

Business Continuity Plan

Re-approved	August 2023
Review by	August 2024
Authorised by	C Gavaghan (CEO)

Summary

This plan is updated regularly and held centrally; however, members of the Senior Leadership Team and the Chair and Vice Chair of the Board of Directors should hold copies at home in order to respond at any time. Emergency contact details are shared with this group; this includes details of EFSA contract manager, subcontract managers at Primes, safeguarding contacts at North Yorkshire County Council

Aims of Plan

The aim of the Business Continuity Plan is to mitigate the impact of a serious incident on the core mission and operation of Derwent Training. The plan will act as a guide for those who will manage the response to and the recovery from a serious incident.

The plan is not intended to replace dynamic decision making. Its main purpose is to get the right people in the right place at the right time following an incident so that they can then use their skills and experience to manage the Company's response.

The plan also contains checklists and other information to help them with their decision making.

Priorities in the event of an incident

The Company will respond to an emergency situation in a safe, effective, and timely manner, in order to achieve the following priorities:

1. to protect human life;
2. to support the emergency services;
3. to maintain Company services with the aim of maintaining learners' progress towards their learning goals;
4. to protect Company assets;
5. to assess damages resulting from the incident;
6. to restore Company operations to normal status.

In order to meet these priorities, a Rapid Response Team will be formed by SLT and Chair and/or Vice Chair of the Board to carry out the following key missions.

Life Preservation

- Identify all staff and learners involved
- Monitor progress of recovery
- Effective & timely communications

Media

- Liaise with the media.
- Provide accurate, sensitive, and up to date information as the RRT finds appropriate.

Learning

- Identify areas affected

- Identify obstacles preventing effective learning
- Identify alternative resources (including accommodation) inside the training centre, outside the training centre, or via virtual learning e.g., Skype, Google Classroom, Zoom, Teams
- Reschedule delivery of learning to alternative locations/delivery methods

Operations

- Identify areas affected
- Identify alternative space and resources within or outside the training centre
- Establish alternative space and relocate staff and equipment
- Maintain core operating systems (HR, IT, Finance, learner data etc.)

Recovery

- Liaison with the Company's insurers and loss adjusters
- Appoint independent loss adjuster to act on behalf of the Company if appropriate
- Plan specialist recovery/repair works
- Plan re-establishment of essential operations
- Plan re-establishment of full IT & communications systems
- Conservation and prevention of future damage

Putting the business continuity plan into action

In the event of a potential serious incident

- a. Member of staff contacts the CEO immediately.
- b. CEO will assist the initial information and make a decision on whether to contact the Rapid Recovery Team and declare a serious incident.
- c. CEO will contact the Rapid Recovery Team.
- d. The Rapid Recovery Team should meet immediately, or the very least, hold a conference call in order to activate the plan.

Welfare issues

In any serious incident there is likely to be welfare issues to consider. Assistance should be arranged to signpost any individual affected by an incident to the necessary help and support. Refer to Appendix 1.

Types of incidents and threat

A serious incident is an occurrence by chance or due to a combination of unforeseen circumstances, which, if not handled in an appropriate manner, can escalate into an emergency (an event requiring immediate action due to its potential threat to health and safety, the environment, or property), or disaster (an event that causes great damage or serious loss to an organization, denying the organization access to people, process, and infrastructure). The types of incidents which are envisaged to constitute a 'serious incident' are:

- Incidents which cause physical damage to buildings and/or their contents, disruption to utilities, or which result in access being denied to buildings
- Incidents which cause serious injury to or the death of one or more members of staff, learners, or visitors, or which could have a serious impact on their welfare
- Threats or acts of civil disorder or terrorism

Examples of serious incidents include bomb threats, pandemics, a violent intruder, flood, or fire. The plan will also be of use in developing the management response to other types of incidents which might have damaging consequences for the Company of a similar magnitude.

Severity

The SLT will determine the severity of the incident on a scale of 1 to 5, where 1 = serious and 5 = disastrous, depending on the elements of the incident as defined above.

