



# Business Continuity Plan

(for disaster recovery in the event of a critical incident)

This Policy covers all schools within Greensand Multi-Academy Trust

<b>Approved by: The Finance Audit &amp; Risk Committee</b>	<b>Date: 6<sup>th</sup> March 2023</b>
<b>Last reviewed on: 3rd March 2025</b>	
<b>Next review due by: March 2026</b>	

## **INTRODUCTION**

Greensand Multi-Academy Trust (the Trust) 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 Emergency Plans for individual Schools, which should conform to the arrangements covered in this document.

## **REPUTATION**

The reputation of the Trust and of the individual schools within it are of paramount importance. As such, any decisions to implement the BCP to close one or more schools, or other actions taken to protect pupils and staff will always be made with welfare and safety as the foremost consideration.

## **DEFINITIONS**

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.**

## **GENERAL INFORMATION**

### **Review and Training**

This document should be reviewed annually by the Trust's Chief Executive Officer (CEO), Finance & Operations Director (FOD) & the Finance Audit & Risk Committee (FARC) and is approved via the Board of Trustees. Briefings will be provided to all staff at the start of the school year and will form part of the Induction Pack for all staff joining the organisation.

### **Associated documents/information**

Associated documents include:

- Emergency Plans
- Fire Evacuation Plans
- Fire Risk Assessment
- Snow Extreme Weather Procedure
- Lockdown Procedures

These documents are held locally at each school and are available via the school office.

## **Emergency Contact Information**

An emergency information pack is kept at the main/reception office at each school within the Trust and includes:

- Copies of this document
- All associated documents (listed above)
- Site Plans

Access to staff and student data with home phone numbers can be accessed on-line by the Headteacher or other delegated school staff.

## **STRATEGY**

If a disaster is declared by the CEO (or their Deputy) or by a Headteacher, the Business Continuity Plan will be activated.

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

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

- Trust CEO/ FOD/ Trust & Estates Manager
- Local radio stations
- Health and Safety Executive (HSE) (injuries only)
- Risk Protection Arrangement (RPA)
- Local Police
- Local Fire Service
- Surrey County Council – Emergency Management
- Surrey Area Schools Support Officer

## **ROLES AND RESPONSIBILITIES**

### **CEO**

The CEO is responsible for the implementation and coordination of the BCP, including:

- Immediately contacting the emergency services, such as Police and/or Fire Services, 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.
- Coordination of status reports/communication for the benefit of all audiences (including staff, pupils, parents, LA, DFE, and press).
- Maintaining the BCP in an up-to-date format by delegating responsibility to the Trust Chief Operating Officer (FOD) for updates.

## Incident Management Team (IMT)

Led by the CEO (or their nominated deputy), the Incident Management Team may include the Headteachers, Trust FOD, the Trust & Estates Manager and School Business Managers (if applicable). 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 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 an appropriate place of safety.

If the school is inaccessible, the CEO/Deputy 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. In this event, the Trust will implement the appropriate remote and Agile Working Policies with these teams. Staff should refrain from using social media to report or discuss any incident where the BCP has been activated.

Emergency/ IMT Contact List		
Position	Name	Work Contact Number
CEO	Susan Wardlow	07714 586337
FOD	Wendy Hill	07879 405771
Estates Director	Graham Hills	07764 413272
Headteacher (Dovers Green)	Nicki Starling	01737 245515
Headteacher (Holmesdale)	Sharon Mullarkey	01737 243678
Headteacher (Horley Infant)	Jason Walters	01293 782263
Exec Headteacher and Head of School (Kingswood)	Tim Samuel Julia Waterson	01737 832135
Headteacher (Milton Mount)	Tom Little	01293 537158
Headteacher (Reigate School)	Matt Alexander	01737 243166
Headteacher (St John's)	Liz Wombwell	01737 763804
Headteacher (Wray Common)	Lloyd Murphy	01737 761254
Headteacher (Yattendon)	Guy Perkins	01293 734100

## PROCEDURE FOR CLOSING AN ACADEMY WITHIN GREENSAND MAT

### Closure in advance of a school day

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

1. Closure authorised by the CEO or school's Headteacher.
2. Implementing the school staff 'snow procedure' (actioned by Leadership Team).
3. Recording the closure on the home page of the school website (actioned by Headteacher or delegated school staff).
4. Sending out messages to parents via the parent communication system (actioned by Headteacher or delegated school staff). Announcements would also be placed on websites.
5. Notification to the Chair of the School Committee and (if not already in discussion) the CEO, who will inform Trustees.

