






**EMERGE ONLINE
SCHOOL**

Emerge School Business Continuity Plan 2025 - 2026

 **Our Vision:** *A culture rooted in safety, where people feel seen, heard, included, and connected through authentic relationships.*

 **Our Mission:** *To create a safe and nurturing environment where everyone feels a sense of belonging, is empowered in their growth and learning, and is encouraged to embrace who they are and who they aspire to become.*

 **Our Values:** *At Emerge Online School, our values are the foundation of who we are, how we work, and what we believe in. They shape how we support young people and how we support each other.*

We are proud to uphold these four core values:



Voice: *empowering every voice to speak, shape and be heard*



Connection: *rooted in relationships, thriving through authenticity*



Growth: *evolving with purpose, innovating with heart*



Inclusion: *where every story begins, and every person matters*

Excel & Emerge Care was created to give children and young people with complex needs a safe, supportive place to grow and heal. Through residential care, education, and therapeutic support, we build stability, trust, and a future where children and young people can truly flourish

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1. INTRODUCTION

Emerge Online School has developed plans to manage business continuity in the event of a range of disruptions to services. Most recently, we have responded to the Covid-19 Pandemic and considered the need, should it arise, to partially close and reopen our school.

No-notice disruptions are, by definition, impossible to predict. This plan deals with the ones most likely to occur:

- Global pandemic – Coronavirus
- Loss of premises (through fire, flood etc)
- Loss of utilities (electricity, gas, water, fuel)
- Failure of IT and telephony
- Staff shortage

The impact of any serious disruption may manifest itself in terms of: delivery of education, safety/welfare, financial consequences; reputation damage and environmental consequences.

2. AIM OF THE PLAN

The aim of this plan is to use learning from recent events to provide guidance and support to enable our school to tackle the impact of severe disruptions due to a variety of unlikely, but credible, causes, with the following objectives.

3. OBJECTIVES

The plan is designed to achieve the following strategic objectives:

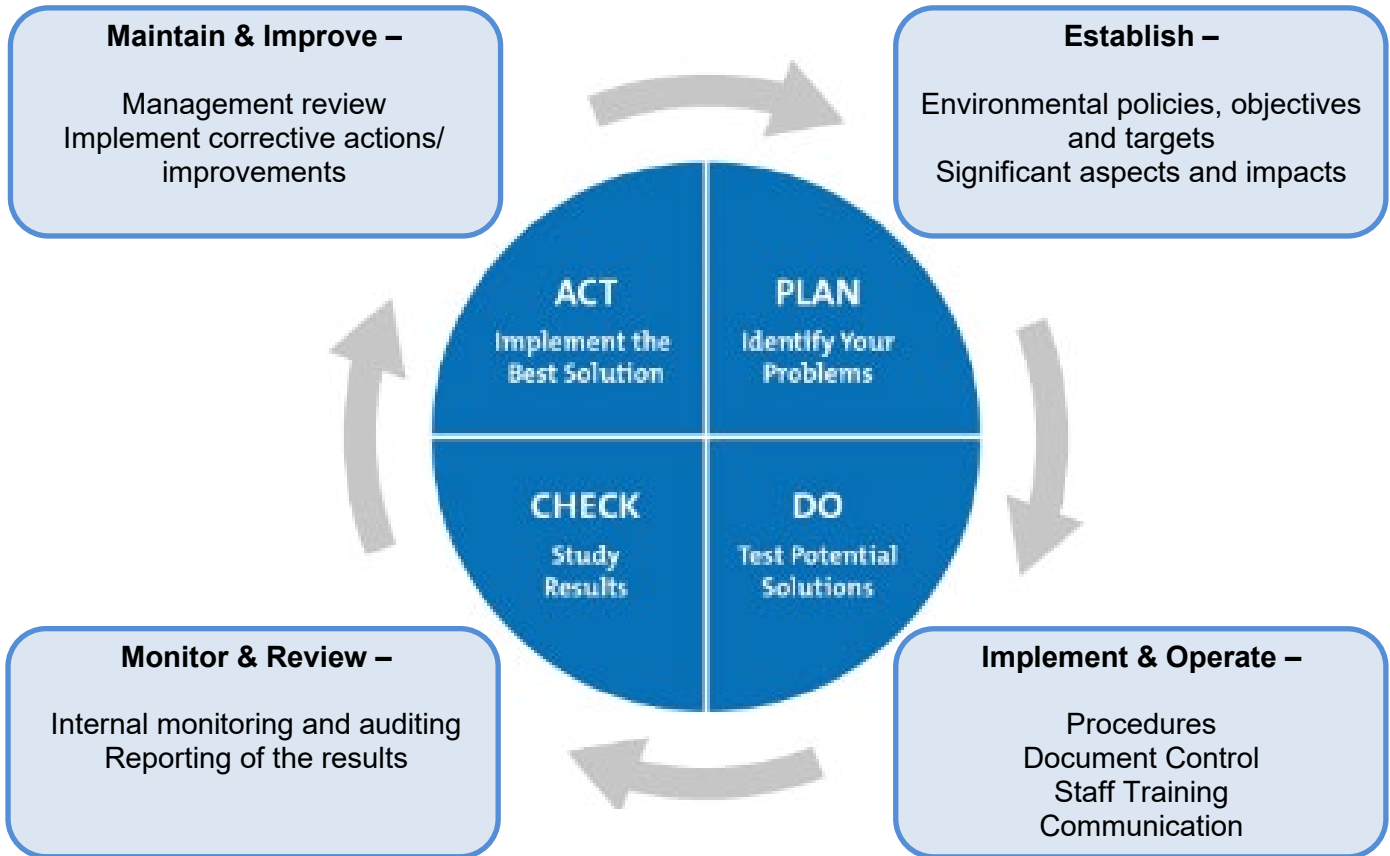
- To safeguard the safety and welfare of pupils, staff and visitors.
- To resume provision of education services at the earliest opportunity and, where possible, secure a continuation of learning.
- To maintain the community and identity of the school.
- To return the school to normality.