States of Alert

Red alert	Amber alert
<ol style="list-style-type: none">1. Serious incident has occurred2. All the duties of the Rapid Recovery Team must cease3. SLT prioritise providing information4. All staff and learners must follow the instructions of the Rapid Recovery Team5. If it occurs outside of Derwent Training, make way to a safe space as quickly as possible	<ol style="list-style-type: none">1. Potentially serious incident2. Could be threat to life, business continuity or reputation3. Rapid Recovery Team is prepared to meet4. Rapid Recovery Team remains at the training centre, prepares to come to centre or provide the necessary information

Rapid Recovery Team (RRT)

The objectives of the RRT are:

1. To ensure that the team, in the event of a 'serious incident', can be assembled or contacted quickly at any time
2. To implement the business continuity plan, taking into account the particular circumstances of the 'serious incident'
3. To assign duties to other staff to deal with other aspects of Company life not affected by the 'serious incident'.

Directors & the Board

The Chair of Directors will liaise with members of the Board throughout a serious incident and will call extraordinary meetings of the Board. In this context, the plan is based on the premise that there will need to be a high level of short-term delegation of responsibilities and decision-making, particularly during the initial stages of a serious incident. The Board authorises members of the Rapid Recovery Team to take such decisions as are appropriate to the circumstances of the serious incident using their judgement and common sense, subject to the approval of the CEO, who will make a full report to the Board on the circumstances at the earliest opportunity.

Communicating with staff and learners

The Rapid Recovery Team will instruct the Business Administration Team to keep staff and learners informed and updated by appropriate methods e.g., website, telephone

It will be necessary to brief staff following a serious incident and this will be done under the direction of the Rapid Response Team. Detailed in Appendix 2 are some issues and considerations relative to staff briefings.

Incident-specific Procedures

This section contains guidelines for dealing with the following specific procedures:

1. General serious incident
2. Loss of IT capability
3. Loss of training centre

General Serious Incident

Generally serious incidents are rare but should be prepared for thoroughly.

A serious incident may be defined as a physical incident or psychological trauma that has a severe immediate impact and likely long-term effect on learners, staff, Directors, or parents. It may involve significant threat, damage, or injury to property and/or individuals. Examples include but are not limited to fire, bomb threat, intruder attack, pandemic, biological threat.

Aims at all times are:

1. to protect human life;
2. to support the emergency services;
3. to maintain Company services with the aim of maintaining learners' progress towards their learning goals;
4. to protect Company assets;
5. to assess damages resulting from the incident;
6. to restore Company operations to normal status.

Objectives

1. To ensure control is established at a senior level within Company at the critical early stages of a serious incident
2. To provide the Company's Board with a detailed list of actions covering the initial period following a serious incident, up to and until the repaired or rebuilt premises are reoccupied.

A business continuity plan cannot cover every aspect of recovery from a serious incident and occurrences may arise which cannot be foreseen or considered. The serious incident may occur at any time, including the evening, holidays or on a trip. It is important that the policy is easily understood and is followed immediately.

The following must be remembered in relation to the policy:

- that it is followed as closely as possible;
- that designated personnel understand their tasks and are competent to carry them out;
- that other people do not take unilateral actions;
- that consideration and sensitivity is shown by all;
- that learners, staff, Directors, employers, and parents are protected from press intrusion;
- that normal business be resumed as soon as possible;
- there is a realisation that total recovery may take a long time

The CEO has responsibility for ensuring that procedures are properly addressed at times of high emotion and that if the CEO is the subject of the incident then the response mechanism should proceed accordingly.

It is accepted that there are various day to day procedures that can be carried out to minimise the risk of disasters occurring for example:

Loss of key personnel

Key staff must

- keep a written record of processes, procedures, information, etc. for which they are solely responsible.
- keep another person informed of all relevant data and ideas.

Fire, extreme weather etc.

All normal procedures must be regularly maintained and serviced and personnel properly trained in their use.

- Fire extinguishers regularly serviced
- Fire doors kept shut
- Regular fire drills
- Litter kept to a minimum; bins emptied regularly
- Buildings kept secure and watertight
- Site kept secure
- Security system maintained in good order

Theft

All normal procedures must be regularly maintained and resourced, and personnel properly trained in their use.

- Buildings kept secure
- Site kept secure
- Security system maintained in good order

Security of equipment:

This should include:

- All equipment recorded in the inventory
- Vigilant site and building security.

If there is a serious incident it is imperative that all people at the centre are kept safe. If there is an incident that requires emergency services, please note the guidance in Appendix 3.

Loss of IT capability

If the Company lost the IT systems it would impact on staff and learners within the training centre. However, there are levels of redundancy built into the systems used that would mitigate impact.

