



CONTINGENCY & BUSINESS CONTINUITY PLAN

FOR

Lord Scudamore Academy
Sutton Primary Academy
Kings Cagle Primary Academy
St Weonards Academy
Marden Primary Academy
Pencombe CofE Primary School
Llangrove CE Academy

2025/2026

Date Approved by The Board of Trustees	25/9/25
Effective Period	1/9/25 – 31/8/26
Reviewer	N Jones/S McGowan
Date of Review	July 25
Next Review Due	July 26

INTRODUCTION

The following pages set out the Business Continuity Plan for HMFA Academy Trust in the event of a disaster, e.g. fire.

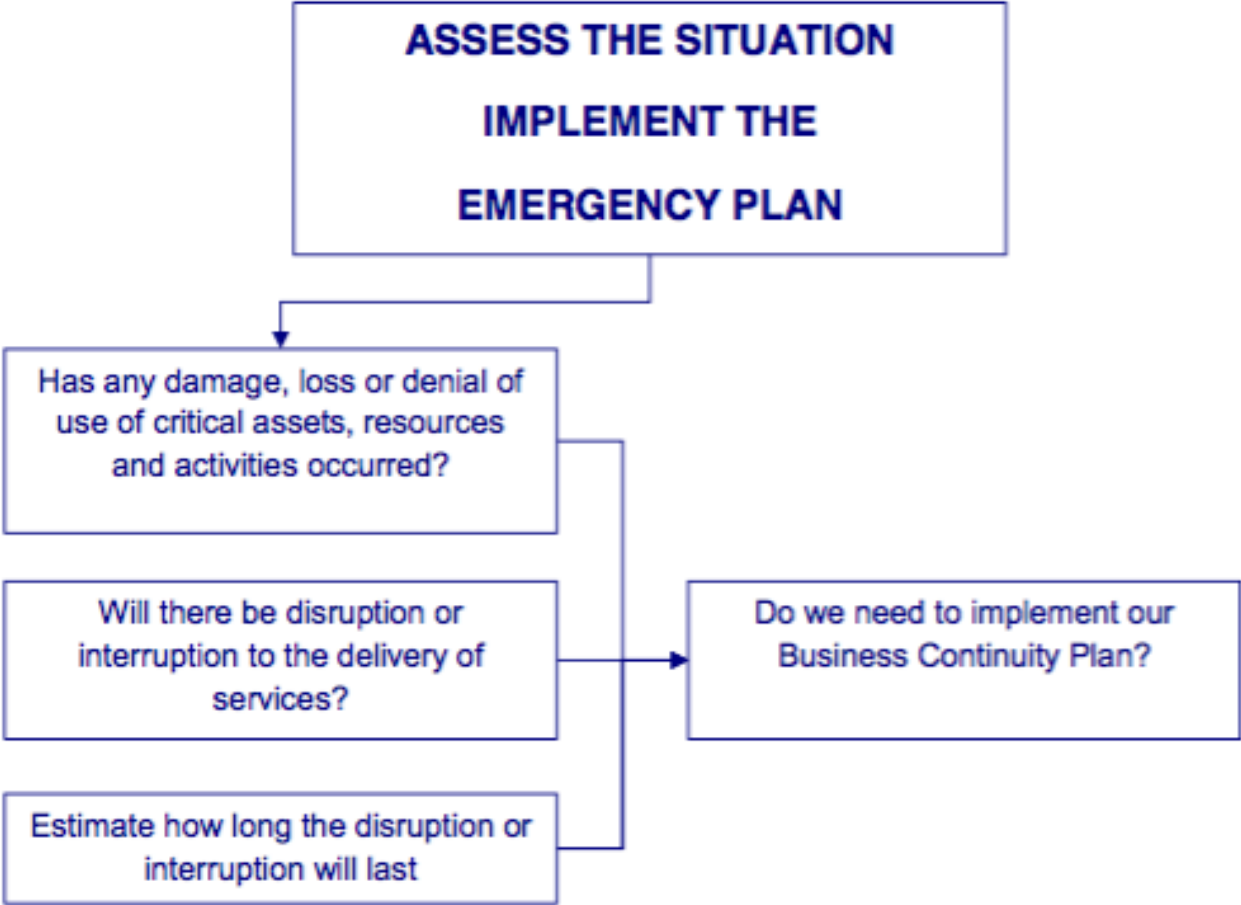
This plan provides guides to actions that should be considered by the CEO & Deputy CEO, nominated Deputy's/Heads of School, and the school in case of any significant disruption or interruption to school activities. Whilst the Academy schools are independent as an Academy, the Local Authority retains responsibility for ensuring the provision of education for all Herefordshire children and will therefore be consulted and involved in contingency and emergency planning where appropriate.