This plan should be read in conjunction with the school's other evacuation plans and emergency procedures that deal with the immediate response to an emergency, including;

- Individual School Risk assessments.

4. THE PLAN-DO-CHECK-ACT (PDCA) MODEL

The International standard applies the “Plan-Do-Check-Act” (PDCA) model to planning, establishing, implementing, operating, monitoring, reviewing, maintaining and continually improving the effectiveness of the organisation



Plan (Establish)	Establish Business Continuity policy, objectives, targets, controls, processes and procedures relevant to improving Business Continuity in order to deliver results and align with the organisations overall policy and procedures.
Do (Implement and operate)	Implement and operate the Business Continuity policy, controls, processes and procedures.
Check (Monitor and review)	Monitor and review performance against Business Continuity policy and objectives, report the results to management for review, and determine and authorise actions for remediation and improvement.
Act (Maintain and Improve)	Maintain and improve the BCMS by taking corrective action, based on the results of management review and reappraising the scope of the BCMS and Business Continuity policy and objectives.

5. BUSINESS CONTINUITY/ EMERGENCY GRAB BAG

Our emergency grab bag is virtual on Sharepoint as this is where all shared information is stored. This will enable all essential information to be collected instantaneously to ensure effective business continuity.

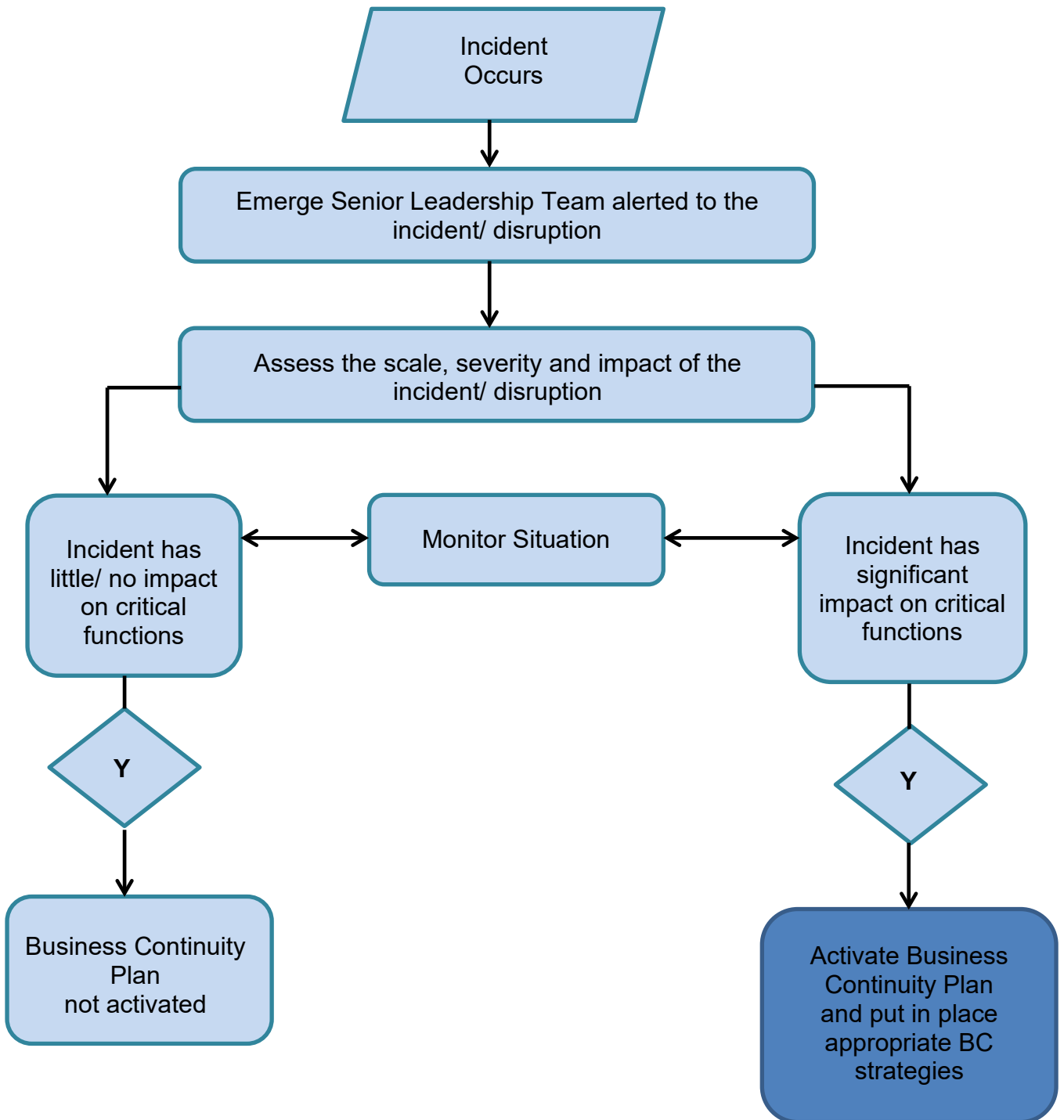
Section	Details
Business Continuity	Copy of this plan
	Key contact sheet: Headteacher/ Senior Leaders/ Business Manager Local Authorities/ Social Workers Login Codes for systems
Organisational Information	Staff Handbook
	Chairman of the Proprietary Board Information
	Letterhead/ Compliment Slip
Financial Information	Bank Details
	Insurance Cover Document & Policy
	Asset Register
Staff Information	Staff Contact Details/ Emergency Contact Details
ICT Equipment	Software License Agreement and Key Codes
	Telephone Contract Agreement for Diverting Calls

6. PLAN ACTIVATION

Circumstances - This plan will be activated in response to an incident causing significant disruption to the school, particularly the delivery of key/critical activities.

