



Together We Make a Difference
Business Continuity Strategy
Date 20/3/26
Review 20/3/27

Purpose and Scope

The purpose of this document is to define how the Together We Make a Difference (TWMAD) will ensure that all conditions for the continuation and resumption of mentoring and learning activities in the case of disaster or other disruptive incident are met.

It will work alongside the Business Continuity Plans for each of the partner schools. The Directors of TWMAD own this strategy and will take responsibility for overseeing its implementation when required.

Principles

The strategy, supported by the individual school plans, is designed to achieve the following strategic objectives:

- To safeguard the safety and welfare of pupils, staff and partners;
- To resume provision of education services at the earliest opportunity and, where possible, secure a continuation of learning;
- To maintain the reputation and identity of the organisation;
- To return the organisation to normal operations.

Overall accountability resides with the Directors.

Management and Maintenance of the Strategy and Business Continuity Plans

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The strategy will be reviewed every three years, or if there is a significant change in the structure of the organisation in the interim. The Directors will ensure that the Business Continuity Plan is maintained and that the assignment of responsibilities and that contact information is up to date. In addition, they will formally review their plans on an annual basis or when there is a significant change in the structure of the organisation or its senior leadership team. Any changes will be notified to the Management Committee.

Training and Testing

All staff with a designated lead role in the plans should receive appropriate training, both in the implementation of this strategy, the operation of the supporting Business Continuity Plan and incident management techniques. This should include an appropriate desktop exercise.

Reviewing incidents

Following all invocations of the Business Continuity Plan, a full review will be undertaken of the incident including why it happened, how the organisation and partners schools responded, what lessons can be identified and what changes should be made to the arrangements and plans.

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Business Continuity Plan

This plan will document how to address the following issues:

1. Premises not available
2. Incapacity of Directors
3. Significant shortage of staff,
4. Asset management,
5. Insurance cover
6. IT failure
7. Incident response.

1. Premises not available

In the event of premises not being available to provide mentoring and education, the Directors will utilise their strong partnerships with local schools to locate an alternative venue. Possible venues include:

Trent House – Business Lodge

St James House Enterprise Centre

Double Tree Hilton Stoke on Trent

2. Incapacity of Directors

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TWMAD has two Directors and this decreases the likelihood of both being incapacitated simultaneously.

In the unlikely event that this does happen, responsibility for running the day to day operations of the organisation has been delegated to:

Kellie Collinson – TWMAD Secretary

The Directors have taken measures to ensure that this individual has access to all systems and information needed to run the business on an interim basis.

3. Significant shortage of staff

In the event of a lack of permanent staff, the organisation will utilise recognised supply agencies to service its needs. These agencies will be quality assured by the Directors who will ensure that appropriate suitability, safeguarding and employment checks are carried out.

Trusted supply agencies include:

GB Recruitment – www.gbrecruitment.co.uk (01782 624444)

The Supply Register – www.supplyregisteruk (01785) 472481

Zen Educate – www.zeneducation.com

Depending on the reason for absence, the organisation might need to action its policy on outbreak management.

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4. Asset Management

The asset register of all resources is held by a remote web based record. All resources of £100 or more are placed on this asset register. The system can be accessed anywhere with internet access.

5. Insurance of premises and resources

The insurance held by the organisation is:

Name of insurer Markel

Policy Number S28246

Amount of insurance

5,000,000

6. IT Failure

All Information Technology data is backed up both by the organisation's in server as well as remotely on a daily basis as part of an ICT system maintenance strategy.

Data designated critical or sensitive is encrypted and backed up off site.

Documents used by the Directors and Senior leaders are stored on Google Drive for security.

Staff are told to keep all key documents stored on the cloud.

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Photographs are currently stored on the shared drive and Archived every year.

7. Incident Response

The responsibility for invoking the incident response arrangements lies with the Directors or, if not available, the designated senior member of staff.

Upon invocation of the arrangements, the Directors, or their nominated representatives, will form a Business Continuity Management Team (BCMT). The primary objective of the BCMT is to manage the developing situation, explore all available options and opportunities to continue the service as safely as possible and minimise harm and danger to:

- Children;
- Staff;
- Other stakeholders;
- Building, contents and other assets;
- The organisation's ability to provide mentoring and education
- The organisation's reputation.

Basic rules of communication during an emergency

- Stick to the script - don't speculate, repeat rumours or say anything you don't know to be the case;
- Keep current – update as soon as we have confirmed information or agreed advice;
- Be human – don't use jargon, show we care about those affected and are grateful to those working to manage the situation;

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- Do not confirm fatalities or injuries until police have released the information – even if it is circulating on the web/social media;
- Treat all communications as external – internal messages will leak.

Drafting and approving communications

The Directors will appoint a Communications Team who will be responsible for drafting internal and external communications in conjunction with the BCMT who will have the most up to date understanding of the current position. The draft communications will then be approved by the Directors or a designated representative prior to being issued.