The accompanying guidance is an integral part of the Business Continuity Plan and should be referred to when developing and utilising the Plan. The School Emergency Plan should be read in conjunction with this plan and utilised in dealing with the initial phase of any emergency.

This policy runs alongside the RBA Cyber Security Plan

Date of first issue: April 2016	
Date of review: July 25	Date of next review: July 26
Copies of this Plan are kept at school offices and HMFA Staff Hub	
A copy of the Business Continuity Plan will be kept with: Critical Incident Management Plan Emergency evacuation Plan Other documentation required if evacuating the premises School Emergency Pack (Grab Bag) Off site with CEO/ Deputy CEO and Asset Manager	
Person responsible for reviewing plan: Assets Manager: Mr Stewart Morehead	

PHASE I: ASSESS THE SITUATION



The following is a list of the main critical functions (assets, resources and activities) that support the delivery of education and other school-based services:

Critical Function	Description
Teaching staff	The provision of a suitable number of qualified teaching staff to deliver National Curriculum.
Support staff	The provision of suitably qualified and experienced support staff to assist in the education of pupils and running of establishment services including Nursery and establishment services including Nursery, Breakfast and wrap around provision.
Safe and secure premises	The provision of suitable, safe and secure accommodation to enable the delivery of education and to meet duty of care requirements as per 'in loco parentis', health & safety legislation, etc.
Catering facilities and staff	The provision of suitable catering facilities to enable the delivery of school meals including free school meals.
Utilities-gas	The supply of gas to enable the heating of premises
Utilities-water	The supply of water for drinking and general usage including flushing of toilets, preparation of meals, f washing, etc.
Utilities-electric	The supply of electricity to enable IT systems to run, lighting of premises, etc.
Provision of IT education	The provision of IT to deliver education
Provision of IT administrative	The provision of IT to enable the establishment to run effectively
Keeping of suitable records	The keeping of suitable records in relation to staff/pupils and general administrative functions within an establishment
Cleaning staff	The provision of suitable numbers of cleaners to carry out general cleaning such as toilets, waste collection and removal

The 'Maximum Tolerable Period of Disruption' has been formulated by the Governing Body and is determined by when an impact is deemed to be 'significant' or 'very significant'. The following summarises the MTPD acceptable for each critical function:

Critical Function	MTPD	Notes
Teaching Staff	1 week	Withdrawal of labour through industrial action
Support Staff	4 weeks 2 weeks	Closure due to pandemic or other similar crisis Loss of staff for two weeks would begin to have significant impact
	Immediate	Loss of 1:1 support for specific needs
Premises	1 week	Damage to premises and utilities or denial of access to premises will have a significant impact if lasting for more than 1 week
Catering	1 week	Loss of normal catering arrangements would mean the delivery of alternative meals or parents providing pack lunches
Utilities	1 week	Loss of utilities, depending on circumstances may result in immediate school closure, depending on circumstances and seasonal factors (e.g. summer or winter). Such closure will have a significant impact after 1 week similar to loss of use/denial of access to premises
IT Education and Administrative	1 week	Manual systems of registration could be implemented but much external reporting is now solely on-line necessitating the early restoration of systems
Records and Information	1 month	Rather than being the MTPD the figure of 1 month is based upon the amount of data lost
Cleaning	1 week	The accumulation of rubbish and the hygiene of toilets and catering facilities would rapidly generate unhealthy conditions

