Trust Wide Business Continuity Plan (BCP)

LINKS: School Business Continuity Policy, Data Protection Policy

DATE: February 2026

POSTHOLDER RESPONSIBLE: Director Of Finance & Operations Chief Operations Officer (COO)

TRUSTEES/GOVERNORS COMMITTEE: Finance Operations & Audit

AUDIENCE: All members of the Trust Community

STATUS: Approved

DATE RATIFIED: 17th March 2026

DATE OF NEXT REVIEW: Every two years

Contents

1. Purpose

This Trust-Wide Business Continuity Plan sets out how QET will manage significant disruption affecting one or more academies or central services, ensuring the continuation of safeguarding, education delivery, statutory compliance and critical business functions.

2. Scope

This plan applies to:

- All schools within the Trust
- Central Trust services
- Senior leaders, governors, and emergency responders
- Major incidents that cannot be managed solely at school level
- Supply Chains (catering, IT and transport) as they may impact continuity

3. Activation and Escalation

3.1 Triggers for Trust Activation

This plan will be activated when:

- More than one school is impacted
- Safeguarding risk exists
- Prolonged closure (>24 hours) is expected
- Media interest or reputational risk arises
- Significant ICT or cyber incident occurs
- Direction from emergency services or regulators

3.2 Authority to Activate

The following have the authority to activate:

- CEO or COO declares activation or CFO in their absence
- Incident Management Team (IMT) convened

Upon activation of this Plan, an Incident Management Team (IMT) is responsible for meeting as soon as practicable and no later than **2 hours** after activation.

The IMT will:

- Meet virtually or in person as appropriate
- Agree immediate priorities and actions including notification protocols for staff and parents within the first hour of activation.
- Assign clear ownership and timescales
- Maintain a written incident log of decisions and actions

During an active incident, the IMT will meet:

- At least daily for ongoing incidents
- More frequently where risk to safeguarding, safety, or continuity is high

4. Incident Management Team (IMT)

Role	Responsibility
CEO (Incident Director)	Strategic decisions
COO (Operations Lead)	Coordination
Director of Education – Secondary/Primary	Educational continuity
Trust Safeguarding Lead	Safeguarding assurance
IT Lead	Systems recovery
Estates Lead	Premises
HR Lead	Staffing
Comms Lead	Stakeholder communication
CFO	Emergency spending

Emergency contact list can be found at Appendix 1

Incident Management and Decision- Making

The Trust Incident Management Team (IMT) will provide strategic oversight and direction.

The **CEO**, as Incident Director, holds overall authority for Trust-wide decision-making during a significant disruption. This includes authority to:

- Close or partially close academies
- Modify or suspend normal operations
- Activate remote education arrangements
- Approve emergency expenditure
- Authorise external notifications and public communications

Where urgent action is required, the CEO may take decisions in the best interests of safeguarding, safety, education continuity, and statutory compliance, without delay. Decisions taken will be reported to the IMT at the earliest opportunity.

In the absence of the CEO, authority will transfer to the Chief Operating Officer (COO), and thereafter to the Chief Financial Officer (CFO). Members of the IMT are responsible for ensuring appropriate deputy arrangements are in place.

The IMT will meet as required for the duration of the incident to:

- Monitor risk and impact
- Set strategic priorities
- Oversee Trust-wide response and recovery actions

The decision to stand down the IMT and return to normal governance arrangements will be made by the CEO once risks are controlled and recovery is underway. Significant decisions and actions taken under this Plan will be recorded and reviewed as part of post-incident assurance and Board reporting.

5.   Strategic Priorities

During any significant disruption, the Trust will prioritise life safety and safeguarding above all other considerations. The Trust will ensure statutory compliance is maintained, education delivery continues as far as reasonably practicable, staff welfare is supported, financial stability is protected, and reputational risks are managed appropriately.   Mental health/wellbeing support for staff and students will form part of continuity priorities, if appropriate.

6.   Trust Critical Functions

Function	Minimum Service Level	Max Disruption
Safeguarding oversight	Fully operational	0 hrs
Payroll	On time	5 days
Finance	Priority payments	5 days
IT systems	Core access	24 hrs
HR	Staffing support	48 hrs
Estates	Emergency repairs	Immediate
Data protection	Compliance	0 hrs

7.   Safeguarding Assurance During Disruption

Safeguarding remains the Trust's highest priority during any period of disruption.

During activation of this Plan, the Trust Safeguarding Lead will provide assurance to the Incident Management Team (IMT) that safeguarding arrangements across affected academies remain effective, proportionate, and compliant with statutory requirements.

