





Continuity Plan/Policy

| POLICY APPROVAL | | | | | |
|--------------------|---|---|------------------------|--------------------------|----|
| APPROVAL REQUIRED | INDICATE WITH A TICK (✓) | | ANNUAL REVIEW REQUIRED | INDICATE WITH A TICK (✓) | |
| | Yes | No | | Yes | No |
| APPROVAL PANEL | Managing Director: Sara Goldie Advisory Board Member: Nikki Witham | | | | |
| APPROVED BY: | NAME | SIGNATURE | | DATE: | |
| | Sara Goldie |  | | 1 AUG 2021 | |
| | Nikki Witham |  | | 1 AUG 2021 | |
| POLICY REVIEW DATE | July 2022 | | | | |

POLICY/PLAN STATEMENT

The purpose of this plan is to outline the continuity arrangements we have in place to maintain and safeguard our apprenticeship provision. The policy identifies reasonable measures in place to respond to and be able to mitigate business risks where there is a potential of significant damage to business operations and apprenticeship provision.

RESPONSIBILITY

The Managing Director is responsible for this policy and plan, it will be reviewed on an annual basis. All staff are responsible in adhering to this policy and plan.

PRINCIPLES

The principles of this plan are to:

- Outline actions required in the event of an emergency or incidents which threatens to disrupt the normal working practices of our business
- Ensure limited or no disruption to provision in the event of an emergency or threat.

We consider that the threats most likely to affect the services we provide are:

- Loss of key staff – requiring change of communication
- Damage to main premises of business e.g. Fire
- Loss of critical systems – IT failure or breach of IT
- Telephone line failure
- Supply chain failure - consumables
- Supply chain failure - trainers
- Severe weather condition

In some cases, these incidents can be due to natural-causes e.g. severe weather, while in other cases, equipment failure or human error or involvement may be the cause. They have the possibility of leading to the following losses, which are likely to have a major impact on our operations.

- Expertise
- Buildings
- Equipment
- Facilities
- Data
- Personnel
- Reputation
- Funding and or contracts

FUNDAMENTAL STEPS

As this plan is stored on a remote server, it is secure in the event of a localised system failure, disaster or emergency and may be accessed by any team member, who is able to connect to the internet.

- Telephone and e-mail contact details for team members and trainers are stored in the staff and managers' mobile telephones.
- The business has buildings, contents, business interruption and practice expenses insurance policies, to meet the cost of repairs and other overheads, where necessary.
- All data is backed up daily by back-up tape, which is stored off site. This is also supported by our IT company, who take a remote back-up, which is stored at their premises.

STAFF

Every staff member must be aware of the evacuation and health and safety arrangements that will impact their working environment. Staff must ensure they report critical incidents or concern to the lead of this policy immediately.

Staff will be made aware of this policy within their induction and reinforced within training and drills.

CONSISTENCY TEAM

The team responsible for managing serious incidents and supporting this plan are listed below.

| Staff Name | Title | Area of responsibility | Email | |
|-------------------|-------------------|---|-----------------------------|--|
| Sara Goldie | Managing Director | Overall Company | sara@leadersinbusiness.net | |
| Steve Clarke | ILR Manager | ILR /MIS/ DATA | steve@leadersinbusiness.net | |
| ESFA Service Desk | | <i>(if emergency is related to injury, death or normal business unable to continue)</i> | 0370 2670001 | SDE.servicedesk@education.gov.uk |

SHORT TERM INCIDENTS

Power failure, water failure, heating and or severe weather will often lead to short term impacts on daily operations. These incidents are managed by the Operations Manager and key staff listed above.

Information to staff and stakeholders will be communicated by the Contract Manager to ensure each team has up to date information on the current situation. Where an incident prevents staff from accessing the head office, staff will be asked to stay home where possible to work from home until further notice.

All apprenticeship delivery is conducted on employer premises and within our technical skills development centres so it is determined there will be limited disruption to apprentices and employers with short term incidents. Where a Trainer is unable to attend the delivery site due to severe weather, remote learning approaches will be applied to ensure there is no detrimental impact to the apprentice's progress.