Below is a summary of the typical impacts that a loss or disruption may have:

Impact Area	Example Descriptor
Education	Impacts on education may include loss of large number of days of teaching, disruption to education.
Child welfare/well-being	Impacts on a child may include physical impacts (e.g. hunger, cold etc.), psychological impacts (e.g. loss of school work, having to move school), future prospects and educational abilities
Parents/Guardians	Impacts on parents/guardians may include loss of earnings (taking time off work), disruption to work, perception of establishment, School reputation and future recruitment
Statutory Compliance	Statutory compliance may include duty of care, in loco parentis, H&S legislation, duty to provide 190 days education, OFSTED, duty to provide free school meals etc.
Reputation	Reputation may be that of the school
Extended Services	Extended services may include Breakfast Clubs, After School Clubs, Holiday Club, hiring of rooms/halls etc.
Staff	Impacts on staff can be financial, physical, psychological

Below are some guidelines as to the impact levels:

Category	Descriptor
Insignificant	There is not thought to be any detrimental impacts that would warrant the implementation of a BCP.
Minor	There is thought to be some detrimental impact on the provision of service but not significant enough to warrant the implementation of BCP.
Moderate	There is thought to be some impact on some areas. This may require the implementation of BCP if the impact is to affect critical areas such as education or child well-being
Significant	A significant impact in a number of areas that warrants the implementation of the BCP
Very Significant	The impact is severe with major detrimental impact on education, stakeholders and extended services. There are also major compliance issues and damage to the the reputation of the establishment. Immediate implementation of BCP

PHASE II: DECISION TO IMPLEMENT BUSINESS CONTINUITY PLAN

The CEO/ Deputy CEO, in consultation with the Senior Management Team, will make the executive decision to implement the Business Continuity Plan. The Chair of HMFA Board of Trustees and Chairs of Local Committees will be informed.

Business Continuity Plan Management Team:

CEO

Deputy CEO

Heads of School including Deputy Headteacher and other Senior Leaders

Business & Finance Director (CFO)