This assurance will include oversight of:

- Designated Safeguarding Lead (DSL) capacity and cover within affected academies
- Safeguarding arrangements for vulnerable pupils, including those with SEND, looked-after children, and pupils subject to child protection plans
- Safe working practices where staffing, premises, or delivery models are altered
- Information sharing and record-keeping in line with data protection requirements

Where normal safeguarding arrangements cannot be maintained at school level, the Trust will implement Trust-led safeguarding support, including temporary DSL cover or enhanced oversight, to ensure continuity.

Any safeguarding concerns arising during a disruption will be escalated immediately to the Incident Leader. Where necessary, the Trust will liaise with external agencies, including local authority children's services and the police.

The Trust Safeguarding Lead will confirm when safeguarding risks are controlled and appropriate arrangements are in place to support recovery and return to normal operations. Safeguarding assurance will form a core element of post-incident review and Board reporting.

8.   Cyber and Data Incident Governance

Significant cyber incidents, data breaches, or loss of access to critical information systems will be managed under this Plan alongside the Trust's ICT Disaster Recovery and Data Protection arrangements.

During a cyber or data-related incident, the CEO, supported by the IT Lead, COO and Data Protection Officer (DPO), will provide strategic oversight and ensure appropriate escalation, containment, and recovery actions are taken.

The Trust will ensure:

- Protection of personal and sensitive data, particularly pupil and safeguarding information
- Timely assessment of risk to individuals and Trust operations
- Compliance with statutory reporting requirements, including notification to the Information Commissioner's Office where required
- Clear communication with affected stakeholders, regulators, and insurers as appropriate

Where a cyber or data incident presents a safeguarding, operational, or reputational risk, it will be escalated immediately to the Incident Management Team. Decisions relating to system access, service suspension, or external communication will be taken at Trust level.

Cyber and data incidents will be reviewed as part of the post-incident assurance process, with lessons learned reported to the Board and used to strengthen resilience and controls.

9.   Trust-Wide Response Actions

During activation of this Plan, the Trust will coordinate a proportionate, Trust-wide response to maintain safeguarding, education delivery, and critical business functions.

9.1   Education Continuity

The Trust will take a strategic approach to education continuity across affected academies. This may include the activation of remote education arrangements, arranging relocation of provision to another site, deployment of shared digital platforms, and the temporary redeployment of staff between academies where appropriate. Priority will be given to vulnerable pupils and those with additional needs, with oversight provided by the Directors of Education (Primary /Secondary) to ensure continuity remains effective, equitable, and compliant with statutory expectations.

9.2   Staffing

The Trust will coordinate staffing arrangements to maintain safe and effective operations. This may include temporary redeployment of staff across academies, engagement of agency or temporary staff, and monitoring of staff welfare during periods of disruption. The HR Lead will provide assurance to the Incident Management Team that staffing risks are managed and that staff wellbeing is appropriately supported.

9.3   Premises

Where disruption affects Trust premises, the Estates Lead will oversee arrangements to ensure health and safety risks are controlled. This may include securing alternative accommodation, engaging emergency contractors, and carrying out necessary inspections or repairs to enable safe

occupation. Decisions relating to premises use will be taken at Trust level where impacts extend beyond a single school.

9.4 **ICT and Data**

The Trust will take coordinated action to restore and protect access to critical ICT systems and data. This may include invocation of disaster recovery arrangements, activation of cyber response procedures, and restoration of backups in line with approved plans. Oversight will be provided to ensure that system recovery supports safeguarding, education delivery, and statutory compliance.

9.5 **Finance**

The Trust will ensure financial continuity during periods of disruption. Emergency expenditure may be authorised in line with delegated authorities to support response and recovery activities. The CFO will oversee payroll continuity, priority payments, and liaison with insurers as required, ensuring that financial controls and accountability are maintained.

10. Communications Framework

The Trust will manage communications during a disruption in a coordinated and controlled manner to ensure clarity, accuracy, and consistency of messaging.

Audience	Method	Owner
Staff	Trust email / SMS	HR
Parents	Central comms	Comms
Governors	Briefing	CEO
DfE/LA	Formal notification	CEO
Media	Approved statement	CEO

11. External Coordination

During a significant disruption, the Trust will work in close coordination with relevant external partners to support effective response and recovery.

This may include engagement with emergency services, local authorities, the Department for Education, insurers, and key suppliers where their involvement is required to manage risk, maintain statutory compliance, or support continuity of operations.