### 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:

1. 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. **N.B.** Younger children would need to be collected from school as per normal school procedures.
  - a. Parental authorisation can be provided by text message or email from a parental phone number which is already held on record;
  - b. Consider use of Places of Safety (as described below).
2. Notification of the school closure using the website (actioned by the Headteacher or other delegated school staff).
3. Recording the closure on the home page of the school website (actioned by the Headteacher or other delegated school staff).
4. Contact local media and Local Authority to ensure that messages are posted/broadcast.
5. Sending out text messages and emails to all parents (actioned by the Headteacher or other delegated school staff).

## **Immediate Places of Safety**

In the event of a major incident on site requiring the school to be closed, pupils will initially assemble at identified 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.

These will be identified in each school.

## **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, (secondary aged pupils), if there is approval in place to walk home alone.

## **BUSINESS RECOVERY IN THE EVENT OF A LOSS OF BUILDINGS OR SITE SPACE**

### **General**

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 Trust for which it holds insurance (see below).

### **Insurance**

The schools are insured through the Risk Protection Arrangement (RPA) scheme set up by the Department for Education (DfE) for academies which covers the reinstatement value of the property.

### **Replacement Site Facilities**

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 DfE RPA underwriters. The Trust and the IMT will always support this process.

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

## **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 IMT will follow DfE and Public Health England guidance and shut the school to pupils using the same procedures described above if applicable.

## OTHER THREATS

The following “Other Threats” have been considered:

- Phone and ICT Communications Loss;
- Finance Process Breakdown – payments to staff and suppliers fail;
- Utilities/Energy Supply failure;
- Service Delivery Loss of General Nature – Academy is unable to provide buildings or ICT support;
- Key Supplier Failure – Catering;
- Evacuation due to Nearby Incident;
- Bad Weather prolonged;
- Strikes;
- Terrorist Attack or Threat;
- Biological or environmental hazard.

## IMPACT ASSESSMENTS

School Activity (statutory duties are in bold)	What may happen?	Short-term impact on the school (upto 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>	<p>Potential to impact on development of Nursery &amp; Reception Pupils</p> <p>Impact on reputation</p> <p>Potential for complaints</p>		<p>RBA first 6 weeks of child starting</p> <p>EYFSP end of year</p>	<p>Cross-skilling of staff so teaching can continue if staffing is reduced.</p> <p>Access to supply teaching staff.</p>	<p>Utilise teaching resources from other schools in the MAT.</p> <p>MIS data back- up off site so restore can take place.</p>
<b>KS1 Teaching</b>	<p>Potential to impact on results &amp; attainment of Year 1 &amp; 2 Pupils</p> <p>Impact on reputation</p> <p>Potential for complaints</p>		<p>Key Stage 1 SATs in Summer Term each year</p> <p>Phonics Screening y1/2</p>	<p>Cross-skilling of staff so teaching can continue if staffing is reduced.</p> <p>Access to supply teaching staff.</p>	<p>Utilise teaching resources from other schools in the Trust.</p> <p>Data back-up off site so restore can take place.</p>

School Activity (statutory duties are in bold)	What may happen?	Short-term impact on the school  (upto 48 hours)	Mid-long term impact on the school  (48 hours+)	Mitigation and Contingency Arrangements in Place	Further actions needed to reduce impact
<b>KS2 Teaching</b>	<p>Potential to impact on results &amp; attainment of Year 3, 4, 5 &amp; 6 pupils</p> <p>Impact on reputation Potential for complaints</p>		<p>Key Stage 2 SATs in Summer Term each year.</p> <p>Y4 multiplication checks..</p>	<p>Cross-skilling of staff so teaching can continue if staffing is reduced.</p> <p>Prioritise over KS1 at critical times if necessary.</p> <p>Pupils at KS2 have more time to catch up on any missed work.</p> <p>Access to supply teaching staff.</p>	<p>Utilise teaching resources from other schools in the MAT.</p> <p>MIS data back- up off site so restore can take place.</p>
<b>Safeguarding Children</b>	<p>Harm to an individual</p> <p>Potential culpability</p> <p>Damage to reputation</p>			<p>Refer to Trust/school safeguarding policy.</p>	<p>Meeting between safeguarding lead, deputies, pastoral managers and other appropriate staff to identify action relating to children at risk.</p> <p>Active maintenance of CPOMS system to ensure information integrity and access in event of site access failure.</p>



School Activity (statutory duties are in bold)	What may happen?	Short-term impact on the school (upto 48 hours)	Mid-long term impact on the school (48 hours+)	Mitigation and Contingency Arrangements in Place	Further actions needed to reduce impact
					Communication with other agencies.
<b>Catering (Specifically free 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 catering staff/provider.
<b>Access to ICT</b>	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 Manager – curriculum – reinstate by using back up.