Roles and Responsibilities

A. Business Continuity Manager

Role holder: Director (T. Molloy or M. Molloy) or designated member of staff

Supported by: Admin Team and other role holders

Responsibilities:

- Decide whether to invoke the Business Continuity Plan
- Convene and chair the BCMT
- Manage the response, continuity and recovery phases
- Liaise with relevant partners
- Allocate resources - human, physical and financial
- Agree communications with the Communications Team
- Agree key information and instructions to be given to pupils and by staff.

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B. Incident Manager

Role holder: Director (T. Molloy or M. Molloy) or designated member of staff

Responsibilities:

- Meet and liaise with emergency services
- Undertake the actions set out in the Business Continuity Plan
- Liaise and share information with the BCMT
- Instigate and manage incident, continuity and recovery actions at the incident site as instructed by the emergency services and the BCMT

C. People Support Team

Role Holder: Trevor Molloy

Responsibilities:

- Ensure all pupils, staff and visitors are safe and accounted for.
- Marshalling of pupils, staff and visitors at the evacuation rendezvous point in conjunction with fire marshals.
- Arranging for transfer of everyone to place of safety.
- Arrange for warm, dry shelter (refuge) for everyone in the short term.
- Liaise with first aiders in relation to injuries, casualties and fatalities and collate information for BCMT.
- Liaise with fire marshals and other staff in relation to pupils/staff/visitors unaccounted for and collate information for BCMT.
- Deal with immediate welfare matters e.g. distress, domestic responsibilities.

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- Co-ordinate the sending home of pupils and immediate care of those whose parents/carers cannot be readily contacted.
- Collate information regarding casualties and status of pupils, staff and visitors for reporting to the BCMT.

D. Communications

Role holder: Communications Manager

Responsibilities:

- Drafting of all internal and external communications for approval
- Updating of the website and social media

E. Finance, Operations and ICT

Role holder: Finance Manager

Responsibilities:

- Establishing emergency procedures for cost control
- Providing funding and financial assistance to the BCMT and support teams
- Liaise with insurers and the premises team to arrange access to the affected site(s) for insurers and loss adjusters
- Review and arrange revised insurance cover
- Ensuring that the organisation can account for all costs which it is entitled to recover under the insurance policies
- Arrange for opening of alternative premises.
- Co-ordinate fitting out alternative premises with furniture and equipment.

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- Organise retrieval and restore of data from back up takes/systems

F. Mentoring, Teaching and Learning

Role holder: Lead mentor

Supported by: Additional support staff as required

Responsibilities:

- Identifying priorities for the continuation and restoration of teaching and learning across the organisation and implement these such that mentoring teaching and learning is restored in the most effective and efficient manner
- Identifying the priorities and resources required to deliver mentoring, teaching and learning in partner schools
- Liaison with and support for the BCMT
- Implementing actions set out in the plan to deliver the continuity and restoration of mentoring, teaching and learning

G. Premises

Role holder: Site Manager (although where this is on a partner school site this will be the responsibility of partner schools)

Responsibilities:

- Site Security
- Authorising and managing access to the building(s)/area(s);
- Supervision of salvage operations including initial salvage of critical documents/equipment if this can be done safely

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- Security and safeguarding of assets.
- Liaison with neighbours
- Managing the reinstatement of the affected building(s)/area(s);
- Managing the cleaning of affected building(s)/area(s).
- Support for transfer to alternative premises.

H. Compliance

Role Holder: Management Committee

Responsibilities:

Support for the BCMT on the invocation and application of the Business Continuity Plan
Ensuring that plans and policies take into account Health and Safety laws and guidance
Co-ordination of the updating of the Business Continuity Plan and supporting policies
Ensure external agencies are notified as appropriate

I. Admin Support

Role holder: Office Manager or Senior Administrator

Responsibilities:

- Management of information to/from the BCMT (and Support Teams)
- Maintenance of Decision Logs
- Maintenance of Action Logs
- Call screening
- Meeting management

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- Organisation of catering as required.

Appendix –Template Forms

INCIDENT IMPACT ASSESSMENT FORM	
Completed By	
Date	
Time	

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Consideration	Logged Response
Which parts of the organisation are affected	
What is the nature of the incident? <i>(Describe the type of incident, location and severity)</i>	
Are there any staff casualties or fatalities?	
How is the incident currently affecting business operations?	
What is the estimated duration of the incident?	
Do the Emergency Services need to be called?	

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Has access to the whole site been denied? If so, for how long?	
Have any work areas been destroyed, damaged or made unusable? Is there evidence of structural damage?	
Are any systems and other resources unavailable? <i>(include computer systems, telecoms and any other assets)</i>	
Have any utilities been affected? <i>(E.g. gas, electricity or water)</i>	

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Other Relevant Information	
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LOG OF EVENTS, DECISIONS AND ACTIONS			
Completed by		Sheet Number	
Incident		Date	
Time	Log Details		