



# Academies for Character and Excellence

## Trust Business Continuity Plan

Reference: RR/Safeguarding

Policy date	<b>September 2021</b>	<b>Statutory Policy - Yes</b>
Strategic Board Approval	<b>December 2021</b>	
Reviewed and Updated		
Next Review Date	<b>September 2022</b>	<b>Review cycle - annual</b>
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MAT Schools	<b>Redhills Primary Shaldon Primary Collaton St Mary Galmpton Primary</b>	<b>Totnes St John's Primary Brixham Primary Torre Primary</b>

## Who should use this policy?

This policy should be used by all Trust senior leaders, the board of directors and any senior member of school staff who needs to give advice or guidance on how to deal with a critical incident.

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# Business Continuity Plan

## Introduction

An incident becomes critical when it constitutes a serious disruption arising with little or no warning on a scale **beyond the coping capacity** of the Trust or individual school operating under normal working conditions.

The Academies for Character and Excellence Business Continuity Plan (BCP) has been written for those who will be involved in re-establishing the operational delivery of services following a major incident. It should be read in conjunction with:

- The schools Critical Incident Plan (the operation of which does not necessarily activate the BCP).
- The schools Business Continuity Plan

Examples of an emergency is any event, which causes, or has the potential to cause injury, loss of life, damage to property or significant business disruption.

A disaster is the escalation of an emergency to the point where normal conditions are not expected to be recovered for at least 24 hours.

This Policy has been compiled to provide guidance, in the hope that it will never be necessary to refer to it in the context in which it has been written. It is impossible to plan for every eventuality and by their nature; critical incidents will disorientate and overwhelm those involved. Effective planning and adherence to responsibilities will greatly assist in the management of a critical incident and help to restore normality as soon as possible.

## Associated Documents/Information

Associated Documents include:

- Critical Incident Plan of each school
- Fire Evacuation Plans of each school
- Fire risk assessment of each school
- Contact list of each school
- Business Continuity Plan of each school

## Emergency Contact Information

A Critical Incident Plan is kept in each school reception in the main school office and includes:

- Copies of this document
- Contact List
- Business Continuity Plan

Access to staff and pupil data (those on roll) with home phone numbers can be accessed via each schooloffice.

## Strategy

If a School declares a disaster either the Headteacher or their deputy, the school's Critical Incident Plan and the Trust's Business Continuity Plan will be activated.

Communication will be via email and the website if this is operable, or by use of the telephone lists if not.

The following people may need to be advised of the implementation of the Business Continuity Plan as soon as possible:

- Chief Executive and Trust Leadership team
- Chair of the Trust board and the H&S portfolio director
- Headteacher and SLT
- Chair of governors of the relevant school
- Health & Safety Executive (HSE)
- Insurance Advisors
- TME (IT provider)
- Local Police
- Local Fire Service
- Director of Children's Services office
- Press Office (Devon and Torbay Council)
- Local Radio (BBC SW)

## Roles and Responsibilities

### Chief Executive Officer

The CEO is responsible for the implementation and co-ordination of the BCP, including:

- Immediately contacting the **police** if the disaster relates to the built environment or the ICT infrastructure to establish if the building can be re-occupied and/or service delivery reinstated.
- Co-ordination of status reports/communication for the benefit of all audiences (including directors, staff, pupils, parents, LA, Diocese, Academies Team at DFE, press).
- Maintaining the BCP in an up-to-date format by delegating responsibility to the Executive Assistant for updates.

### Incident Management Team (IMT)

Lead by the CEO, the Incident Management Team includes the Director of Education, Head of Safeguarding and Inclusion, Head Teachers, and the Executive Assistant. Additional members of the team will be recruited to match the specific needs of the incident.

The IMT is responsible for acting under the direction of the CEO (or their nominated Deputy) to restore normal conditions as soon as possible.

Class Teachers should ensure that all medical equipment for the children in their class is taken to place of safety.

If school is inaccessible the CEO will determine which of the other schools to meet in.

## Staff

Staff are required to co-operate with the IMT in support of the BCP.

In the event that staff are sent home, they should remain available during normal working hours to assist with necessary tasks. Staff should refrain from using social media to report or discuss any incident where the BCP has been activated.

