



**Business Continuity Plan**

**For**

**Disaster Recovery in the event of a Critical Incident**

Name of Policy	Business Continuity Plan
Policy Level	Trust
Date of Issue	November 2020
Author	Board of Trustees
Date of Next Review	November 2021
Signature	Dr Jonty Clark
Date of Signature	November 2020

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## 1.0 Introduction

The Beckmead Trust (TBT) Business Continuity Plan (BCP) has been written for those who will be involved in managing the operational delivery of services following a major incident. It should be read in conjunction with:

- The corresponding Emergency Evacuation Plans;
- Fire evacuation plans (the operation of which does not necessarily activate the BCP);
- The Trust's Serious Incident Protocol.

### 1.1 Reputation

The safety of pupils, staff and any other people are of paramount importance to the TBT. and as such any decisions to implement the BCP; close one or more schools, or other actions taken to protect pupils and staff will always be made with the welfare and safety of everyone in the school in mind.

## 2.0 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.**

## 3.0 General Information

### 3.1 Review and Training

This document should be reviewed annually by the Leadership Teams and the MAT Board of Trustees. Briefings will be provided to all staff at the start of the school year, will form part of the Induction Pack for staff joining the organization mid- year and, if any significant changes are made to the plan.

### 3.2 Associated Documents/information

Associated Documents include:

- Emergency Evacuation Plans
- Fire Evacuation Plans
- Fire risk assessment
- Snow Procedure

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

### 3.3 Emergency Contact Information

An emergency information pack is kept in the Grab Bag at the main/reception office at each school within the MAT and includes:

- Copies of this document
- All associated documents (listed above)
- Class Lists (including pupil telephone numbers)
- Site Plans
- Access to staff and student data (those on roll) with home phone numbers can be accessed on-line from SIMS by the Executive Headteacher and Headteachers.

The administration of the Grab Bag is the job of the business Support colleagues of each school and should be checked at least once a term by member of the SLT Strategy

If a disaster is declared by the CEO, the Executive Headteacher or Head Teacher will activate the Business Continuity Plan.

Staff communication will be via telephone calls, text messages, 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:

- Director of Children's Services office Croydon • 0208 726 6000
- Director of Children's services Brent • 0208 937 3010
- Director of Children's Services Office East Sussex • 0345 6080 192
- Director of Children's Services Essex • 03330 133118
- Facilities Manager (Dee Fullerton) • 07702 553785
- Press Office Croydon • 0208 760 5644
- Press Office East Sussex • 01273 337291
- Press Office Essex • 03330 132800
- Press Office Brent • 020 8937 1066
- Health and Safety Executive (HSE) • 0345 300 9923 (fatalities & specified)

## **5.0 Roles and Responsibilities**

### **5.1 Executive Headteacher, and Headteachers at Monks Orchard, Chaffinch Brook Upper, Chaffinch Brook Lower, Beckmead College/CLT, Bramley Bank, Tharreo House, Moundwood Academy, Ropemakers Academy and Roundwood School and Community Centre.**

The Executive Headteacher or in their absence 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 staff, pupils, parents, LA, Academies Team at DFE, press).
- Maintaining the BCP in an up-to-date format by delegating responsibility to Business Support colleagues for updates.

### **5.2 Incident Management Team (IMT)**

Lead by the Executive Headteacher, the Incident Management Team includes Head Teachers, The data director, the ICT service provider, the Senior Premises Manager, H&S Officer and the Premises Officer of the school. 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 Executive Headteacher (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 Executive Headteacher will determine which of the other schools to meet in.

### 5.3 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. To enable the coordination of accurate communication to outside parties, staff must not use social media to report or discuss any incident where the BCP has been activated.

