

Millennium Farm Trust
GV10 Business Continuity Policy V03

Next review date: April 2026



Version Control

Version number	Date of changes	Who	Review summary
02	April 2021	T Freathy	Scheduled review. Checked Nowton Park emergency location. Added pandemic references.
03	April 2024	T Freathy	Scheduled review. Changed emergency location, removed covid references – though kept annex as it relates to other pandemics.

1.1 Policy Statement

Unexpected events happen and often happen with no prior warning.

How quickly – and painlessly – we manage to get back to ‘business as usual’ in the event of a Foot and Mouth Outbreak, fire, natural disaster, or any other major interruption, depends on how effectively we can devise, and put into action, our own business continuity management.

Business continuity management can best be defined as: ‘A holistic management process that identifies potential impacts that threaten an organisation and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities.’ (Business Continuity Institute, 2001.)

This policy is prompted by and responds to “[Expecting the Unexpected](#)” published by London First, the Home Office and the Business Continuity Institute.

1.2 Policy Purpose

The aim of this plan is to prepare Millennium Farm Trust to be able to respond to and recover from a disruption as efficiently and effectively as possible.

The aim of the policy is to enable MFT to:

1. Respond to a disruptive incident. (Incident management phase)
2. Maintain service delivery (and therefore income generation) as far as possible during the incident. (Business continuity phase)
3. Return to business as normal as soon as possible. (Recovery phase)

The approach adopted is outlined in *Expecting the Unexpected*: Analyse the business, assess the risks, determine a business continuity strategy, develop a plan, test and review the plan.

The plan can be put into effect by the Director or any Trustee or any member of staff in consultation with the Director or any Trustee.

Examples of circumstances triggering activation of this plan include:

- Denial of access to the farm. Eg foot and mouth outbreak
- Damage to critical facilities at the farm eg loss of HQ through fire.
- Loss of key staff above normal levels of absenteeism eg flu epidemic, Director seriously injured or ill
- Loss of critical systems or utilities eg ICT failure, significant power outage
- National pandemic preventing attendance of farm helpers at the farm

1.3 Action in the event of disruption: INCIDENT MANAGEMENT PHASE

The first phase of activity is to respond effectively to the disruption at hand with the following aims.

- Protect the safety of farm helpers, staff and volunteers: Evacuate premises, call the emergency services, log incident, record injuries, inform HSE if required.
- Protect the assets of the organisation: secure premises, remove assets to a secure location, keep off site copies.
- Communicate: contact relevant staff and trustees, farm helpers and their support networks, insurers, press.
- Support Business Continuity phase: assess next steps, secure alternative arrangements, continue communication , publicise arrangements.
- Support Business Recovery: Log decisions and times, review actions and embed processes.

1.4 Action in the event of disruption: BUSINESS CONTINUITY PHASE

The purpose of this phase is to ensure that critical business activities are resumed as quickly as possible after or continue during, the disruption.

The Business Impact Analysis (annex A) identifies the provision of our programme as our critical activity. It also lists non-critical activities which may be suspended during part or all of the disruption.

Key actions:

- Identify staff required: divert resources as required, consider additional external staff needs
- Evaluate impact: prioritise critical activities, assess likely duration of disruption
- Plan how to maintain critical activities: prioritise, resources, communication, recording
- Record activity: log actions and expenditure.
- Negotiate with commissioners, local authorities and bill payers to maintain income during disruption.
- Apply for all available grants and emergency income
- Allocate roles and resources: people, premises, equipment
- Communicate

1.5 Action in the event of disruption: RECOVERY PHASE

This phase seeks to restore business as usual quickly and efficiently. During disruption, business will be focussed on the critical activities, MFT will need to build gradually to all activities being recovered (eg reoccupation of HQ, staff returning to normal roles). Where the disruption is prolonged, normal operations may need to be delivered in new circumstances (eg from Nowton Park Nursery).