## Trust Contact Details

Head Office The Academies for Character and Excellence c/o Totnes St John's Primary School Pathfields Totnes TQ9 5TZ	Chief Executive Cheryl Weyman – 07736 230180  Chair of Trustees Roger Willoughby – 07971 670386
Totnes St John's C of E Primary School Pathfields Totnes TQ9 5TZ	Headteacher: William Jaworski – 07850 940247  Office: 01803 864695
Shaldon Primary School Bridge Road Shaldon TQ14 0DD	Headteacher: Jenny Stewart – 07721 697784  Office: 01626 873329
Redhills Primary School Landhayes Road Exeter EX4 2BY	Headteacher: Luke Williams – 07415 518815  Office: 01392 255555
Collaton C of E Primary School Blagdon Road Paignton TQ3 3YA	Headteacher: Ben Nelson-Smith – 07813 061239  Office: 01803 556433
Galmpton C of E Primary School 26 Greenway Road Galmpton TQ5 0LT	Headteacher: Katy Burns – 07770 760671  Office: 01803 842628
Brixham C of E Primary School Higher Ranscombe Road Brixham TQ5 9HF	Headteacher: Cristy Nelson – 07990 973227  Office: 01803 882575

## Procedure for Closing a School

### Closure in advance of a school day

The school can be closed in advance of a normal school day using the following system:

- Closure authorised by the CEO
- Notification of a school closure using the Local Authority On-line website (actioned by the Head teacher).
- Implementing the school staff 'snow procedure'  
(actioned by the Senior Leadership Team)
- Recording the closure on the home page of the school website (actioned by the Admin Team).
- Sending out text messages via the '**School Comms**' system to all parents (actioned by the Admin Team).

### Closure during a school day

It is never a preferred option to close the school during a school day but it can be done using the following procedures:

- Closure authorised by the CEO or Headteacher on the basis that pupils with parental authorisation may make their way home by themselves. Pupils will continue to be supervised by staff until parents authorise them to leave or they are collected.
- Parental authorisation can be provided by text message or email from a parental phone number
- Consider use of Places of Safety (as described below).
- Notification of the school closure using the website (actioned by – Admin team).
- Recording the closure on the home page of the school website (actioned by – Admin team). Contact local media and local authority to ensure that messages are posted/broadcast.
- Sending out text messages to all parents via **School Comms** (actioned by – Admin team).

### Immediate Places of Safety

In the event of a major incident on site requiring the school to be closed, pupils will initially assemble at the primary assembly points. If these are not useable, or if the incident has made the school grounds unsafe, staff will escort pupils to the secondary assembly points.

### Off-site Place of Safety

If it becomes necessary to evacuate the site completely, pupils will be escorted to the off-site assembly point from where they can be collected or from where they can be released to make their own way home if there is approval in place to walk home alone.

School	Off-Site Assembly Point Primary Location	Secondary Location
Shaldon Primary	Shaldon Pre-School	St Peter's Church
Redhills Primary	West Exe Children's Centre	St David's Train Station
Collaton Primary	Collaton Pre-School	St Mary's Church
Galmpton Primary	Galmpton Pre-School	Galmpton Church Hall
Totnes St John's Primary	Pathfields Playing Fields	St John's Church
Brixham Primary	Brixham Secondary School	Brixham Rugby Club

## Lockdown Procedure

It is now possible to envisage circumstances where the school may wish to lock itself in, to secure pupils and staff from an outside threat. This circumstance is described as a 'lockdown'. Each school will follow the lockdown procedure as described in the Critical Incident Policy

If a lockdown is declared the CEO will be advised as soon as possible.

## Silent Evacuation

Each school has its own silent evacuation procedure which it will follow.

## Business Recovery in the Event of a Loss of Buildings or site Space

Replacement of the buildings and facilities that have been damaged or made unavailable will be the responsibility of the Trust.

Temporary working facilities are the responsibility of the School and Multi Academy Trust for which it holds insurance (see below).

## Insurance

The schools hold insurance to cover the cost of temporary accommodation.

## Replacement Site Facilities or Temporary Relocation

The size and scope of facilities required for the school will vary according to circumstance. In the first instance contact should be made with the Chief Executive.

## Temporary Relocation

School	Primary Location
Shaldon	Teignmouth Community College
Redhills	West Exe
Collaton	TSJ
Galmpton	Churston Grammar
TSJ	Collaton
Brixham	Brixham Community College

The location of the temporary accommodation will be determined based on the space required and circumstances at the time.

Erecting additional buildings on the current school sites will always be the preferred solution.

## Pandemic Threat/Mass Staff Unavailability

Loss of staff is considered a generic threat to operations. The spread of a virus capable of impacting on operational service delivery is now considered genuine and serious.

