by the emergency services.
- Business Continuity Plan is initiated as necessary.
- Each area must be searched prior to re-occupation of building / rooms.

For Fire and First Aid Procedures see policies below:

9.3 Fire Plan and Strategy

9.5 First Aid and Accident Reporting

Related Policies

9.1 Access Procedure

9.2 Maintenance Procedure

9.4 Health and Safety Policy under HASAWA

Appendix 1: Emergency Contact List

Key Staff

Canan E. Celik	CEO & Acting Principal, Safeguarding Officer	ceider@docklandsacademy.co.uk
		Mobile: 074 5329 8343
Ercan Erkus	Academic Head & Designated Lead Safeguarding Officer, Prevent Lead	eer@docklandsacademy.co.uk
		Mobile: 079 5632 8768

Erhan Yurdakul	Academic Consultant	eyu@docklandsacademy.co.uk
		Mobile: 073 7553 2704
Selin Doyan	Academic Quality Coordinator, Prevent Officer	sdo@docklandsacademy.co.uk
		Mobile: 079 5157 2581
Eglina Bubliauskaite	Welfare & Safeguarding Officer & Receptionist	ebu@docklandsacademy.co.uk
		Mobile: 073 6768 7765
Paul Vincent	English Teacher Social Coordinator	pvi@docklandsacademy.co.uk
		Mobile: 074 9165 6774
Birgul Rose Aslan	Head of Admissions & Safeguarding Officer	rbas@docklandsacademy.co.uk
		Mobile: 079 5112 9631
Murat Ozbek	Finance Manager	moz@docklandsacademy.co.uk
		Mobile: 074 5951 9669
Surel Hurriyetoglu	IT Support	shu@docklandsacademy.co.uk
		Mobile: 0784 0226 072

Part Time Staff

Cuneyt Ozarikan	HE Lecturer, SEN Contact	c.ozarikan@docklandsacademy.co.uk
		Mobile: 074 7785 0208
Mehmet Ozaksu	HE Lecturer	m.ozaksu@docklandsacademy.co.uk
		Mobile: 074 2368 0355 / 075 0169 3752

Appendix 2: Critical Incident Form

Critical Incident Form	
Date of Incident:	
Time of Incident:	
Description of Incident:	

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Critical Incident Team members please sign:

Role:			
Name:			
Signature:			
Date:			

Appendix 3: Actions for Business Continuity Log Sheets

Critical Incident Declaration and Response		
PLAN	WHO	ACTION
CIT Leader notifies all affected people and meet in an appropriate room (e.g., Board Room, Basement Room, and/or online platform)		
Critical Incident is declared - Plan becomes live.		
Immediate contact of all CIT members to convene in appropriate room and/or online platform.		
Teams start pre-planned responses.		

Life Preservation		
PLAN	WHO	ACTION
Ensure communications with any necessary outside agencies are in place and functioning		
Ensure staff and students are safe		
Ensure Deputy CIT undertakes full building checks		
Ensure technical services undertake a review of business systems.		

Ensure availability of accurate information from Critical Incident site.		
Ensure Critical Incident site is safe and secure.		
Contact business continuity partners, local authority, affected third parties etc.		
Record all actions taken for insurance purposes.		
Assess losses/damage.		
Detail recovery steps using Critical Incident Recovery Form.		

Communications		
PLAN	WHO	ACTION
Ensure communications with any necessary outside agencies are in place and functioning		
Determine information to students (content and delivery).		
Determine information to staff (content and delivery).		
Determine media communications and brief spokesperson.		
Advise reception staff of information to be given out.		
Advise the media via nominated spokesperson.		
Allay fears on continuity of courses.		
Provide regular updates to all relevant parties.		
Teaching and Learning Resources		
PLAN	WHO	ACTION
Determine lost teaching provision.		
Work with the Building Recovery team to prioritise the services to be returned and prioritise replacement need (e.g., external assessment requirements).		
Determine the use of other locations.		
Schedule to implement the above (including transport of staff and students).		
Assess the impact on staffing and teaching materials.		
Support those affected by the incident (e.g. pastoral care, catch up classes, assessment extension).		

Operations and Recovery		
PLAN	WHO	ACTION
The physical reconstruction and restoration of the affected area.		
Work with the Academic Team to prioritise the services to be returned and prioritise replacement need (e.g. Classrooms and IT equipment).		
Determine the use of other locations.		

Schedule to implement the above.		
Determine and manage the financial implications during the recovery.		
Assess the impact on staff and materials.		
Support those affected by the incident.		
Report any lessons learnt to the CIT and incorporate an update into this document.		

See Policy 9: *Facilities and Health and Safety* and all its related procedures.