IT Director

Assets/H&S Manager

Site Managers

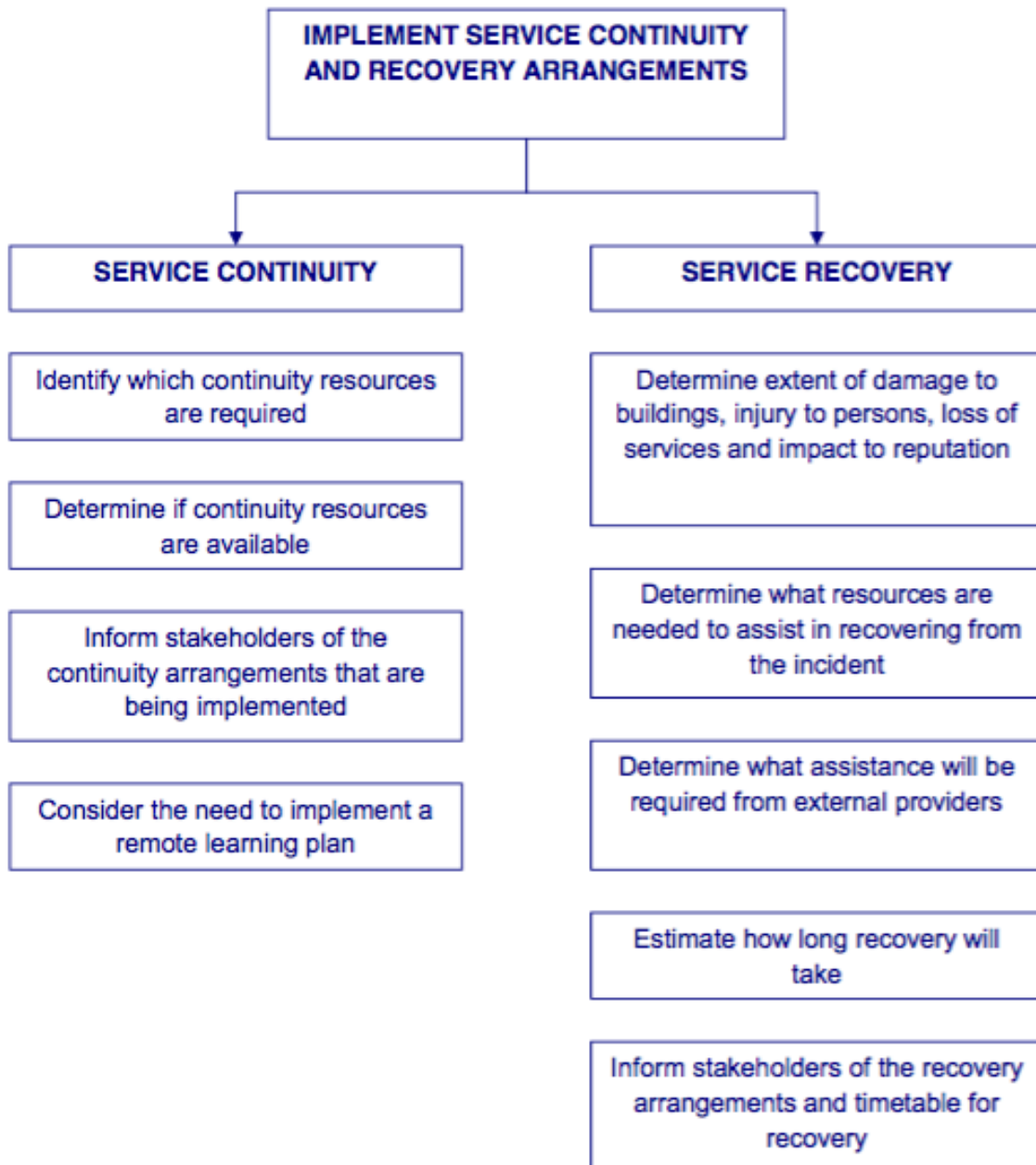
The Academy Trust will be responsible to the Secretary of State for ensuring the schools are prepared, resourced and able to meet the requirements of the Minimum Tolerable Periods of Disruption.

Management Team responsibilities:

RESPONSIBILITY	RESPONSIBLE MEMBER	DEPUTY
Inform emergency services	Senior Manager/ Site Manager	Alternative Senior Manager
Arrange for evacuation of buildings	Senior Manager/ Site Manager	Alternative Senior Manager
Immobilise utilities	Site Manager/ Assets Manager	Senior Manager
Liaise with emergency services – ensure that perimeter gates are open and site plans are available.	Site Manager/Office staff	Senior Manager
Take a roll call to confirm evacuation	Senior Manager	Alternative Senior Manager
Decide the next step – possible school closure or isolation of an area	CEO/Deputy CEO	Heads of School
Advise the media, especially local radio if school is to be closed	CEO/Deputy CEO	Heads of School
Have a prepared statement for the media	CEO/Deputy CEO	Heads of School
Contact staff (see telephone tree)	Heads of School to co-ordinate office admin staff	Senior Manager
Contact parents	Heads of School to co-ordinate office admin staff	Senior Manager

Contact services and suppliers	Assets Manager	Finance Director
Arrange for recovery of IT network	IT Director	Finance Director

Where this policy refers to Senior Manager this refers to any member of staff who has been nominated as person in charge should the Executive Headteachers, Headteachers or Heads of School are off-site or absent. It is understood that the Senior Manager is competent to make immediate decisions according to policy whilst liaising with any members of the SLT outlined above.