In the event of mass staff illness, the Trust will shut the school to pupils using the same procedures described above.

## Other Threats

The following other threats have been considered

- Phone and ICT communications loss
- Finance process breakdown – payments to staff & suppliers fail
- Utilities/Energy supply failure
- Service delivery
- Loss of general nature
- Key supplier failure – catering, transport
- Evacuation due to nearby Incident
- Prolonged bad weather
- Strikes
- Terrorist attack or threat
- Biological or environmental hazard
- Fire

## Trust and Emergency Contacts

Trust and School Emergency Contacts		
Cheryl Weyman	CEO	07736 230180
Roger Willoughby	Chair of Directors/Trustees	07971 670386
Wendy Parr	Safeguarding Lead	07985 189794
RSC	South West Office	<a href="mailto:Rsc.sw@education.gov.uk">Rsc.sw@education.gov.uk</a>
PHP – Trust solicitors	Laura Partridge	07581 091362
TME	General Office	01823 661771
Media	Liz Parnell	07821 251747
Police - non urgent	The Duty Officer	101
Fire Brigade – non urgent	The Duty Officer	101
Hospital Emergency Department	Torbay Exeter	01803 614567 01392 411644



A&B Educational Psychologist	Kate Anthony Lyndsey Blair	07896 608263 07765 861725
Torbay Multi Agency Safeguarding Hub (MASH)	Out of hours team	01803 208100 0300 4564876
Devon Multi Agency Safeguarding Hub (MASH)		0345 1551071
LADO	Devon Torbay – Ivan Sullivan	01392 384964 01803 208541
Babcock LPD	John Galling	07896 421943

## Business Continuity

### Purpose of the Business Continuity Phase

The purpose of the business continuity phase of your response is to ensure that critical functions are resumed as quickly as possible and/or continue to be delivered during any disruption. This may involve activating one or more of your business continuity strategies to enable alternative ways of working. During an incident it is unlikely that you will have all of your resources available to you, it is therefore likely that some 'non critical' functions may need to be suspended at this time.

School Activity (statutory duties are in bold)	What may happen?	Short-term impact on the school (up to 48 hours)	Mid-long term impact on the school (48 hours+)	Mitigation and Contingency Arrangements in Place	Further actions needed to reduce impact
<b>Early Years Teaching</b>	Potential to impact on development of Nursery & Reception Pupils Impact on reputation Potential for complaints			Cross-skilling of staff so teaching can continue if staffing is reduced.  Access to supply teaching staff.	Utilise teaching resources from other schools in the Trust  SIMS data back-up off site so restore can take place.
<b>KS1 Teaching</b>	Potential to impact on results & attainment of Year 1 & 2 Pupils Impact on reputation Potential for complaints		Key Stage 1 SAT's in Summer Term each year	Cross-skilling of staff so teaching can continue if staffing is reduced.  Access to supply teaching staff.	Utilise teaching resources from other schools in the Trust  SIMS data back-up off site so restore can take place.

<b>KS2 Teaching</b>	Potential to impact on results & attainment of Year 3, 4, 5 & 6 pupils Impact on reputation Potential for complaints		Key Stage 2 SAT's in Summer Term each year	Cross-skilling of staff so teaching can continue if staffing is reduced. Prioritise over KS1 at critical times if necessary. Pupils at KS2 have more time to catch up on any missed work  Access to supply teaching staff	Utilise teaching resources from otherschools in the Trust  SIMS data back-up off site so restore cantake place.
<b>Safeguarding Children</b>	Harm to an individual Potential culpability Damage to reputation Unable to provide Breakfast Club for children at risk.			Refer to school safeguarding policy.	Meeting between safeguarding lead, Pastoral Managers and other appropriate staff to identify action relating to children at risk. Communication with other agencies.
Catering <b>(Specificallyfree school meals)</b>	Unable to fulfil statutory obligations Hunger impacts on behaviour and performance	Packed lunch to be prepared off site and delivered to school.  Food to be prepared off site and delivered to school.	Free school meals and UFSM have to be provided. If there was no access to catering in the medium to long term we would need alternative arrangements for food preparation / free school meals / UFSM provision.		Discuss alternatives with SW/catering staff /provider.