School Activity (statutory duties are in bold)	What may happen?	Short-term impact on the school (upto 48 hours)	Mid-long term impact on the school (48 hours+)	Mitigation and Contingency Arrangements in Place	Further actions needed to reduce impact
<b>Extra- Curricular</b>	<p>Disappointed pupils</p> <p>Missed opportunities to enhance learning for pupils</p> <p>Damage to reputation</p>			Existing staff to run extra- curricular activities where qualified.	Look for alternative provider
<b>Facilities Management</b>	<p>Impact on cleanliness of the school General maintenance and upkeep of the school would not happen</p> <p>Potential health &amp; safety risk</p>		The Trust has a Trust and Estates Manager who have the capacity to work across the Trust 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
<b>Phone and ICT Communications Loss</b>	Contact phone/ communication providers/ ICT Manager for Curriculum Server/ICT Services for Admin Server	Office Managers/ ICT Manager/ School Business Manager/ FOD	Keep CEO, Head teacher, FOD updated  CEO decides what communication is sent via School Comms to Parents
<b>Finance Process Breakdown – payments to staff and suppliers fail</b>	FOD/ SBM investigates issue with School office  Extent of situation is fully assessed  Bank balances verified from online banking Staff and suppliers formally contacted with timescales / update	FOD/CEO	Chair of Finance Audit and Risk Committee kept updated
<b>Utilities / Energy Supply failure</b>	Providers called to ascertain issue  School may have to close  Consider suitability of accessing a Generator	CEO/ FOD/ Trust & Estates Manager/ Head Teacher	Keep Chair of Trustees updated
	Buildings services notified immediately		

Operational Threat	Steps to Restore Normal Working	Action by Whom	Comments/Notes
<b>Building Loss – partial or complete (Fire, Flood etc.)</b>	<p>Short-term - share pupils between other schools in the MAT and provide coach service / Mini Bus transport in the mornings and afternoons</p> <p>Medium Term - erect Porta Cabins on site</p> <p>Long term - rebuild / refurbish.</p>	CEO/ FOD/ Trust Estates Manager/ Head Teacher	<p>Buildings services will assign a designated Loss Adjuster</p> <p>Keep Chair of Trustees updated</p>
<b>Building Denial leading to short term lack of access. Service Delivery Loss of General Nature –Academy are unable to provide buildings or ICT support</b>	Relocate to the other schools within the MAT providing transport morning & afternoons	CEO/ FOD/ Trust Estates Director/ Head Teacher	Keep Chair of Trustees updated
<b>Key Supplier Failure other than MAT – e.g. Catering</b>	<p>Cook food off site and deliver to school</p> <p>Feed pupils at one of the other schools within the MAT</p> <p>Buy in pre packed lunches.</p>	FOD/ FOD/ Headteachers/ SBMs	Liaise with External Providers to establish their continuity plan
	1. Follow instructions from CEO/HT/DH to:		

Operational Threat	Steps to Restore Normal Working	Action by Whom	Comments/Notes
<b>Evacuation due to Nearby Incident</b>	<p>Evacuate immediately to designated assembly points</p> <p>Take register on arrival and inform Admin of any children or members of staff that are unaccounted for.</p>	Headteacher or nominated deputy	CEO notified as soon as possible
<b>Lockdown due to Nearby Incident</b>	<p>Follow instructions from CEO/HT/DH to:</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>		
<b>Fire</b>	<p>Exit the school following Fire Evacuation plan</p> <p>Call Emergency services Call Buildings services regarding any damage</p> <p>Review what happened and capture any lessons learnt.</p>	Head teacher/SBM	Headteacher keep CEO&FOD updated
<b>Bad Weather prolonged</b>	School to follow Snow procedure.		

Operational Threat	Steps to Restore Normal Working	Action by Whom	Comments/Notes
<b>Strikes</b>	<p>Headteacher to Establish which staff will be on strike</p> <p>CEO/HT decides if school has to close for pupils or which classes</p> <p>Staff not striking are deployed with suitable work and come to work as usual.</p>	CEO/HT co- ordinates the communication brief to parents and staff	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 MAT (rather than heating school and incurring costs). CEO/ updates Chair of Trustees
<b>Terrorist Attack or Threat</b>	<p>Follow instructions from HT/DH either to:</p> <p>Evacuate immediately to designated assembly points</p> <p>Take register on arrival and inform admin of any children or members of staff that are unaccounted for.</p> <p>OR</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>		

Operational Threat	Steps to Restore Normal Working	Action by Whom	Comments/Notes
<b>Biological or Environmental hazard</b>	<p>Follow instructions from HT/DH either to:</p> <p>Evacuate immediately to designated Assembly Points.</p> <p>Take register on arrival and inform Admin of any children or members of staff that are unaccounted for.</p> <p>OR</p> <p>Trigger IMT team &amp; follow plan.</p>	CEO	