Key actions:

- Make a plan
- Support staff: trainings, counselling if necessary
- Debrief incident: analyse causes and response to incident.
- Record activity
- Communication: staff, farm helpers, trustees and volunteers

1.6 Disaster Recovery Pack

The Director, staff and Trustees should have access to a disaster recovery pack. This will be made available on DropBox and in hard copy in at least 3 different locations. (On site, with a Trustee and with a staff member). The pack will contain:

- Business continuity plan (this document)
- Lists of key documents and location
- Staff, Trustee and Landlord contact details
- Key contractor contacts (marketing/website, vet, plumbers, CCTV etc)
- Key external contracts (insurers, West Suffolk DC, Suffolk County Council)
- Critical codes and passwords for media and website accounts
- List of key holders

1.7 Provision for service delivery off site

In the event of a serious incident which prevents access to the farm by the farm helpers, the organisation may need to temporarily relocate its service provision to another site.

Enquiries have been made at local village halls (Erskine Centre, Hargrave village hall are the two closest.) to use them as a base for activity. They have agreed in principle, but it will depend on bookings etc at the time of the incident. Most bookings seem to be in the evening, so it shouldn't be too much of a problem. May need to operate from different ones on different days. Detail of day to day activities and operational arrangements will need to be negotiated with the village hall concerned at the time.

The Erskine Centre, Chevington Road, Chedburgh, IP29 4UL

Contact: ErskineCentreEnquiries@gmail.com

Angie Barnettson (committee member) 07875 605165

Hargrave Village Hall, Bury Road, Hargrave. IP29 5HP

For bookings contact Jill on 01284 850286

Annex A

Critical Activity: Provision of services to farm helpers

Provide a safe and secure environment; staff ratios maintained; maintain registers and records

Disruption duration	Impacts (Internal and external)	Expected mitigating actions
Up to 48hours	Services cancelled. Unable to receive farm helpers at farm or HQ. Farm helpers may have to leave	Telephone farm helpers/support networks Cancel provision for up to 2 days. If over 2 days, use other site or use other buildings
Up to 1 week	Services cancelled or limited.	Telephone farm helpers/support networks Communicate with wider support networks eg volunteers Use another site Use other buildings
Over 1 week	Temporary re allocation of staff Services relocated Additional transport costs (staff and farm helpers) Negotiate with funders to maintain income Apply for all available grants and emergency funding	Use another site eg local village hall Use other buildings eg workshop or temporary building

Examples of non-critical activities

External contract work, staff recruitment and training,

Critical Activity: Farm and Garden

Provide care for animals; maintain crops;

Disruption duration	Impacts (Internal and external)	Expected mitigating actions
Up to 48hours	Farm helpers unable to look after animals Inadequate housing for animals	Arrange for Director/ staff to look after animals Rehouse animals off site.
Up to 1 week	Farm helpers unable to look after animals Inadequate housing for animals	Arrange for Director/ staff to look after animals Rehouse animals off site. (via Suffolk Smallholders Society)
Over 1 week	Farm helpers unable to look after animals Inadequate housing for animals	Arrange for Director/ staff to look after animals Rehouse animals off site. (via Suffolk Smallholders Society)

Examples of non-critical activities

Routine farm/garden maintenance, staff recruitment and training, animal trade,

Annex B

Draft risk assessment for National Pandemic (eg Covid 19 or Flu)

National guidelines, if issued, to be followed at all times.

