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<b>By</b>	Senior Team
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<b>Approved by</b>	Governing Board
<b>Staff responsible</b>	Craig Beecham
<b>Dissemination</b>	Staff Training, Shared folders on GDrive

# **VLUK BUSINESS CONTINUITY PLAN 2022-2023**

## **PURPOSE**

The purpose of this plan is to prepare VLUK, in the event of extended service outages caused by factors beyond our control and to restore services in a minimum time frame.

## **Outcome**

The outcome of this plan is to ensure that the business is able to maintain a good level of service to our customers

## **Plan objectives**

- Serves as a guide for those implementing our business continuity plan
- Assists in avoiding confusion experienced during a crisis by documenting, testing and reviewing recovery procedures.
- References and points to the location of critical data.
- Provides procedures and resources needed to assist in recovery.

## **Key staff**

If a disaster occurs the members of our team tasked with enacting this plan are:

- Anthony Smith (Chair of Governors) ASm
- Simon Abercrombie (Shareholder & Governor) SAb
- Craig Beecham (Shareholder, Governor & CEO) CBe
- Owen McGovern (Shareholder and Governor) OMc
- Kath Munby (Shareholder) KMu
- Gemma Halsey (Shareholder & Director of Operations) GHa
- Dene Whittal-Williams (Managing Director Virtual Education Systems) DWW
- Dominic Anderson (COO) DAN
- Liam Dohery (Director of Quality) LDo

## **Staff Welfare**

It must be recognised that an incident resulting in the enacting of this plan may also cause additional pressures for staff. Staff members need to be given clear direction about the priorities of the business. Leaders must ensure they monitor staff more closely to ensure their welfare is maintained.

Staff should be aware of what their role is when a major disruption occurs. Clear and concise communication with staff is pivotal to having an organised response. Staff must be made aware of what communication methods are going to be used so they can find out the latest information, if they are going to be working from a different location than normal.

Managers who suspect that staff members have suffered undue stress or even trauma from the business disruption must consider providing assistance for those staff who have been affected, and log it with the Director of Operations.

## **Communicating with staff**

*In this section include details about communicating with staff, and how staff should communicate with customers and others, in the event of a disaster.*

### **Things to consider:**

- CEO would communicate with COO, who would disseminate to DOQ and DOPs, and from there to the wider Leadership Team, Heads of Campus, Delivery and ancillary staff.
- Primary communication will be email, backed up with a phone call. However, this will vary according to service availability.
- Staff contact details stored on Bright HR, and in personnel files. SAb, CBe, GHa,

- KMu & DAn have access.
- Specifics of the incident will be restricted to those that are directly affected by its outcomes.
- Only The CEO may communicate with the Media, unless specifically authorised.
- Communication concerning the incident with stakeholders will be conducted at an appropriate time, as identified by the CEO, in discussion with the Chair of Governors.

## Equipment

*This section details how mission-critical equipment will be allocated or replaced (or not) in the event of an incident.*

### **Things to consider:**

- Staff are expected to work from their personal laptop / phone, until a replacement is provided.
- A budget allocation is retained, based on the number of employees of the business, to cover up-front costs associated with quickly deploying emergency equipment
- Replacement equipment will be delivered direct to employees home locations, or provided at central office.
- Data is held on Google Drive, via Google Workspace for Education, and backed up on 3 separate Hard Drives. If the cloud is unavailable/corrupted/deleted, all files can be restored from Head Office remotely.
- CEO & COO set current Academic Year folder up for 'offline' editing on Google Drive. This means all files pertaining to the current year are available in the event of a cloud outage.
- All machines require 2 factor authenticated on Google Workspace for Education
- Replacement equipment will be made available within 5 working days.

## Scenario 1A

### Premises incident - Office

A premises incident can include flood, fire, or any other disaster that renders a facility inaccessible.

*The actions below are an example of how this incident could be handled*

#### Step 1: Evacuation of premises & safeguarding of staff

In office hours

Action	Details	Responsible Person(s)
1. Evacuate the building	Follow normal fire drill procedure	COO
2. Check evacuation is complete	Staff and visitor safety is the priority. Check everyone on-site has been evacuated	COO
3. Verify if incident is real	If false alarm, resume business as normal	COO
4. Call emergency services	999 / 112	COO
5. Record details of any injuries sustained in the incident	Use injury form available on staff intranet	COO
6. Alert staff	Alert any staff due to arrive on-site soon of the incident, and tell them to await further instructions	COO
7. Assess impact	Senior team meet to assess the scale of the incident & decide next steps	CEO, COO, DOps, DoQ.

Outside office hours

Action	Details	Responsible Person(s)
1. First person on-site to notify manager	Do not enter the building	All staff

2. Call emergency services	999 / 112	All staff
3. Alert staff	Alert any staff due to arrive on-site soon of the incident, and tell them to await further instructions	All staff
4. Assess impact	Senior team meet to assess the scale of the incident & decide next steps	CEO, COO, DOps, DoQ.

