

Business Continuity Plan

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

This policy covers all schools within The Propeller Academy Trust

Frequency of Review	Every 1 year
Author	CEO/COO
Approved by	Trust Directors
Reviewed	Oct 2023
Date of Next Review	Oct 2024 (unless there is a material change)

Introduction

The Propeller Academy Trust (PAT) 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 Propeller Academy 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 of pupils, staff, visitors, contractors, and members of the public as the foremost consideration.

Definitions

An emergency is any event which causes, or has the potential to cause injury, loss of life, substantial 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 CEO, COO, and 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
- Lockdown Procedures

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

Emergency Contact Information

An emergency information pack is kept at the main/reception office at each school within the PAT 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 remotely/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, Arbor SMS, and the Trust/school website.

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

- CEO/ COO
- LA (Director of Childrens Services)
- Local radio stations
- Health and Safety Executive (HSE) (injuries only)
- RPA
- Local Police
- Local Fire Service

Roles and Responsibilities

The Chief Executive Officer (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 (COO) for updates.

Incident Management Team (IMT)

Incidents will be led locally by the Headteacher, Senior Leadership Team (SLT) and Site manager of the school. The trust will deploy a Senior member to support with Incident Management which will include the CEO or COO. The Trust office team will support with press releases if required.

Additional members of the team will be recruited to match the specific needs of the incident. The Trust has two NEBOSH qualified advisors to support in the event of an incident.

The IMT is responsible for acting under the direction of the Headteacher (or their 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 school is inaccessible, the CEO (or their 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	Contact Number
CEO	Tom Pegler	07791 505995
COO	Tracey Stratton	07768 195709
Headteacher (Fitzwaryn)	Stephanie Coneboy	01235 764504
Site Manager (Fitzwaryn)	Mike Charlton	07919 091129
Headteacher (Kingfisher)	Lorraine Wilson	01235 555512
Site Manager (Kingfisher)	Daniel Thomas/ Paul Coleman	07485 909661
Headteacher (Bishopswood)	Priya Bhagrath	0118 9724311
Site Manager (Bishopswood)	Ady Wigmore	07909 115054
Chair of Board of Trustees/Directors	Jane Edwards	07729 827473
Chair of Board of Trustees/Directors	John Chadwick	07766 137262

Procedure for Closing a School within the Propeller Academy Trust

Closure in advance of a school day

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

1. Closure authorised by the CEO or school's Headteacher
2. Recording the closure on the home page of the school website (actioned by Headteacher or other delegated member of school staff)
3. Recording the closure on the home page of the PAT website (actioned by COO or delegated Trust staff)
4. Implementing the school staff 'snow procedure' (actioned by Leadership Team)
5. Sending out messages via Arbor parent mail/SMS to all parents (actioned by Headteacher or delegated school staff).

6. Notification to the chair of LGB 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 where necessary using the following procedures:

1. Closure authorised by the CEO or Headteacher on the basis that pupils will continue to be supervised by staff until parents authorise for them to leave via transport or confirm that they will be collected.
 - a. Contact LA transport team to arrange collection of pupils who come to school via transport
 - b. Parental authorisation/confirmation that someone will be at home to meet the child from transport can be provided by text message or email from a parental phone number which is already held on record
 - c. Parents confirm they will collect their child if they do not wish for them to return home via LA transport, or would usually drop off/pick up their child from school
 - d. 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 Arbor email/SMS 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.

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 site manager will be advised to implement the school's lockdown procedure
- The IMT will communicate via the Headteacher or site manager by mobile phone
- The school will be advised that it is in 'lockdown'
- 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

The lockdown will proceed in the following priority.

- The external gates to 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 entrance
 - Other exits if there is reason to believe there is a threat on the school grounds

Monitoring the Site Entrances

Once the site is secure, staff should return to the building and monitor school 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 Manager or Headteacher when visual confirmation of the presence of the emergency services can be confirmed.

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 PAT 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 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.

Erecting additional buildings (porta cabins) on 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 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 – School 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
- Protests or intimidatory behaviour by individuals or groups

Impact Assessments

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
Early Years Teaching	<p>Potential to impact on development of Nursery & Reception Pupils</p> <p>Impact on reputation</p> <p>Potential for complaints</p>	<p>Limited risk in terms of teaching continuity</p> <p>Safeguarding focus</p>	<p>RBA first 6 weeks of child starting</p> <p>EYFSP end of year</p> <p>Curriculum delivery at risk</p>	<p>Cross-skilling of staff so teaching can continue if staffing is reduced</p> <p>Access to supply teaching staff</p> <p>Review curriculum offer to maximise contact time</p>	<p>Utilise teaching resources from other schools in the PAT</p> <p>Data back-up off site so restore can take place</p>
KS1 Teaching	<p>Potential to impact on results & attainment of Year 1 & 2 Pupils</p> <p>Impact on reputation</p> <p>Potential for complaints</p>	<p>Limited risk in terms of teaching continuity</p> <p>Safeguarding focus</p>	<p>Key Stage 1 SATs in Summer Term each year</p> <p>Phonics Screening y1/2</p> <p>Curriculum delivery at risk</p>	<p>Cross-skilling of staff so teaching can continue if staffing is reduced</p> <p>Access to supply teaching staff</p> <p>Review curriculum offer to maximise contact time</p>	<p>Utilise teaching resources from other schools in the PAT</p> <p>Data back-up off site so restore can take place</p>