All formal engagement with regulators, emergency services, and external agencies will be coordinated at Trust level to ensure consistency of messaging, appropriate escalation, and clear accountability.

12. Resource Sharing Between Academies

Where appropriate, the Trust may implement temporary resource-sharing arrangements between academies to support continuity and recovery.

This may include the temporary relocation of pupils, sharing of staff expertise, pooling of devices or equipment, and coordination of transport or catering arrangements. Such measures will be implemented where they support safeguarding, education continuity, and efficient use of Trust resources, and will be overseen by the Incident Management Team.

Any temporary arrangements will be reviewed regularly and stood down when no longer required.

13.   Recovery and Return to Normal

The Trust will adopt a structured approach to recovery following a significant disruption.

Recovery activity will focus on the safe and orderly return to normal operations, which may include phased reopening of academies or services, welfare checks for pupils and staff, financial reconciliation, and confirmation that safeguarding and statutory arrangements are fully restored.

The decision to return to normal operations will be taken by the CEO once risks are controlled and recovery actions are in place. A safeguarding audit and review of control measures may be undertaken to provide assurance prior to full stand-down.

14.   Assurance, Testing and Review

The effectiveness of this Plan will be assured through regular review and testing.

The Trust will:

- Test the Plan through periodic tabletop exercises
- Report assurance and learning to the Board
- Conduct a post-incident review following any significant activation of the Plan

Findings from exercises and incidents will be used to strengthen resilience, update arrangements, and drive continuous improvement.

- Annual tabletop exercise
- Board reporting
- Post-incident debrief
- Continuous improvement

14.   Linked Documents

- Business Continuity Policy
- School BCPs
- Safeguarding Policy
- Health & Safety Policy
- ICT Disaster Recovery Plan
- Emergency Closure Procedures

All the above policies can be found on the QET website.

Appendix 1 - Emergency Contact List

CONTACT NUMBERS NOT PUBLISHED ONLINE Available via hard copy at each school

QET Central Team

Name	Title	Phone number	Consent
Chrysta Garnett	CEO		YES
Tracy Lee	COO		YES
Julie North	HR Director		YES
Nic Mould	CFO		YES
Kelly Broome	Executive PA		YES
Claire Beaumont-Wraith	Marketing/Communications Officer		YES
Richard Hanks	Director of Primary Improvement		YES
Dan Hill	Trust Estates Lead		YES
Steve Hudd	IT Manager		YES

ASHLANDS – 01460 73437

Name	Title	Phone number	Consent
Niki Ball	Headteacher		YES
Kay Dawson	SENDCo SLT		YES
Larah Cottle	Senior Teacher		YES
Rebecca Kenway	Senior Teacher		YES
Tracey Lawrence	Office Manager		YES
Claire Beaumont-Wraith	Marketing/Communications Officer		YES

HASELBURY PLUCKNETT – 01460 72833

Name	Title	Phone number	Consent
Lois Bowery	Headteacher		YES
Ella Jukes	Senior Teacher		YES
Maria McLelland	SENDCo		YES
Claire Beaumont-Wraith	Marketing/Communications Officer		YES

HAYGROVE – 01278 455531

Name	Title	Phone number	Consent
Senior Leadership Team:			
Aaron Reid	Headteacher		YES
Leanne Mills	Deputy Head		YES
Callum Thompson	Assistant Head/DSL		YES
Jaimie Lall-Sachdev	Assistant Head		YES
Matt Stott	Assistant Head		YES
Louise Gregg	Assistant Head		YES
Dani Thompson	SENDCo		YES
Other:			
Sally Haysham	Operations Manager		YES
Gemma Williams	Head's PA		YES
Claire Beaumont-Wraith	Marketing & Comms Officer		YES
Alix Tringham	Caretaker		YES

MERRIOTT – 01460 72547

Name	Title	Phone number	Consent
Lois Bowery	Headteacher		YES
Nicky Taylor	Senior Teacher		YES
Maria McLelland	SENDCo		YES
Claire Beaumont-Wraith	Marketing/Communications Officer		YES

SEXEY'S SCHOOL – 01749 813393

Name	Title	Phone number	Consent
Senior Leadership Team:			
Steve Clayson	Headteacher		Yes
Steve Murray	Deputy Head		Yes
Katie Johnstone	Assistant Head - Behaviour & Rewards		Yes
Darryl Carpenter	Assistant Head & DSL		Yes
Tim Allen	Director of Boarding		Yes
Dan Glover	Assistant Head – Teaching & Learning		Yes
Ruth Dunford	Assistant Head – Inclusion & SENDCo		Yes
Other:			
Gemma Beale	Head's PA		Yes
Helen Holmes	Finance Officer		Yes
Linnet Parsons	Director of Marketing and Relationships		Yes
Matthew Eccles	Site Manager		Yes