SERVICE CONTINUITY ARRANGEMENTS		
ITEM	RESOURCE	CONTINGENCY REQUIREMENT
Staffing Loss	CEO/Deputy CEO	Use supply/contract staff. Site Manager to plan alternative arrangements.
	Teaching staff	Senior Management Team to plan effective alternative arrangements.
	Teaching assistants	Heads of School responsible for TAs to plan effective alternative arrangements.
	1:1 Teaching assistants	Re-deploy existing staff to cover.
	SENCO	Early Years SENCO to take over responsibility, supported by Senior Management Team
	Safeguarding	Heads of School to take over responsibility.
	Administration	Use TA's for short-term arrangements. Heads of School to co-ordinate office admin staff to implement alternative arrangements.
	Finance	Finance team to manage re-allocation of duties. Senior Management Team to organise effective restructure.
	Caretaker/Site Manager	Assets Manager to plan alternative arrangements.
	Cleaning	Use supply/contract staff. Site Manager to plan alternative arrangements.
	Lunchtime supervision	Use TA's. Heads of School responsibility to plan alternative arrangements.

Premises	Damage/denial of use of classroom and/or associated contents	Review use of space by Senior Management Team.
	Damage/denial of use of Administrative areas and/or associated contents	Utilise other working areas in school. Heads of School to co-ordinate office admin staff.
	Damage/denial of use of Hall/PE hall	Use other space.
	Loss of utilities (gas, Electric, water)	CEO/Deputy CEO and Senior Management Team to assess the situation.
Catering	Damage/denial of use of Catering facilities. Provider unable to deliver meal provision	Provide packed lunches in the short term.

IT	Loss of telephony System	Temporary transfer to mobiles.
	Loss of I.T servers/software	School to continue functioning. IT Director to implement temp server/restore from backups etc
	Loss of I.T hardware	IT Director to liaise with IT Support Provider (Computeam)
Records	Loss or damage to Administrative records	IT Director to ensure systems are backed up and stored off site. Therefore records can be retrieved
Cyber Crime	System compromised due to cyber crime	<p>IT Director to contact Computeam (IT Support Providers)</p> <p>Notify insurers - RPAresponse@CyberClan.com</p> <p>National Cyber Security Centre (NCSC) - https://report.ncsc.gov.uk</p> <p>Contact our local police via Action Fraud website</p> <p>Contact the DPO (SchoolPro Ltd) Compromised staff to change password immediately.</p> <p>Consider whether reporting to the ICO is necessary</p> <p>Contact the Sector Security Enquiries Team at the Department for Education by emailing: sector.securityenquiries@education.gov.uk</p>

Snow/Adverse Weather	School Closure Disruption to Travel Utilities Disruption	Follow local government guidelines.
Local, National or Global Disease Outbreak	Staff illness/staff shortages School closure Disruption to services Loss of private income	Risk assessments to be carried out to determine safety of staff & pupils and measures put in place to minimise spread of disease. Follow government guidance Reorganise premises, timetables, staffing rotas Additional cleaning undertaken & implement appropriate hygiene procedures Facilitate remote working of staff where possible Access government financial support schemes Facilitate home learning