<b>Emergency/IMT Contact List</b>		
<b>Position</b>	<b>Name</b>	<b>Work Contact Number</b>
<b>CEO / AO</b>	<b>Jonty Clark</b>	<b>02087779311</b>
<b>Executive Head Teacher / DCEO</b>	<b>Mags Clarke</b>	<b>07702553688</b>
<b>Head Teacher Chaffinch Brook Upper &amp; Chaffinch Brook Lower</b>	<b>Andy Millard</b>	<b>07702553718</b>
<b>Head Teacher Beckmead College and CLT</b>	<b>Michael Nelson</b>	<b>07702553697</b>
<b>Head Teacher Monks Orchard / The Beck / Bramley Bank and Tharreo House</b>	<b>Dean Monfries</b>	<b>07702553701</b>
<b>Moundwood Academy</b>	<b>Andre Genas</b>	<b>077 0255 3747</b>
<b>Roundwood School and Community Centre</b>	<b>Juan Fernandez</b>	<b>075 9344 5851</b>
<b>Ropemakers Academy</b>	<b>Simon Hawthorne</b>	<b>075 9344 5834</b>
<b>Chief Operations Officer</b>	<b>Liz Lane</b>	<b>07702553770</b>
<b>Senior Premises officer and health and safety coordinator</b>	<b>Dee Fullerton</b>	<b>07702553785</b>
<b>Chair of Board of Trustees</b>	<b>Laurence Nesbitt</b>	<b>02087779311</b>

## 6.0 Procedure for Closing an Academy within The Beckmead Trust

### 6.1 Closure in advance of a School day

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

1. Closure authorised by the Executive Headteacher, or school's Headteacher or the CEO.
2. Notification of a school closure using the Local Authority On-line website (actioned by the above).
3. Implementing the school staff 'snow procedure" (actioned by –Decision Leadership Team)
4. Recording the closure on the home page of the school website (actioned by Business Support colleagues).
5. Sending out text messages via the '**School Comms**' system to all parents (actioned by Business Support colleagues).

### 6.2 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 Executive Headteacher, Headteacher or CEO on the basis that pupils with parental authorisation may make their way home by themselves or in rearranged LA transport. Pupils will continue to be supervised by staff until parents authorise them to leave or they are collected / access transport.
  - a. Parental authorisation can be provided by text message or email from a parental phone number
  - b. Consider use of Places of Safety (as described below).
2. Notification of the school closure using the website (actioned by – Business Support colleagues).
3. Recording the closure on the home page of the school website (actioned by – Business Support colleagues).
4. Contact local media and local authority to ensure that messages are posted/broadcast. (actioned by – Business Support colleagues).

5. Sending out text messages to all parents via School Comms 6.3 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

Monks Orchard / CBU	West Wickham and Shirley Baptist Church
Chaffinch Brook Lower	Colby Court
Beckmead College / CLT	Samuel Coleridge Youth Centre
The Beck	St Dominic's Catholic Church
Bramley Bank	Sanderstead Station Car Park
Tharreo House	New Addington Leisure Centre
Moundwood Academy	Pear Tree Mead Academy
Roundwood School and Community Centre	Cardinal Newman College (Front Area)
Ropemakers Academy	Freedom Leisure Centre in Hailsham

## 6.4 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 or be collected by rearranged LA transport.

## 7.0 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'.

If a lockdown is declared:

- The Premises Officer or Senior education Staff will be advised to implement the lockdown via word-of-mouth.
- The IMT will communicate via Executive Headteacher, or Head Teacher via mobile phone.
- The school will be advised that it is in 'lockdown' by word-of-mouth.
- All staff will remain in classrooms and keep pupils calm and away from windows
- Where it is safe to do so, classroom windows will be closed, and blinds drawn to limit visibility into the school.
- A member of staff will be directed to Call the police.

The lockdown will proceed in the following priority:

- The external gates of the school will be closed and locked if safe to do so ensuring no one can enter or leave the premises
- The following doors will then be locked:
- Main building front entrances.
- Other exits if there is reason to believe there is a threat on the school grounds.
- A member of staff will be directed to Call the police

### Monitoring the Site Entrances:

Once the site is secure, staff should return to the building and monitor entrances via CCTV (if installed), and / or discretely from office windows (but without making themselves a potential target). The gates should only be opened by the Site Staff or Senior education Staff when visual confirmation of the presence of the Emergency Services can be confirmed.