1. All data is backed up on an external server, managed by an IT Support Services company. As such access to learner, employer and staff contact details would be maintained.
2. Banking is undertaken online, thus payment of salaries and payments to suppliers would not be disrupted. Receipt of payments and funding would not be disrupted either.
3. Learner progress is stored electronically and would be accessible via the external server.
4. ILR submissions would continue and be uploaded externally away from the training centre. Primes have also offered access to IT facilities as part of the subcontracting arrangements in an event of prolonged IT loss.
5. The website is externally hosted and updates on the situation would be made on the front page.

Staff and learners would be able to work offline whilst the IT services were restored. Employers would be informed of situation, timeframe, likely impact, and steps put in place by the Company to ensure learning and training time was not lost.

Loss of building

If the building was compromised, damaged, or lost, the Company would undertake a series of steps to continue delivering learning. This includes but is not limited to:

1. Hiring classroom space to allow theory lessons to continue
2. Work with employers to identify where practical training could be carried out in the workplace
3. Work with other training providers & County Council to identify how workshop space could be hired for the Company
4. Continue to complete workplace assessments and apprenticeship progress reviews
5. Hire office space for the administration team and set up a temporary base for the Company

Employers & ESFA would be informed of situation, timeframe, likely impact, and steps put in place by the Company to ensure learning and training time was not lost. The Company website would provide ongoing information and updates on the situation. Alongside the steps taken above the Company would be working with insurers to provide a permanent training centre.

Appendix 1

Welfare issues

The Company will consider the following issues

- Provision of a consistent, visible, personal, face-to-face contact with family members, to provide them directly with help, and to stay aware of their needs.
- Assurance to affected individuals and their families and friends of the Company's sincere interest in their well-being.
- How to convey the Company's appropriate level of sympathy, compassion, and support to those affected.
- How to ensure that applicable Company benefits and other available assistance are communicated and delivered in a prompt and efficient way.
- How to communicate to stakeholders the Company's commitment to ethical, caring and socially responsible business practices.

Target groups could, depending on the nature of the incident, include, for example:

- Employees
- Learners and visitors to site
- Families of employees, visitors, learners, and contractors
- Employers of learners
- Emergency services
- Individuals and communities impacted by the Company's action

The way the Company looks after its people in a crisis, could be subject to scrutiny in the Courts (and media). Providing real support at the incident site very quickly and ensuring family members are contacted and kept informed, when staff are not able to use normal communications systems, will be urgent priorities. Employees cannot focus on the safe and orderly management of an emergency / crisis if they are preoccupied with concerns about their families. Some immediate considerations will be: childcare, elderly parents, medications, telephone contact and pets.

Appendix 2

Staff briefing

Be Prepared:

- Establish the type of issues staff will want answered (may vary depending on involvement in incident, nature of incident etc.)
- Can I count on Leadership support?
- Punctual payment of salary - can I still meet my commitments?
- Respect for my personal property - are my money, keys, passport, etc. safe?
- Consideration for domestic / personal constraints - are my loved ones in danger?
- Do my loved ones know I'm OK?
- Who is the best manager to provide the briefing?
- Speak with as much preparation completed as possible
- Prepare the key points you want to say

Remember:

- Staff and management closest to the incident may be traumatised
- Staff will want assurances about their job security
- Facts are key
- Reticence creates barriers
- Do not mislead or engage in speculation
- Staff will feel better if told early enough and are trusted with the facts

Presentation Style

- Show concern – you care about what has happened – this is the most important fact
- Demonstrate commitment – to find out what happened and put it right
- Try to control the situation at most senior level Do's:
- Be positive and truthful
- Arrange for affected staff to be supported and extend help to families if appropriate
- Do not speculate – instead defer to the enquiry to follow
- Remember – you want the answers more than anyone else

Don'ts:

- Admit liability – refer to the need for the matter to be fully investigated
- Make false statements

Appendix 3

Emergency services required

SEE

The more information that you can pass to police the better but NEVER risk your own safety or that of others to gain it. Consider using CCTV and other remote methods where possible to reduce the risk.

If it is safe to do so, think about the following:

- Is it a firearms / weapons incident?
- Exact location of the incident
- Number of casualties / people in the area.

TELL

- POLICE - contact them immediately by dialling 999, giving them the information shown under 'See'.
- Use all the channels of communication available to you to inform staff, visitors, neighbouring premises, etc. of any danger.

ACT

- Secure your immediate environment and other vulnerable areas.
- Keep people out of public areas, and away from risk/voyeurism