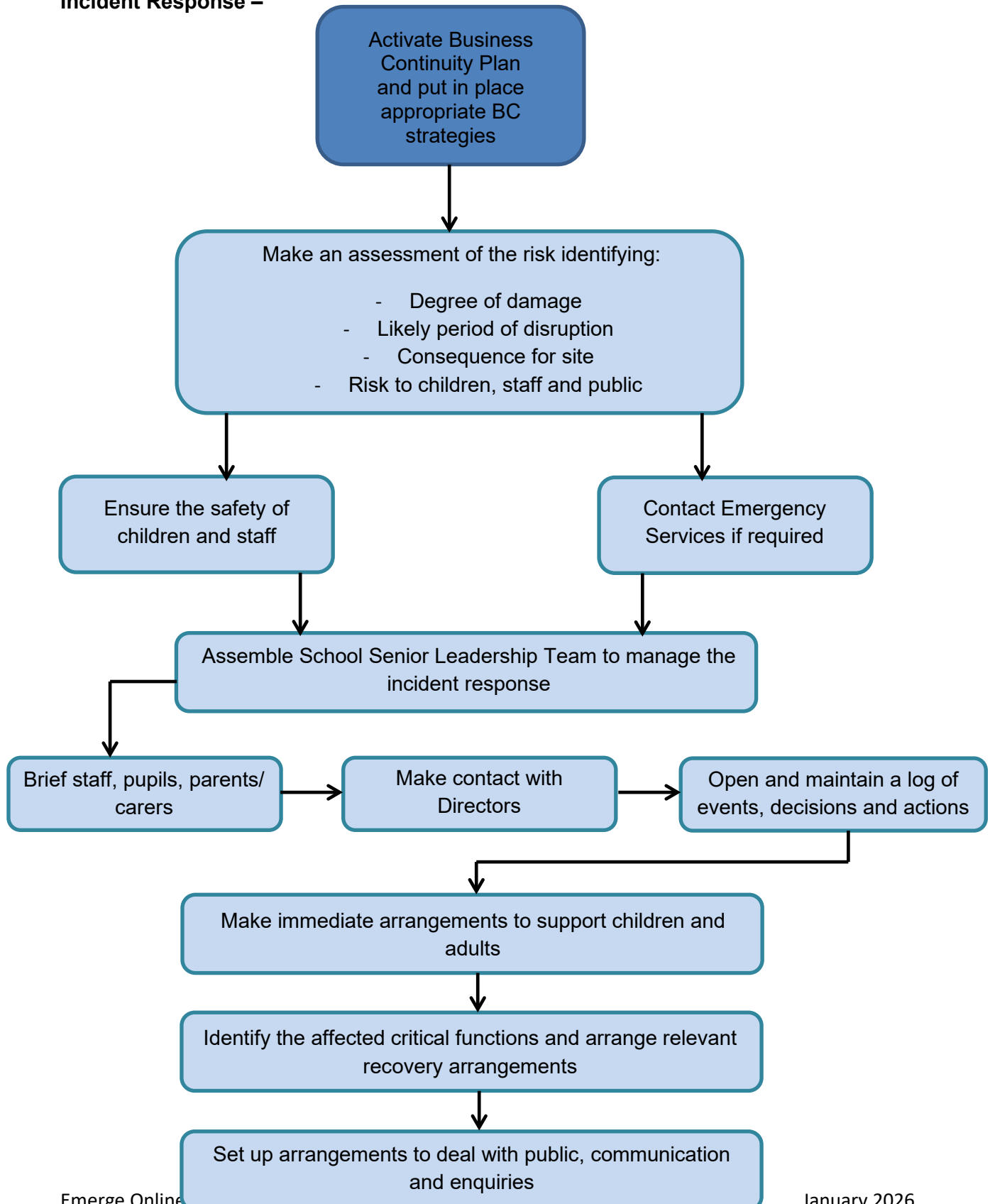
Responsibility for Plan Activation - The responsibility for implementing this plan lies with the Headteacher or, if not available, the Chairman of the Proprietary Board

Activation Process –



7. PLAN IMPLEMENTATION

Incident Response –



8. ROLES AND RESPONSIBILITIES

The Senior Leadership Team will be responsible for:

- Ownership of Business Continuity Management within the school.
- Ensuring the school has capacity within its structure to respond to incidents.
- Determining the school's overall response and recovery strategy.
- Business Continuity Plan development.
- Training staff within the school on Business Continuity.
- Embedding a culture of resilience within the school, involving stakeholders as required.
- Developing continuity arrangements and strategies e.g. alternative relocation site, use of temporary staff etc.
- Involving the school community in the planning process as appropriate.
- Plan testing and exercise.
- Conducting 'debriefs' following an incident, test or exercise to identify lessons and ways in which the plan can be improved.
- Organising and reporting on sites.
- Leading the school's initial and ongoing response to an incident in a consistent way.
- Declaring that an 'incident' is taking place.
- Activating the Business Continuity Plan.
- Notifying relevant stakeholders of the incident, plan activation and on-going response actions.
- Providing direction and leadership for the whole school community.
- Undertaking response and communication actions as agreed in the plan.
- Prioritising the recovery of key activities disrupted by the incident.
- Managing resource deployment.
- Welfare of Pupils.
- Staff welfare and employment issues.
- Monitoring, challenging and supporting risk assessments.
- Communication to Parents (Letters/Website)
- Safeguarding concerns and Risks.
- Complete and update Risk Assessment as the risk changes.
- Staff/Parent/Other Handbooks.
- Ensuring that the risk/threat is handled effectively and efficiently.
- Leading and reporting on the school's recovery process.
- Identifying lessons as a result of the incident.
- Liaison with Executive Business Manager to ensure lessons are incorporated into the plan development.
- Co-ordinating communication with key stakeholders including parents/carers, staff, on-site supply providers (cleaning/ catering etc, Local Authority, Emergency Services, Health and Safety Support.
- To ensure site security and safety in an incident.
- To liaise and work with any appointed contractors.
- To ensure the resilience of the School's ICT infrastructure.
- Work with the Executive Business Manager to develop proportionate risk responses.
- Leading and reporting on the Trust's recovery process.
- Identifying lessons as a result of the incident.

- Liaison with Executive Business Manager to ensure lessons are incorporated into the plan development.

Teaching Staff will be responsible for:

- Home Learning – Ensure pupil learning takes place and to document if pupils cannot attend.
- Monitor impact of delivery of home learning.
- Registers – maintain up to date and accurate record keeping.
- Delivery and continuity of Curriculum.
- Pupil welfare – making contact and maintaining communication with pupils and to ensure consistency in messages.
- Practical requirements (What needs to be done and why)
- Operational – getting the teaching out to the children who need it.

9. BUSINESS IMPACT ASSESSMENT

For the purpose of this plan, the strategic critical function of the school is stated as:

‘The provision of educational services to its registered pupils, including a safe and secure environment in which to learn.’

In a business continuity context, the following functions are intended to achieve the strategic aim. Some activities will be more critical than others, and the school will risk assess its critical activities and a realistic recovery time objective of when the service or function can be restored. We will review risk assessments regularly and report to Directors. The risk assessment will be linked to the type of critical incident we are facing and the template we use will amend its headings accordingly. Some common prompts to help define our planning are outlined below.

Critical Function	Description
Teaching Staff	The provision of a suitable number of qualified teaching staff to deliver the curriculum.
Support Staff	The provision of suitably qualified and experienced support staff to assist in the education of pupils and running of establishment services.
Safe and Secure Premises	The provision of suitable, safe and secure accommodation to enable the delivery of education and to meet duty of care and health & Safety requirements etc.
Disease Transmission	Provision of hand-washing/ other facilities to maintain high standards of hygiene.
Catering Facilities and Staff	The provision of suitable catering facilities and staff to enable preparation of school meals.
Utilities - Gas	The supply of gas to enable the heating of premises and preparation of school meals etc.
Utilities - Water	The supply of water for drinking and general usage including flushing of toilets, preparations of meals etc.
Utilities - Electric	The supply of electricity to enable ICT systems to run, lighting of premises etc.
Provision of ICT	The provision of IT to deliver education and to enable the establishment to run smoothly.
Provision of Home Learning	The provision of remote learning and/or paper packs to ensure pupils continue to learn
Safeguarding	Maintaining eyes and ears on vulnerable children to quickly identify if intervention is needed
Keeping of Suitable Records	The keeping of suitable records in relation to staff/pupils and general administrative functions within an establishment.