List of Emergency Telephone Numbers

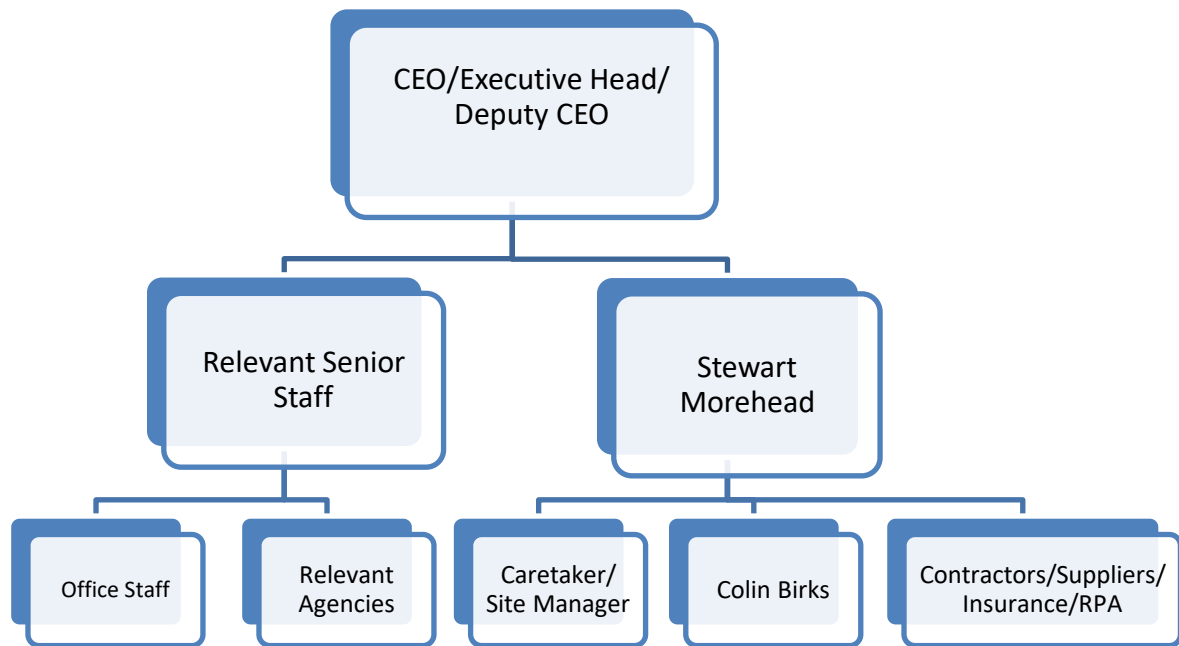
CONTACT	NAME	TELEPHONE NUMBER/S
Premises Management	Stewart Morehead	07891 430498 / 01989 770652
Chartered Surveyor/Property Advisor	Colin Birks	07772 790193 / 01584 890293
School staff	Arbor Management Information System database or printed contact list	
HMFA Trustees and School Local Committee Members	HMFA Chair of Trustees Contact Chair of Local Committees	Matt Ashcroft Exec Team/SLT LSA – Tanya Everard SPA – Keith Lawton KCA - Sarah Elwine STW – Rowena Williams MPA – Steve Miles P Cof E- Keith Lawton Llangrove - Exec Team/SLT to make contact
Parents	Arbor Management Information System database or printed contact list	
Fire/Ambulance/Police		999
Bank	Lloyds	0345 072 5555 (Online for business) (School Fund)
Insurance including Cyber Crime Insurance	Risk Protection Arrangement (RPA)	Emergencies and urgent incidents RPA.CM@davies-group.com 03300 585566 RPAresponse@CyberClan.com 0800 368 6378

IT support	John Finch Computers	ServiceDesk@jfc.support 0800 368 8668
Gas & Electricity Supplier	Calor Gas West Mercia Energy	03457 444999 0800 111 999
Water Authority	Welsh Water	0800 052 0145
Websites	Mark Simms – The Logo Mark (web designer)	07845 361875
DPO	SchoolPro Ltd Richard Morely – DPO lead	01452 947633 07779 235911
ICO	www.ico.org.uk	0303 123 1112
Action Fraud	Action Fraud website	0300 123 2040
Government (RPA)	Sector Security Enquiries Team at the Department for Education	sector.securityenquiries@education.gov.uk