## 8.0 Silent Evacuation

The normal process to trigger an evacuation is via sounding the fire alarm; however, there are certain situations where a silent signal should be used instead:

- A bomb alert has been received or a gas leak is suspected. (In such cases follow school's specific protocols for such instances).
- Where an audible alarm may further endanger risk to pupils/adults e.g. aggressive intruder.

### 8.1 Silent Alarm Procedure:

The Lead Professional on site should arrange for a silent signal to be deployed in all school areas e.g. a member of staff travels around school with a visually recognized signal or verbal signal. If it is unsafe to alert the Lead Professional, staff may use their judgement and undertake these actions.

On seeing/ hearing the alert, teachers should immediately evacuate pupils to the designated assembly points. Staff working with pupils outside the classroom should NOT return to the classroom but immediately evacuate pupils to join their class at the designated assembly point.



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

### **9.1 General**

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

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

### **9.2 Insurance**

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

### **9.3 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 Gallagher & Bassett on 0113 246 2040

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

## **10.0 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 considered genuine and serious.

Notify Government Track and Trace.

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

## **11.0 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 are 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

## 12.0 Draft Recovery Action Plans

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>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.	Utilize teaching resources from other schools in the MAT  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. Prioritize over KS1 at critical times if necessary. Pupils at KS2 have more time to catch up on any missed work	Utilize teaching resources from other schools in the MAT  SIMS data back-up off site so restore can take place.

<b>KS3 Teaching</b>	Potential to impact on results & attainment of Year 7,8 and 9 pupils. Transition to KS4 interrupted. Impact on reputation Potential for complaints		Year 9 transition programme impacted. Early GCSE entries impacted.	Migration to other KS3 provisions. Transition delayed. Activity /vocational programme constructed in the short / medium term.	SIMS data back-up off site so restore can take place.
<b>KS4 / 5 teaching.</b>	Potential to impact on raft of external accreditation and transition to College and work.	Exam centre status / location. Exam Board strictures cannot be met. Pupil frustration at not sitting exams and exam routine disrupted.	Results, KPI's, pupil outcomes impacted. Morale of leaving cohorts and subsequent behavioural challenges.	Arrangements with other exam centres.	SIMS data back-up off site so restore can take place.  Contingency planning with exam boards stressing the pupils SEN.

				Access to supply teaching staff.	
<b>Safeguarding Children</b>	Harm to an individual Potential culpability Damage to reputation Unable to provide Breakfast Club / nurture and wrap around care.			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	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.
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 Manager – curriculum – reinstate by using back up  Remote / cloud back up.
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 MAT has a Senior facilities manager who would need capacity to work across the MAT 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
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Operational Threat	Steps to Restore Normal Working	Action by Whom	Comments/Notes
Phone and ICT Communications Loss	Contact phone/ communication providers ICT Manager for Curriculum Server ICT Services for Admin Server	Office Managers ICT Provider – JOSKOS Data Director – Jayesh Parmar Business Support colleagues	Keep Executive Headteacher. Senior education staff and Business Support colleagues, updated Executive Head / CEO decides what communication is sent via School Comms to parents

Building Loss – partial or complete (Fire, Flood etc.)	RPA notified immediately Short-term - share pupils between other schools in the MAT and provide coach service / Mini Bus transport in the mornings and afternoons Medium Term - erect Porta Cabins on site Long term - rebuild / refurbish		RPA will assign a designated Loss Adjuster
Building Denial leading to short term lack of access. Service Delivery Loss of General Nature –Academy are unable to provide buildings or ICT support	Relocate to the other schools within the Mat providing transport morning & afternoons		