Provision of Cleaning Contractors	The provision of suitable numbers of cleaners to carry out general cleaners to carry out general cleaning such as toilets, waste collection and removal.
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10. RISK ASSESSMENTS

In the context of 'Business Continuity Management' a risk assessment looks at the likelihood and impact of a variety of risks that could cause a business interruption.

The Risk Assessment matrix in this plan differs slightly from that used in the assessment of corporate risk. This matrix is incorporated into the ISO22301 which is an International Standard that Emerge has aligned its BC plans to. The ISO22301 is designed specifically to aid Business Continuity Management and is used by numerous private organisations and most Local Authorities nationwide.

This assessment is a structured and auditable process for identifying significant events, assessing their likelihood and impacts, and then combining these to provide an overall assessment of risk, as a basis for further decisions and actions.

Likelihood of Occurrence	Indicator
1. Negligible	Slight or very small chance
2. Rare	Infrequent or exceptional
3. Unlikely	Not likely to occur or have occurred
4. Possible	Capable of happening or occurring
5. Probable	Having more evidence 'for' than 'against'. Likely to occur

GUIDANCE:

Each of the hazards should be scored in terms of its 'likelihood' and 'impact', which, combined, produce the 'risk' rating:

$$\text{RISK} = \text{LIKELIHOOD} \times \text{IMPACT}$$

Likelihood What is the chance it will happen? ↑	Very Likely	Acceptable Risk Medium 2	Unacceptable Risk High 3	Unacceptable Risk Extreme 5
	Likely	Acceptable Risk Low 1	Acceptable Risk Medium 2	Unacceptable Risk High 3
	Unlikely	Acceptable Risk Low 1	Acceptable Risk Low 1	Acceptable Risk Medium 2
What is the chance it will happen?	Minor	Moderate	Major	
	Impact How serious is the risk? →			

**11. POTENTIAL DISRUPTIONS to Emerge school or Emerge Online School
(Some online pupils may access rooms at Emerge school as part of the
Hybrid learning model).**

<p>Loss of premises Loss of premises may result from fire, flood, loss of essential utilities or the building is within an area cordoned off by emergency services. This may occur during school hours, necessitating an evacuation, or during non-school hours preventing staff and pupil's access to the building.</p> <p>It is a critical function of the school to provide suitable, safe and secure accommodation to enable the delivery of education and to meet duty of care and health & Safety requirements etc. The space below should include all relevant information that would assist with recovery from a loss of premises incident.</p> <p>Virtual learning: In cases of an enforced closure many schools provide links through their website to learning opportunities. These together with other educational internet and paper based services provide methods for providing continuation of education provision).</p> <p><i>It is good practice for Schools/educational establishments to maintain contact with the local authority or governing body to help identify suitable working processes and possible alternative locations.</i></p>	
Risk	Potential Workarounds
<p><u>Complete loss of site</u> Risk Rating: Medium</p>	<p>Potential alternative sites</p> <p>1: Home Learning 2: A home within Emerge portfolio 3: Modular building</p>
	<p><u>Partial loss of site</u> Risk Rating: Medium</p> <p>- Use of one of the homes within Emerge - Local Authorities to support relocation</p> <p>Useful information/ contacts – Stoke LA 01782 234567 Cheshire East LA 0300 123 5025</p>
	<p><u>Temporary loss of premises (utility failure)</u> Risk Rating: Medium</p> <p>- Virtual learning/ a home within Emerge group - Emergency contractors to be contacted</p> <p>Useful information/ contacts – Site support</p>
<p>Loss of Staff The most likely scenarios involving a significant loss of staff are industrial action, fuel shortage, outbreak of disease (eg. Pandemic influenza) and severe weather. In all these events, there is likely to be a period of notice in which arrangements may be made to mitigate the effects.</p> <p>It is a critical function of the school to provide a suitable number of qualified teaching staff to deliver the National Curriculum and suitably qualified and experienced support staff to assist in the education of pupils and running of establishment services.</p> <p>It is also important to consider 'Single Points of Failure' i.e. Premises Manager etc</p>	
Risk	Potential Workarounds
<p><u>Pandemic Flu</u> Risk Rating: Medium</p>	<p>A flu pandemic will occur in 2 waves, 3-9 months apart, with each wave lasting about 12 weeks. In addition to staff being absent due to illness, there may also be staff taking time off to care for sick relatives etc.</p> <p>- Home learning - Alternative teaching arrangements / supply cover - Temporary cover - Hygiene precautions</p>