We will aim to rectify any incident as soon as possible to ensure minimal disruption to the operations of the business.

CONTINUITY PLAN

| CONTINUITY PLAN | |
|---|---|
| COMMUNICATION CHANNELS | <p>Website: Is externally managed allowing us to regularly update the site via a third party, ensuring updates regarding services are timely uploaded, communication channels such as change of personnel or phone numbers can also be updated.</p> <p>Head Office Support and Management Team: Head Office is a central support team that can support all stakeholders within apprenticeships. The central team is able to communicate on mass to apprentices and employers to ensure regular updates are provided where a significant change or incident has occurred. The MIS Coordinator and the Senior Management Team has direct phone and email to support further communication lines.</p> <p>Email failure: IT systems will be rebooted and email downtime will be monitored, where email is not available apprentices, suppliers, staff and employers can be contacted via phone.</p> <p>Telephone line failure: In addition to the landline telephone line, the company management and leadership team and have business mobiles. These numbers are sent to all employers, delivery staff, and suppliers. Our telephone and internet supplier can redirect calls to the alternative numbers, so that we can continue to receive and make calls using our normal telephone number. If all our landlines fail, calls can be redirected to the Operations Managers mobile.</p> <p>E-portfolio message board: Communication updates to apprentices and employers can be added through our e-portfolio system. This gives real time updates and ensures that there is limited disruption to any apprenticeship services.</p> <p>Delivery team: Where there are changes to our Trainers the Operations Manager can directly call or email the apprentices or employer. The Trainers have the ability to provide learning interventions face to face and remotely, ensuring flexibility to meet the employer's needs.</p> |
| MODES OF TRANSPORT | <p>The Trainers primary transport method to apprentices is by car, however alternative transport by public transport such as rail and bus are available.</p> <p>Head office/central staff have multiple transport approach these being car, public transport and walking. We have localised staff to open and close the premises, they are able to reach the premises by foot in the event of severe weather.</p> <p>No apprenticeship delivery is carried out at our head office. We do not offer transport to apprentices as part of the provision.</p> |
| ALTERNATIVE SITES | <p>The Managing Director and Operations Manager are responsible for procuring alternative accommodation. The senior leadership team and the board will support the procurement processes and identify facilities and equipment required.</p> <p>Our delivery team have the flexibility to work from home as they are most often visiting apprentices and employers. Office based staff will also be able to work from home with provided equipment until alternative site is made available.</p> |
| SUPPLY CHAIN | <p>Our supply chain provides us with paper, printing services, courier, and learning support material. For each of these we have alternative suppliers, from whom we can source the same standard of services. We also store reserve stocks in the event of low supplies.</p> |
| BACK-UP OF BUSINESS CRITICAL SYSTEMS | <p>We renew IT systems on a regular basis. All IT hardware is protected by antivirus and antimalware software, that automatically updates from the internet on a regular basis. We also employ firewalls to protect our systems from unauthorised access and malicious damage. Our operating systems automatically download and install upgrades to reduce system vulnerabilities. The server contains a specific back up system which backs up business critical data daily. Data backups can be accessed on the server, which is backed up daily to tape via the main server and is stored in a fireproof safe. If there is an issue of a catastrophic system failure, our computer system can be reinstated within 24 hours. For further security, staff laptops are encrypted in case of loss or theft. We also provide Guest Wi-Fi networks to minimise risk to our corporate network.</p> |

MONITORING

Incidents that initiate this policy are monitored to ensure there is a full record of events. The Head of Quality who manages the quality management system is responsible for working with the Operations Manager in recording the incident within the critical incident log.

The log will review trends in incidents, timeframes for resolution, and impact to ensure further preventative actions are implemented where possible.

The Management and Leadership Team are responsible for monitoring the effectiveness of the policy and plan and completing a quality risk analysis process.

RISK ANALYSIS PROCESS

- Identifies those risks which could impact on apprenticeship delivery
- Provides the basis for a risk containment plan
- Ensures each risk is analysed for probability and impact
- Identifies an appropriate contingency plan
- Reports on the status of current risks

Through the life of all apprenticeship programmes, meetings will be held with the apprentice and employer at regular pre-determined intervals, reporting on progress, performance and any variances, taking necessary corrective action to ensure satisfaction and reduction in impact to the apprenticeship success.