Finance Process Breakdown – payments to staff and suppliers fail	FD investigates issue with Business Support and Finance Team. Extent of situation is fully assessed Bank balances verified from online banking Staff and suppliers formally contacted with timescales / update	FD / CEO - AO	Chair of Finance & Audit Committee and Chair of Board of Trustees kept updated
Utilities / Energy Supply failure	Providers called to ascertain issue School may have to close, consider emergency generator use / hire.	FD / CEO - AO	Keep Chair of Board of Trustees updated
Key Supplier Failure other than Academy – e.g. Catering	Cook food off site and deliver to school Feed pupils at one of the other schools within the MAT Buy in pre-packed lunches	Capacity within Family of Schools for onsite catering in most provisions to supply emergency catering/ buying in	Liaise with External Providers to establish their continuity plan

Evacuation due to Nearby Incident	1. Follow instructions from CEO/EHT/DEHT/HT to: <ul style="list-style-type: none"> <li>◇ Evacuate immediately to take register on arrival and inform Admin of any children or members of staff that are unaccounted for.</li> </ul>	Headteacher or nominated deputy	Executive Principal notified as soon as possible
Lockdown due to Nearby Incident	Follow instructions from CEO/EHT/DEHT/HT to:		

	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 Facilities Manager	Head Teacher to keep the Executive Headteacher updated
Bad Weather prolonged	School to follow Snow procedure		

Strikes	Headteacher to establish which staff will be on strike Executive Head Teacher 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.	Executive Headteacher 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). Executive Head Teacher updates CEO/Chair of LGB / Chair of Trustees
Terrorist Attack or Threat	Follow instructions from EHT and CEO either to:  Evacuate immediately to immediate places of safety as detailed in section 5.  Take register on arrival and inform Admin of any children or members of staff that are unaccounted for.  OR		
	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>Biological or Environmental hazard</p>	<p>Follow instructions from EHT/ CEO / Head Teacher either to:</p> <p>Evacuate immediately to immediate places of safety as detailed in section 5.</p> <p>Take register on arrival and inform Admin of an any children or members of staff that are unaccounted for.</p> <p>Trigger IET team &amp; follow plan</p>	<p>CEO / EHT</p>	
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**Policy Name ICT Disaster  
Recovery Plan**

**For The Beckmead Trust**

**Policy Area Data & IT systems**

Name of Policy	ICT Disaster Recovery Plan
Policy Level	Trust
Date of Issue	December 2020
Author	Board of Trustees
Date of Next Review	January 2022
Signature	Dr Jonty Clark
Date of Signature	December 2020

## **13.0 ICT Disaster Recovery (DR) plan**

### **1. Key ICT Services**

TBT uses a number of mission critical systems to ensure that it can carry out its necessary legal and statutory duties. These systems include:

Email systems to support timely sharing of information  
Management information systems to log and share pupil data  
Entry management systems to control who has access to sites  
Financial systems to store and process various financial data  
These systems are operated in accordance with the recommendations from the suppliers of the systems and are managed as part of a Managed Service contract with a third-party support organization.

All systems are managed in accordance with the ICT Disaster Recovery plan that sets out the requirements of the Trust to ensure systems are maintained and managed in accordance with the needs of TBT.

### **2. Ensuring continuity**

The Trust Has recently moved the majority of systems to utilize Cloud Services. This removes reliance on a physical site for critical services and allows the Trust to operate from any location that has Internet connectivity. In the case of a specific location needing to be vacated, for whatever reason, TBT staff and pupils can continue to access their resource.

### **3. Restoration of services in event of an emergency**

The ICT Disaster Recovery plan sets out the mitigations in place to avoid the loss of critical services and provides a set of Service Levels that third-party suppliers need to operate against. The use of Cloud Services removes a significant number of risks by taking away the reliance on physical hosting of critical systems on our sites.

### **4. Ongoing checks and Disaster Recovery timeframes**

The ICT Disaster Recovery plan sets out the timeframes within which any critical service needs to be restored. The plan is reviewed at least annually and proof of restoration times is required from the third-party companies to ensure they can meet the needs of TBT.

### **5. ICT Provider: JOSKOS Tel: 0207 424 6962 Email: [servicedesk@joskos.com](mailto:servicedesk@joskos.com)**