Fuel Crisis Risk Rating: Low	<ul style="list-style-type: none"> - Alternative teaching arrangements / supply cover - Virtual learning - Local supply cover - Alternative transport arrangements 	
Industrial Action Risk Rating: Low	<p>As far as possible, without attempting to influence staff members' legal right to take industrial action, managers should try to estimate the proportion of staff who may be available to work in order to plan work in accordance with priorities</p> <ul style="list-style-type: none"> - Virtual learning - Alternative teaching arrangements 	
Severe Weather Risk Rating: Low	<p>In the event of severe weather (e.g. snow/flooding), staff may be unable to travel to work. Employees are expected to make all efforts to reach their usual place providing they can do so safely without putting themselves or others at risk. Staff may have dependents at home which may prevent online learning.</p> <ul style="list-style-type: none"> - Adverse weather conditions policy - Alternative teaching arrangements - Supply/staff from within Emerge group 	
<p>Failure of ICT/ Data/ Telephony Failure of IT within an academy could be caused by a variety of reasons such as fire, flooding, power cut etc. It is important to ensure that the main server is resilient with separate power supply but if this not possible, back up arrangements should be in place.</p>		
Risk	Critical ICT Systems	Workaround Options
Failure of ICT Server/ systems Risk Rating: Low	Dropbox – Cloud based Website – Web Based	Back up paper system for staff/child records 'Cloud' arrangements – Dropbox is a 'cloud' based system
Loss of Data Risk Rating: Low	Critical Data - If critical data is lost, what back up options do you have if immediate access is required?	Workaround Options Critical Data is stored on Dropbox and Tapestry – this is accessible via off site back up – it is also accessible from other sites. Hard copies of important information and risk assessments for each child are also kept.
Loss of Telephony Risk Rating: Low	<p>- In the event that the main landline was lost, what alternative communication methods do you have in place?</p> <p>We have alternative mobile phones on site with the Headteacher and Senior Leadership Team. Walkie Talkies also in place. Online teachers will have a phone</p>	
<p>Loss of Utilities (Electricity/ Gas Water) In the event that the school lost any of the utilities, what would the impact of this be and how long would Emerge continue to operate safely? All contractor contact information can be found in Section 12 of this plan.</p>		
Risk	Impact	Potential Workarounds
Loss of Electricity/ Gas Risk Rating: low	<ul style="list-style-type: none"> - e.g Heating system - Catering - ICT Servers 	<ul style="list-style-type: none"> - Additional portable heaters - Children to bring packed lunch - Alternative sourced offsite - Contractors to be contacted for this
Loss of Water Risk Rating: low	Impact - e.g Drinking supply	Potential Workarounds - Independent water dispensers - Bottled water to be purchased

		- Water to be sourced from other sites within Emerge
	- Sewerage	- Contractors to be contacted for this
	- Catering	- Children to bring packed lunch - Alternative sourced offsite

12. CONTACT DETAILS

Staff contact information (Emerge Incident Management Team)

Job Title	Name	Contact Numbers	Email
Designated Safeguarding Lead/Headteacher	Sarah Mason	07535994793	sarahmason@emergeschool.co.uk
Responsible Individual/Director of Care	Billie Jo Kelsey	07458132320	billiejokelsey@emergecare.co.uk
Director of Education	Emma Williams	07458132331	emmajaynewilliams@emergecare.co.uk