SPAXTON - 01278671406

Name	Title	Phone number	Consent
Rachel Rood	Headteacher		YES
Becky Skews	Senior Teacher/SENDCo		YES
Stephen Dickinson	Caretaker		YES
Claire Beaumont-Wraith	Marketing/Communications Officer		YES

ST BARTHOLOMEWS – 01460 72829

Name	Title	Phone number	Consent
Gemma Coward	Headteacher		YES
Bev Davis	SLT		YES
Tammy Court	SLT		YES
Lucy Edwards	SENDCo		YES
Sam Anstey	Office Manager		YES

Claire Beaumont-Wraith	Marketing/Communications Officer		YES

STOGURSEY – 01278 732386

Name	Title	Phone number	Consent
Rachel Rood	Headteacher		YES
Caitlin Boxell	Senior Teacher		YES
Carlie Nicholls	Office Manager		YES
Claire Beaumont-Wraith	Marketing/Communications Officer		YES

Appendix 2 – Business Continuity

Function	KPI / Metric	Target / Threshold	Measurement Frequency	Responsible Owner
Safeguarding	% of affected academies with DSL coverage	100% within 2 hours of activation	Real-time during incident	Trust Safeguarding Lead
	% of vulnerable pupils contacted	100% within 24 hours	Daily	Directors of Education / DSLs
	Escalation response time for safeguarding concerns	<1 hour	Real-time	IMT / Safeguarding Lead
	Completion of safeguarding audit post-incident	100% within 1 week	Post-incident	Trust Safeguarding Lead
Education Continuity	% of pupils able to access remote learning	95% within 24 hours	Daily	Directors of Education
	Lesson delivery rate during disruption	≥80% of scheduled lessons	Daily	Headteachers / Directors of Education
	Vulnerable pupil engagement	≥90% within 48 hours	Daily	Directors of education / DSLs
	Time to full curriculum resumption	Full curriculum restored within 5 days	Post-incident	Directors of Education
ICT & Data	Critical system uptime	≥95% within 4 hours (RTO)	Real-time / Daily	IT Lead
	Data recovery success	100% restored within RPO	Real-time / Daily	IT Lead / DPO
	Cyber incident containment time	<4 hours from detection	Real-time	IT Lead / CEO
	% of staff with restored system access	100% within 24 hours	Daily	IT Lead
Finance & Payroll	Payroll continuity	100% staff paid on time	Per payroll cycle	CFO / HR Lead
	Priority payments completed	100% within 5 days	Daily	CFO
	Emergency expenditure approval time	<24 hours from request	Real-time	CFO / CEO
	Financial control compliance	100% emergency transactions audited within 1 week	Weekly	CFO
Staffing & HR	Critical staff availability	95% within 24 hours	Daily	HR Lead
	Temporary staffing deployment time	<48 hours from request	Real-time	HR Lead
	Staff welfare check completion	100% contacted within 48 hours	Daily	HR Lead
	Staff absence rate	<10% unplanned absence for critical roles	Daily	HR Lead

Estates & Premises	Emergency repairs response time	<24 hours	Real-time	Estates Lead
	Safe occupancy confirmation	100% affected premises certified safe within 24 hours	Daily	Estates Lead
	Alternative accommodation setup	100% relocation where required	Daily	Estates Lead / IMT
Communications	Staff notification	100% notified within 2 hours	Real-time	HR / Comms Lead
	Parent notification	100% notified within 4 hours	Real-time	Comms Lead
	Media response time	<6 hours from incident recognition	Real-time	CEO / Comms Lead
	Message accuracy	100% reviewed & approved	Real-time	CEO / Comms Lead
IMT Operations	IMT meeting frequency	Daily for ongoing incidents / more if high risk	Daily	CEO / IMT
	Decision logging	100% key decisions recorded within 1 hour	Real-time	IMT Secretary
	Recovery decision timeliness	<48 hours after critical risk resolution	Real-time	CEO / IMT
Overall Recovery	Time to full safeguarding assurance	100% controlled within 72 hours	Daily	Trust Safeguarding Lead
	Time to full operational continuity	100% restoration within 7 days	Daily	CEO / Directors of Education / CFO / IT Lead
	Post-incident review completion	100% within 30 days	Post-incident	CEO / IMT
	KPI compliance rate	≥90% KPIs met during incident	Post-incident	CEO / IMT