Access to ICT	No (or restricted) access to teaching materials Pupils unable to work online or use online resources Potential impact on performance of pupils and staff	Different key stages dependence on ICT varies.  Loss would be more critical during online tests.	Different key stages dependence on ICT varies.  Loss would be more critical during online tests.	Teachers and Support Staff have other teaching materials available.	ICT Lead – curriculum – reinstated by using back up  TME – use of One Drive
Extra-Curricular	Disappointed pupils Missed opportunity to enhance learning for pupils Damage to reputation			Existing staff to run extra-curricular activities where qualified.	Look for alternative provider
Facilities Management	Impact on cleanliness of the school. General maintenance and upkeep of the school would not happen. Potential health & safety risk		The Trust has Caretakers employed by the Trust who could be used to work across some schools within the Trust and to provide support where required and to liaise with contractors etc.	Leadership Team would open and close school in the short term.	Buy in external support

## Draft Recovery Action Plans

Operational Threat	Steps to Restore Normal Working	Action by Whom	Comments/Notes
Phone and ICT Communications Loss	Contact phone/ communication providers – SW Comms TME for ICT loss	Admin Teams Compliance Administrator	Keep CEO and DoE updated Headteacher decides what communication is sent via School Comms to parents
Finance Process Breakdown – payments to staff and suppliers fail	People Lead investigates issue with ACCESS Extent of situation is fully assessed Bank balances verified from online banking Staff and suppliers formally contacted with timescales / update	People Lead CFO	Chair of Finance & Audit Committee and Chair of Board of Directors kept updated
Utilities / Energy Supply failure	Providers called to ascertain issue School may have to close  Consider suitability of accessing a Generator	Headteacher Admin Team Compliance Officer	Keep CEO and Chair of Board of Directors updated
Building Loss – partial or complete (Fire, Flood etc.)	RPA notified immediately Short-term - share pupils between other schools in the Trust and provide coach service / Mini Bus transport in the mornings and afternoons Medium Term - erect Porta Cabins on site Long term - rebuild / refurbish	CFO Compliance Officer Headteacher	Zurich will assign a designated Loss Adjuster

Building denial leading to short term lack of access. Service Delivery Loss of General Nature –Schools are unable to provide buildings or ICT support	Short-term - share pupils between other schools in the Trust and provide coach service / Mini Bus transport in the mornings and afternoons	Headteacher	
Key supplier failure other than school supplied – e.g. Catering	Cook food off site and deliver to school Feed pupils at one of the other schools within the Trust Buy in pre packed lunches	Sam Ward Healthy Ops Lead	Liaise with External Providers to establish their continuity plan
Evacuation due to nearby Incident	Follow instructions from the Headteacher and SLT  ♦ Evacuate immediately to nominated schools, take register on arrival and inform Admin of any children or members of staff that are unaccounted for.	Headteacher or nominated deputy	CEO notified as soon as possible
Lockdown due to nearby Incident	Follow instructions from the Headteacher, stay inside the building, well away from the windows and do not leave until instructed to do so by a member of SLT or the police/bomb squad		
Fire	Exit the school following Fire Evacuation plan Call Emergency services Call RPA regarding any damage Review what happened and capture any lessons learnt	Head teacher  CFO	Headteacher keep CEO
Bad weather prolonged	School to follow Snow procedure		

<p>Strikes</p>	<p>Headteacher to establish which staff will be on strike</p> <p>Chief Execl decides if school has to close for pupils or which classes - staff not striking are deployed with suitable work and come to work as usual.</p>	<p>Chief Exec co-ordinates the communication brief to parents and staff</p>	<p>If there are a minimum amount of staff there may be a decision to allow staff to work from home if there is suitable work they can take home or deploy them to one of the other schools within the Trust (rather than heating school and incurring costs).</p> <p>CEO updates Chair of Board of Directors</p>
<p>Terrorist attack or threat</p>	<p>Follow instructions from the Headteacher and SLT:</p> <p>Evacuate immediately and take register on arrival and inform admin of any children or members of staff that are unaccounted for.</p> <p><b>OR</b></p> <p>stay inside the building, well away from the windows and do not leave until instructed to do so by a member of SLT or the police/bomb squad</p>		
<p>Biological or environmental hazard</p>	<p>Follow instructions from the Headteacher and SLT:</p> <p>Evacuate immediately and take register on arrival and inform admin of any children or members of staff that are unaccounted for.</p> <p><b>OR</b></p> <p>stay inside the building, well away from the windows and do not leave until instructed to do so by a member of SLT or the police/Environmental team</p>	<p>Chief Exec</p>	