Best Practice has a dedicated and highly experienced administration and delivery team who design and implement the required systems and documentation to support and ensure compliance with client requirements.

We are approved to deliver qualifications by various awarding bodies and in order to satisfy their requirements we have comprehensive IT systems to maintain, monitor and keep data securely.

Our systems are networked using an independent server. The system is firewall and virus protected and all data is saved on a daily basis using the cloud.

DELIVERY

Best Practice deliver training to learners on site in partnership with employers and within our tech hubs. Any issue regarding access to this will prompt contact with a further partner to change the site.

STAFFING

A staff matrix is available which details responsibilities, qualifications and experiences of all delivery staff to ensure sickness and holiday cover is always available.

FINANCE

Our financial controls are supported by an independent organisation to ensure compliance at all times.

RISK ANALYSIS PLAN

| Risk | Probability 1-5 | Severity 1-5 | Score P x S | Action to Prevent/ Manage Risk |
|---|--------------------|-----------------|----------------|---|
| Staffing | | | | |
| Failure to provide appropriate resources within proposed timeline | 1 | 5 | 5 | Maintenance of appropriate skilled resource |
| Difficulty in obtaining appropriately skilled staff | 1 | 5 | 5 | Database of qualified resource |
| Organisational | | | | |
| Lack of organisational coherence | 1 | 5 | 5 | Experienced management team |
| Poor take-up or engagement | 1 | 5 | 5 | Experienced in recruiting all learners |
| Failure to address user needs | 1 | 5 | 5 | Significant experience using Organisational Needs Analyses and Individual Skill Scans |
| Loss of focus from original aims | 1 | 5 | 5 | Ongoing quality assurance against original aims and objectives |
| Delivery fails to take-off and prospective lose interest and belief | 1 | 5 | 5 | Achieve buy-in on induction |
| Communication | 1 | 3 | 3 | We will endeavour to use alternative communication systems should there be an issue with telephones etc. We will have access to social media, text, emails utilising wi-fi and other means. We have backup systems and access to mobile systems as necessary. |
| Transport | 1 | 3 | 3 | Should there be an issue with transport for our apprentices or staff we have the capability to support and engage in learning with all of our learners remotely utilising our IT systems. |
| Technical | | | | |
| Failure to deliver adequate technical resource | 1 | 5 | 5 | Sophisticated administration and IT resources in place |

Suppliers/Contacts

| | | | | |
|--|---|---|----|---|
| Risks identified: | | | | |
| Accredited bodies do not deliver when required | 1 | 5 | 5 | Effective communication and administration systems in place |
| Training facilities not available | 1 | 5 | 5 | Alternative venues can be sourced immediately |
| Emergency Contacts | 1 | 5 | 5 | <p>A list of emergency contacts is available should any incidents occur including (but not limited to):</p> <ul style="list-style-type: none"> • ESFA • HSE • Local Police • All emergency services • Apprentice emergency contact |
| Significant Incident | 5 | 5 | 25 | <p>Immediately:</p> <ul style="list-style-type: none"> • Advise a member of Senior Management • Follow and complete appropriate procedure and documentation such as Safeguarding and Prevent incident • Report to emergency contacts and out ofhours contacts accessible via staff intranet. Director report to ESFA contact within 24hours ESFA Service Desk (if emergency is related to injury, death or normal business unable to continue) 0370 2670001 SDE.servicedesk@education.gov.uk |
| <p>Details of major incidents and action taken will be recorded on the Incident Document. These notes may be referred to if there is any further investigation and it will also inform future business continuity planning. All significant incidents must have the relevant emergency contacts contacted, including ESFA for funded learners and apprentices.</p> | | | | |
| Financial | | | | |
| Failure to maintain adequate financial systems and resources | 1 | 5 | 5 | Sophisticated accounting procedures and adequate financial resources available, support from an independent consultant |