Control Point	Controls required	Additional notes	Action by whom / when	Timescale / completion date
Prior to coming to the farm	- Letter to all farm helpers parents/guardians - Staff to wear clean uniform every day. - Numbers attending to be limited to 9 people including staff and support workers to enable social distancing in HQ	Letter explaining risk assessment and farm helper responsibilities: come to farm well, clean (hands) and in clean clothes. Must adhere to NHS guidelines at home. Especially self-isolating if others at home have symptoms. As weather warms up and/or guidelines change, we will revert to using other spaces and staggering break times.	Tim to draft letter and send out when return date known. Signed acknowledgement from attendees to be returned in advance of coming back. Tim to ensure all staff have enough uniform to achieve this. (and amend uniform policy accordingly)	
At HQ threshold	- Notice on door - Take temperature of everyone entering farm	Notice reinforcing the need to maintain social distancing, hand washing on first entering building. Explain that temperature will be taken before entering building.	Tim to refresh exiting Covid 19 notice on door. Nicky to order temperature-taking-at-a-distance machine.	

	- Visitors to knock/ring and wait to be greeted. - To avoid bottle necks, farm helpers to remain in their vehicles until entrance to HQ is clear.	People with a high temperature will be sent home. Parent to remain vigilant to bottlenecking and not allow farm helpers to leave vehicles until it safe to do so. Staff to remain vigilant of bottlenecking and ensure people get changes at their designated table.	Install door bell.	
On entering HQ	- Everyone to wash hands immediately on arrival. - Social distancing to be maintained - Changing room no longer used. Farm helpers to keep their belongings and get changed at their designated table	Paper towels, soap and hand cream to be made available. 2m marks to be put on floor. Remove sofas and replace large tables with single person folding tables.	Tim to identify tables and numbers that will fit as this will dictate number of farm helpers able to be at the farm.	
At the start of the farm helper day	- Farm helpers to wait sitting at socially distanced tables. - As soon as 2 or three people arrive, they go out to start the day with appropriate staff cover	Everyone to bring their own drinks (To reduce movement in around HQ no drinks to be made in kitchen.	staff	
Breaks	Breaks to be staggered enabling		staff	

	fewer farm helpers in building at any one time maintaining social distancing. • To reduce movements in HQ. Everyone to bring own drinks, plates, cutlery etc and take everything home. • Clean tables, chair backs, bench and work surfaces immediately after each break.	Whilst the weather is cold, breaks will held in HQ. When numbers exceed 9 in total, breaks will be staggered.		
Working on the farm	• Only those tasks that can be done maintaining social distancing to be undertaken. • Gloves to be worn wherever possible as currant practice. • Surgical type Masks to be worn at all times by staff and support workers. • Wood workshop: Numbers restricted to three people at any one time. FFP3 masks to be worn by everyone at all times. Windows to be kept ajar whilst working in workshop.	Revise method statements if required to promote social distancing. Only 2 people in workshop at a time. Farm helpers may use bandana type covering where masks cause anxiety. Social distancing to remain in place where possible. Working within 1m should not exceed 15minutes in	staff to compile list of compliant activities.	

		total for each 2 hour session.		
Returning to HQ	- Wash hands immediately on entering the building or use hand wash station outside back door. - Use tissues to sneeze or cough into	Reinforce hand washing technique with training reminders and posters. Encouraged use Of emollient cream regularly to protect hands Reinforce use of tissues. Ensure tissues available on every table.	Tim to buy more tissues and hand cream.	
At the end of the day	- Stagger log book / rarpa recording to maintain social distancing. - Clean and disinfect all surfaces that are touched regularly esp door handles, etc - HQ doors to be opened and the building ventilated for at least 20minutes at the end of every day. - Work tools to be cleaned down with soap and water at the end of the day before being put away. - Horse tack etc to wiped down with antibac cleaner before being put away.	One group in HQ doing reports whilst the other group walking the dog / donkeys. Then swap over. Allocate old blue barrow as "tools bin". Wash tools in outside kitchen using hot water and soap. Put tools away for use next day.	staff	

One to one support workers	Staff to wear surgical masks, face shields and disposable aprons where necessary.	People who consistently can not maintain social distancing will not be allowed to attend the farm for the time being.	Tim to ensure aprons and gloves available. Staff to use reusable and washable face coverings	
----------------------------	---	---	--	--