Telephone System	LSA OneCom 03300 888999 opt3/opt2 LSA Wavenet Phone & Heating 0333 234 0011 SPA SW Comms 01392 33033 KCA Coconnect 02392 988 260 STW Wavenet School Line 0333 234 0011 STW Kitchen Westcom Network 01432 274210 MPA PCofE Westcom Network Solutions 01432 274210 Llangrove	
Local paper	Hereford Times	01432 274413
Local radio	BBC Hereford & Worcester	01905 748485
Builder	SC Joseph PJB Merchants	01432 850 334 01981 251282 / 07930 560673
Compressors	Eagle Plant Hire	01432 264500
Generators	Eagle Plant Hire	01432 264500
Glaziers	Roman Glass	01432 272764
Portable heaters	Eagle Plant Hire	01432

		264500
Pumps	Eagle Plant Hire	01432 264500
Roofing contractors	SC Joseph	01432 850334
Security	Sentinel	01568 615500
Catering suppliers	Cater Cater (Lord Scudamore, St Weonards & Kings Cople & Sutton)	01452 527888
	AIP (Pencombe)	01568 610432

The Telephone Tree



All the below would require CEO / Deputy CEO involvement

Minimum requirements to function	Action required	Manager responsible
Clearance of debris and making safe	<ul style="list-style-type: none"> • Contact appropriate specialists / contractors undertake necessary work • Contact Insurance Broker to assist with above and notify of any possible claim 	Assets Manager Site Manager Finance Director
Office space for those displaced	<ul style="list-style-type: none"> • Where feasible staff to work from home • Hire temporary buildings for erection on grassed area/playground • Office staff to locate to available classrooms • Amend timetable to reflect changes • Install telephone / network / wireless access 	Assets/Site Manager IT Director
Teaching space for pupils	<ul style="list-style-type: none"> • Relocate to alternative rooms • Amend timetables to reflect changes • Additions / adjustment to ICT equipment • Hire temporary buildings for erection on grassed area/playground 	Senior Management IT Director Assets/Site Manager
Equipment / Furniture	<ul style="list-style-type: none"> • Purchase new PCs, tablets, chromebooks, • Purchase tables & chairs • Purchase printers if required • Purchase new telephones / mobile phones as required • Purchase / hire photocopier as required • Erect appropriate temporary signage 	IT Director Heads of School
Responsibility	<ul style="list-style-type: none"> • Establish responsibilities to available management team • Clarify supervision roles, timescales and reporting cycles 	Most senior manager present. BCP Management Team
Communications	<ul style="list-style-type: none"> • Minimum systems and processes to communicate with staff and families to be identified • Decision process to establish the size and nature of the problem and framework for managing the communication process • Establish necessary channels of communication, on and off site • Clear delineation between those managing situation and those managing the media and the message to staff and families 	Senior Management Assets Manager
Recovery of data	<ul style="list-style-type: none"> • Electronic data to be restored from backup • Hard copy data to be reviewed to establish level of loss • Invoice recovery from suppliers • Teaching materials to be replaced in preparation time. Inventory of commercially produced learning materials to be encouraged. 	IT Director Finance Director

Specific Relevant Areas - Additional Requirements

Building / Rooms	ICT equipment, server room and offices	
Minimum requirements to function	Action required	Manager Responsible
Server room	<ul style="list-style-type: none"> Re-locate to alternative network room Contact external providers Contact contractors for re-cabling Arrange for new software replacement 	IT Director
Equipment / furniture	<ul style="list-style-type: none"> Implement recovery measures for pupil records, finances and student servers. Install software and back-up data on new servers as necessary Borrow equipment and furniture from other areas in first instance Purchase new servers/PCs/printers as required 	Finance Director IT Director

Building / Rooms	Reception / Library	
Minimum requirements to function	Action required	Manager Responsible
Quiet area for independent study	<ul style="list-style-type: none"> Re-locate to an alternative area (hall) Alternatively hire temporary accommodation 	Senior staff
Area to store and issue Books and relocate Photocopiers etc.	<ul style="list-style-type: none"> Set up in an alternative classroom Hire temporary accommodation 	Senior staff
Equipment / furniture	Purchase new books, furniture and equipment	Finance Director