KS2 Teaching	<p>Potential to impact on results & attainment of Year 3, 4, 5 & 6 pupils</p> <p>Impact on reputation Potential for complaints</p>	<p>Limited risk in terms of teaching continuity</p> <p>Safeguarding focus</p>	<p>Key Stage 2 SATs in Summer Term each year</p> <p>Y4 multiplication checks</p> <p>Curriculum delivery at risk</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/agency teaching staff</p> <p>Review curriculum offer to maximise contact time</p>	<p>Utilise teaching resources from other schools in the PAT</p> <p>Data back- up off site so restore can take place</p>
KS3 Teaching	<p>Potential to impact on results & attainment of Year 7, 8, 9 pupils</p> <p>Impact on reputation</p> <p>Potential for complaints</p>	<p>Limited risk in terms of teaching continuity</p> <p>Safeguarding focus</p>	<p>Curriculum delivery at risk</p>	<p>Cross-skilling of staff so teaching can continue if staffing is reduced</p> <p>Access to supply/agency teaching staff</p> <p>Review curriculum offer to maximise contact time</p>	<p>Utilise teaching resources from other schools in the PAT</p> <p>Data back- up off site so restore can take place</p>
KS4 Teaching	<p>Potential to impact on results & attainment of Year 10, 11 pupils</p> <p>Impact on reputation</p> <p>Potential for complaints</p>	<p>Limited risk in terms of teaching continuity</p> <p>Safeguarding focus</p>	<p>Curriculum delivery at risk</p>	<p>Cross-skilling of staff so teaching can continue if staffing is reduced</p> <p>Access to supply/agency teaching staff</p>	<p>Utilise teaching resources from other schools in the PAT</p> <p>Data back- up off site so restore can take place.</p>

				Review curriculum offer to maximise contact time	
KS5 Teaching	Potential to impact on results & attainment of Year 12, 13 pupils Impact on reputation Potential for complaints	Limited risk in terms of teaching continuity Safeguarding focus	Curriculum delivery at risk	Cross-skilling of staff so teaching can continue if staffing is reduced Access to supply/agency teaching staff Review curriculum offer to maximise contact time	Utilise teaching resources from other schools in the PAT Data back- up off site so restore can take place
Safeguarding Children	Harm to an individual Potential culpability Damage to reputation	Duty welfare calls if not directly taught to ensure safety	Risk to most vulnerable pupils. Key workers work with social care to minimise risk. Welfare calls to continue	Refer to school safeguarding policy	Meeting between safeguarding lead, deputies, HSLW's, and other appropriate staff to identify action relating to children at risk Active maintenance of CPOMS system to ensure information integrity and access in event of site access failure Communication with other agencies
Catering (Specifically free school meals)	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	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 where SharePoint/Cloud based solution is not already in use
Extra- Curricular	Disappointed pupils Missed opportunities to enhance learning for pupils Damage to reputation	Limited risk in terms of continuity	Existing staff to run extra- curricular activities where qualified	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	Site Managers have the capacity to work across the PAT to provide support where required and to liaise with contractors etc	Site Managers have the capacity to work across the PAT 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/ ICT Manager	Office Managers/ ICT Manager/ School Business Manager/ COO	Keep CEO, Head teacher, COO updated CEO decides what communication is sent via School Comms to Parents
Finance Process Breakdown – payments to staff and suppliers fail	COO/ 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	COO/CEO	Chair of Finance Audit and Risk Committee and Chair of Board of Trustees kept updated
Utilities / Energy Supply failure	Providers called to ascertain issue School may have to close Consider suitability of accessing a Generator	CEO/ COO/ Headteacher	Keep Chair of Board of Trustees updated
Building Loss – partial or complete (Fire, Flood etc)	Buildings services notified immediately	CEO/ COO/ Headteacher	Buildings services will assign a designated Loss Adjuster

	<p>Short-term - share pupils between other schools in the PAT and provide coach service / Minibus transport in the mornings and afternoons</p> <p>Medium Term - erect Porta Cabins on site</p> <p>Long term - rebuild / refurbish</p>		Keep Chair of Board of Trustees updated
<p>Building Denial leading to short term lack of access. Service Delivery Loss of General Nature –Academy are unable to provide buildings or ICT support</p>	Relocate to the other schools within the PAT providing transport morning & afternoons	CEO/ COO/ Headteacher	Keep Chair of Board of Trustees updated
<p>Key Supplier Failure other than MAT – e.g. Catering</p>	<p>Cook food off site and deliver to school</p> <p>Buy in prepacked lunches</p>	COO/ Headteachers/Project Manager	Liaise with External Providers to establish their continuity plan
<p>Evacuation due to Nearby Incident</p>	<p>1. Follow instructions from CEO/HT/DH 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>	Headteacher or nominated deputy	CEO notified as soon as possible

Lockdown due to Nearby Incident	Follow instructions from CEO/HT/DH 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	Headteacher or nominated deputy	Headteacher keeps CEO updated CEO updates Chair of Board
Fire	Exit the school following Fire Evacuation plan Call Emergency services Call Buildings services regarding any damage Review what happened and capture any lessons learnt	Head teacher/Site Manager	Headteacher keeps CEO updated CEO updates Chair of Board
Strikes	Headteacher to establish which staff will be on strike CEO/HT 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.	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 PAT (rather than heating school and incurring costs). CEO updates Chair of Trust Board
Terrorist Attack or Threat	Follow instructions from HT/DH either to: Evacuate immediately to designated assembly points Take register on arrival and inform admin of an any children or members of staff that are unaccounted for. OR	Headteacher or nominated deputy	Headteacher keeps CEO updated CEO updates Chair of Board

	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		
Biological or Environmental hazard	<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 & follow plan</p>	CEO	<p>Headteacher keep CEO updated</p> <p>CEO updates Chair of Board</p> <p>CEO decides what communication is sent via School Comms to Parents</p>