External Contact Information

Local Authority 01782 234567	Children's Social Care: 01782 235100 Civil Emergency: 01782 234234 Stoke EDT: 0345 604 2886
ICT/Communication Support	CC Communications Keith Cotterill: 07875102929 keith@cc-communications.co.uk Albion Communications: 01782 269494 info@albionbusiness.com Printer Services: ASL Greg Ashton 0345 2077 000 Greg.ashton@asl-group.co.uk Nick Madeley – Offsite ICT Support
Utilities Contractors	Plumbing: S V Plumbing & Heating 07736945954 svickers1@hotmail.co.uk Electrician: LSAB Electrical Services Ltd 07791515040 Heating/Boiler: shani@sphltd.com

Site Maintenance	<p>General Site Jobs: Kevin Court 07889670222 kdr-court@gmail.com</p> <p>Decorators: Wallace Contracts Ltd 01782 810220 enquiries@wallacecontractsltd.com</p> <p>Carpet Cleaner: Paul 07483153918</p> <p>Carpet fitter: T. Isaacs Carpet and Floor Specialist 07973684047</p>
Sanitary Services	<p>Bhygienic: 01782 644788 carol.hollingworth@bhygienic.co.uk julie.wise@bhygienic.co.uk</p>
Water Coolers	<p>Culligan Water: 0344 5793999 customerservice.cdw@culligan.com</p>
Independent H&S R.A & Compliance/ CDM Consultant	<p>Paul Brough: 07714501442 paul@paulbroughhealthandsafety.co.uk</p>
Fire Extinguisher Servicing/ PAT Testing	<p>Andy Dunn: 07703343574</p>
ADB Alarms - Emergency Lighting Contractors/ Fire Alarm Servicing	<p>01782 269159 Sales@adbalarms.co.uk</p>
<p>Apetito – School Dinners Account Number – 1104300</p> <p>Matthew Gray – Account Manager</p>	<p>Matthew Gray – Account Manager 07855181439 Customer Services: 0800 028 0885 orders@apetito.co.uk matthew.gray@apetito.co.uk</p>
External Health and Safety Compliance Officer	<p>Michelle Garside: 07786988895 Michelle.Garside@stoke.gov.uk</p>

13. APPENDICES

INCIDENT MANAGEMENT TEAM AGENDA

1. INFORMATION MANAGEMENT			
LATEST GUIDANCE			
LINKS FROM LA			
EMAILS FROM LA			
WHO NEEDS TO DO WHAT			
2. INFORMATION SHARING AND QUERIES ARISING FROM CURRENT ARRANGEMENTS	INFORMATION SHARING PUPIL UPDATES	QUERIES	NEXT STEPS
			• •
3. STANDING AGENDA ITEMS	DISCUSSION	NEXT STEPS	
		• •	
WEEK 1 QUESTIONS AND QUERIES UPDATES REQUIRED			
Added by	Detail	Points to note	Outcomes/ Actions

PREVENTION AND RESPONSE EXAMPLE

AREA	<i>Curriculum, behaviour and pastoral support</i>			
Existing level of risk	HIGH	MEDIUM	LOW	NEGLIGIBLE
Control Measures	RECOVERY CURRICULUM PLANNING			
Review				
Remaining level of risk	HIGH	MEDIUM	LOW	NEGLIGIBLE
Name of Manager	Signature of Manager		Date	

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HEALTH AND SAFETY RISK ASSESSMENT

Response to any infection:

Location/ Site	
Activity/ Procedure	
Assessment date and reviews	

Identify people at risk and how they are consulted							
Employees							
Children							
Visitors							
Contractors							
School Context							
Staffing Context		Class based Teachers	Classroom Support staff	Pastoral/ Other staff	Office Staff	Site staff	Leadership
	Total						
	Shielding						
	Vulnerable						
	Childcare Issues						
	Distressed/ Anxious						

TESTING SCHEDULE


Type of Test (e.g. Live exercise, desktop exercise, communications test)	Date of Test	Lessons Learned

ACTIVATION LIST

Description of Incident	Date of Incident	Lessons Learned

Review Date	September 2025
Reviewed By	Andy Gould
Next Review	September 2027
Summary of Changes	First Edition January 2026 – Approved by Headteacher- Sarah Mason

Approved by:



Headteacher

Date 06.01.2026