Building / Rooms	Junior and Infant Halls	
Minimum requirements to function	Action required	Manager Responsible
Area for bookings, meetings and lunches	<ul style="list-style-type: none"> Identify alternative area for activities / Make any timetable changes Identify alternative venue Cancel customer lettings 	Senior staff

Building / Rooms	Classrooms	
Minimum requirements to function	Action required	Manager Responsible
Area for	<ul style="list-style-type: none"> Identify alternative are, i.e. hall, temp. Initially using any furniture/resources Purchase new furniture and resources 	Senior staff Site Manager Finance Director

Specific Areas - Additional Requirements

These are examples and each setting will be individual

Building / Rooms	Medical room	
Minimum requirements to function	Action required	Manager Responsible
To ensure pupils have	<ul style="list-style-type: none"> Identify alternative area for treatment. Establish pupil records are recovered Replace any lost first aid resources 	Head of School for Safeguarding

Building / Rooms	Playgrounds	
Minimum requirements to function	Action required	Manager Responsible
Provide pupils with	<ul style="list-style-type: none"> Initially, identify alternative area Replace outdoor play equipment Consider timetable changed 	Senior staff Finance Manager

Building / Rooms	Car Park	
Minimum requirements to function Secure essential parking	Action required	Manager Responsible Assets/Site Manager Heads of School
	<ul style="list-style-type: none"> Initially, identify alternative local parking Ensure visitors are aware of situation 	

Building / Rooms	Staff Room	
Minimum requirements to function	Action required	Manager Responsible
Area for staff welfare	<ul style="list-style-type: none"> Identify alternative area Identify temporary accommodation Hire temporary accommodation Purchase new equipment and furniture as necessary 	Assets/Site Manager/CEO / Deputy CEO Finance staff

Building / Rooms	Forest School	
Minimum requirements to function	Action required	Manager Responsible
Area for outdoor teaching	<ul style="list-style-type: none"> Identify alternative area for teaching Amend timetables Purchase new equipment and as necessary 	Assets/Site Manager Senior Staff Finance staff

Critical Services, Data and Facilities - Disruption Assessment

1 = inconvenient 5=operationally critical

Critical area	Details	Disruption rating
External Services Failure	Water supply	5
	Gas supply	5
	Electrical supply	5
	Telephone	4
	Royal mail	3
	Banking facilities	5
	Internet connection	4
Internal Data / Communication	Admin File Server	5
	Domain Controller	5
Systems failure	Printer Server	3
	Arbor MIS	5
	Finance	5
	Telephones	4
	Personnel e.g contracts	3
	Payroll	5
Premises System failure	Heating Boilers	4
	Intruder alarms	5
	Fire alarms	5
	CCTV	2
Loss of vehicles	Minibuses	3
Websites down (DOS attack)	Websites down	4

Task Description	Completion date / time or N/A
Cordon off and make secure incident area / appoint marshal to prevent access	
Contact police / emergency services	
Establish a control centre. CEO/Executive Head teacher/Headteacher or most senior person to take charge	
Consider if fire procedures, in full or part, need to be adopted <ul style="list-style-type: none"> • Evacuation • Need to communicate via loud haler • Wearing of high visibility jackets • Appoint incident marshals to control doors/gates/congregation points • Appoint first aiders • Establish congregation points for staff and pupils • Emergency bag/file 	
Set up communications – mobile phones and radios	
Nominate person to be emergency services / police liaison	
Nominate person to brief staff	
Contact insurance brokers	
Establish a helpdesk and emergency telephone number	
Contact families of those staff and pupils involved	
Enlist support of counsellors if required	
Prepare public statement	
Consider if any additional tasks are required and nominate persons to undertake	
If building / data / services loss then refer to disaster plan	
Complete events log	

MAJOR INCIDENT EVENT LOG AND CHECKLIST

Emergency Officer _____

Date: _____ Start Time: _____ End Time: _____

Nature of incident:
Post – incident learning points:

EVENT LOG

Time	Action	Delegated to:	Date/time action completed	Comments