## Step 2: Business continuity

Critical activity	Details	Responsible Person(s)
Inform insurance company	Contact details: <a href="https://drive.google.com/drive/folders/1lv_Ckf10JR4ETzXP2H2Nr1601uJaWr-j">https://drive.google.com/drive/folders/1lv_Ckf10JR4ETzXP2H2Nr1601uJaWr-j</a>	KMu
Post redirection	Redirect to other offices: Office 1: 25 Bankside Kidlington Oxon OX5 1JE  Office 2: Bridge House, Chiltern Hill, Chalfont St Peter, Bucks, SL9 9UE	DOPs
Inform customers	If disruption is expected, inform customers via email	DOPs, DoQ.

## Scenario 1B

### Premises incident - Delivery Campus

A premises incident can include flood, fire, or any other disaster that renders a delivery site inaccessible.

#### Step 1: Evacuation of premises & safeguarding of staff & learners

In office hours

Action	Details	Responsible Person(s)
1. Evacuate the building	Follow normal fire drill procedure	DoQ, Head of Campus (HOC), Tutor.
2. Check evacuation is complete	Staff and visitor safety is the priority. Check everyone on-site has been evacuated	DoQ, Head of Campus (HOC), Tutor.
3. Verify if incident is real	If false alarm, resume business as normal	DoQ, Head of Campus (HOC), Tutor.
4. Call emergency services	999 / 112	DoQ, Head of Campus (HOC), Tutor.
5. Record details of any injuries sustained in the incident	Use injury form available on staff intranet	DoQ, Head of Campus (HOC), Tutor.
6. Alert staff	Alert any staff due to arrive on-site soon of the incident, and tell them to await further instructions	DoQ, Head of Campus (HOC), Tutor.
7. Assess impact	Senior team meet to assess the scale of the incident & decide next steps	CEO, COO, DOps, DoQ.

Outside office hours

Action	Details	Responsible Person(s)
1. First person on-site to notify manager	Do not enter the building	All staff
2. Call emergency services	999 / 112	All staff

3. Alert staff	Alert any staff due to arrive on-site soon of the incident, and tell them to await further instructions	All staff
4. Assess impact	Senior team meet to assess the scale of the incident & decide next steps	CEO, COO, DOps, DoQ.

## Step 2: Business continuity

Critical activity	Details	Responsible Person(s)
Learning facility	<p>Depending on severity of the incident, an alternative delivery site is sourced within 48 hours. This could be the next nearest site, or another facility.</p> <p>If the facility can be recovered to a usable state within 48 hours, we would expect learning to resume, but some of the key elements will need to be recovered.</p> <p>If the facility cannot be recovered or sourced, online learning, using Google Meet can be delivered for a period of time. All staff are trained and have regular experience in delivering online lessons.</p>	DoQ, Head of Campus (HOC), Tutor.
Internet	<p>If the facility is damaged, but still usable, recover the internet, contact ISP.</p> <p>VLUK has mobile 5g routers that can be deployed for emergency use at a campus.</p>	DOps, DoQ, HOC.
Classroom hardware - chairs, tables	Replacements sourced, as required within 48 hours	DOps, DoQ, HOC.
Computers	Replacements sourced, as required within 48 hours - Laptops Direct - 24 hour delivery.	DOps
Inform insurance company	<p>Contact details:  Hiscox Insurance Company Limited  <a href="https://drive.google.com/drive/folders/1lv_Ckf10JR4ETzXP2H2Nr1601uJaWr-j">https://drive.google.com/drive/folders/1lv_Ckf10JR4ETzXP2H2Nr1601uJaWr-j</a></p>	KMu
Inform learners and parents	If disruption is expected, inform customers via email	DOps, DoQ, HOC.

## Scenario 2

### Infrastructure incident - Office & Delivery Campus

#### Step 1: Understand the extent of the loss

Infrastructure	Details	Responsible Person(s)
Phones	Contact phone provider to ascertain extent of outage. Contact details: Dependent on the site	DOps
Internet	Contact internet provider to ascertain extent of outage. Contact details: Dependent on the delivery campus	DOps
Learning Platform	Contact Kieran Hayes at Superluminal to determine extent of the outage kieran@superluminalsoftware.co.uk	DWW
Google Workspace for Education. Drive, Emails, etc	There are 3 Super Admins: Simon Abercrombie, Craig Beecham, Gemma Halsey - hold admin accounts.  All can ascertain the extent of any outage.	COO
Other access - eg DfE, The Hub, etc	There are 3 Super Users, Craig Beecham, Simon Abercrombie, and Gemma Halsey. All have access to all areas of the system to ascertain extent of any outage.	COO
EdExcel Online	Craig Beecham - Head of Centre Dominic Anderson - Deputy Head of Centre - <b>Main contact in an emergency</b> Liam Doherty - DoQ Lucy Edmunds - Exams Officer Rachael Underwood - SENDCo Neil Ouldrige - Quality Officer Darryl Reveler - Finance Officer Jenny Cameron - LIV Performing Arts	COO

If outage is temporary, inform staff to stay put and await further instructions. If the outage is ongoing:

#### Step 2: Business continuity



Critical activity	Details	Responsible Person(s)
Phones	Staff to use personal mobile phones. Contact telephone provider to forward office lines to staff mobiles	DOps
Internet	Staff to use mobile hotspots or tether to phones. Delivery campus to access VLUK 5g routers for short term recovery. Contact ISP, for long term recovery.	DOps, DoQ
Learning Platform	Use traditional teaching methods, including bank of resources on shared Google Drive.	DoQ
Google Workspace for Education	2 offline backup drives are maintained away from Head Office.  Any GSuite admin can restore lost missing drives/folders.  CEO and COO maintain offline editing of current AY folder on 2 separate devices. These devices can access all current year folders if no internet and if Google is down.  All devices are 2 factor authenticated.	CEO, COO, DOps, SAb.
Loss of emails	Emails managed through Google. Google admin can restore	DOps
Other access, DfE, Hub, etc	Contact Super Admin to restore.	DOps
EOL	Exams Officer to restore	DOps

## Scenario 3

### Staff incident

A staff incident can include a sudden family emergency, injury or other event which renders a key member of staff suddenly unable to work.

#### Step 1: Ensure no service interruption

Critical activity	Details	Responsible Person(s)
1. Identify interchangeable staff	All members of staff should have team members who can perform their roles, even if it is in a reduced capacity. Identify the relevant person and support them in carrying out business-critical activities	COO, DOPs, DoQ.
2. Assess extent of loss	Identify whether the affected staff member's absence is likely to be temporary, longer-term, or permanent. Keep in mind this may be a difficult period for the staff member and / or their family.	Line manager - DOPs.

If the staff loss is temporary, support the member of staff who will be filling the gap until the absent member of staff returns.

If the absence is long-term or permanent:

#### Step 2: Business continuity

Critical activity	Details	Responsible Person(s)
1. Interchangeable staff	<p>Identify roles that can be fulfilled by other team members.</p> <p>Crucial positions identified below, with short term replacements:  <b>Craig Beecham - CEO</b> - Simon Abercrombie, Dominic Anderson.  <b>Dominic Anderson - COO</b> - Craig Beecham.  <b>Liam Doherty - HoQC</b> - Dominic Anderson, Andy Dalglish  <b>HOC</b> - DoQ with DOPs to identify self, Senior Head of Campus, or other staff with capacity. Whoever is most appropriate to the situation.</p>	All listed, as appropriate.

	<p><b>Teaching roles</b> - Identify staff with capacity at other sites. (DOps/DoQ)</p> <p><b>Ann Dean- invoices &amp; book keeping</b> - Daryl reveler at Cousins Partnership.</p> <p><b>Kath Munby - invoice payments</b> - Simon Abercrombie/Craig Beecham</p> <p><b>Craig Beecham - invoice approvals</b> Simon Abercrombie/Kath Munby</p> <p><b>Gemma Halsey - HR</b> - Simon Abercrombie/Craig Beecham/Kath Munby</p> <p><b>Rachael Underwood - English &amp; Maths</b> - Dops - to discuss with COO most appropriate. Dominic Anderson, Liam Doherty most likely.</p> <p><b>Neil Ouldrige</b> - DSL - ADSL Team, as directed by DOps.</p>	
<p>2. Recruit temporary or full-time replacement</p>	<p>Follow the standard recruitment procedure to find a full-time, part-time or fixed-term contract (as appropriate) replacement.</p>	<p>GH</p>

## Scenario 4

### Delivery campus changes - during the year

Campus changes can include issues with the campus location or employers that can no longer support learners or apprentices. In less extreme cases it can include campuses that can not support full delivery of a programme for reasons such as a sudden family emergency, injury or other event which renders a key member of staff suddenly unable to work.

#### Step 1: Understand the extent of the situation

Critical activity	Details	Responsible Person(s)
1. Enrichment experience, facility, full loss of service or non solvent partner/employer	Contact campus to discuss the reasons for the stop in service. If a facility issue, see facilities section.	DOps, COO
2. Assess extent of loss	Is it a: Staff issue Facility issue Non-Solvent partner, and complete loss of service	DOps, COO

#### Step 2: Business continuity

Critical activity	Details	Responsible Person(s)
1. Enrichment experience, facility, full loss of service or non solvent partner/employer	<p>Enrichment issue: Support campus in providing alternative staff - short or long term. Identify VLUK staff that could support in the short term. Facility issue: See the facility section</p> <p>Non-solvent partner, and complete loss of service: Explore various options, including:</p> <ul style="list-style-type: none"> <li>● Why this has happened and if service can be resumed</li> <li>● VLUK continue the running of the facility, including enrichment and extracurricular activities.</li> <li>● VLUK seek another delivery campus.</li> <li>● VLUK look to move the learners to another location</li> </ul>	DOPs, DoQ, COO.

	<p>Prime focus is the continuation of delivery for the learners</p>	
<p>2.Continuation of Apprentice service specifics</p>	<p>If the apprentices is within the final 6 months of their contract,</p> <ul style="list-style-type: none"> <li>● Continue to provide the education, under an apprenticeship agreement (including English &amp; Maths, where relevant) to completion,</li> <li>● Attempt to source alternate employers where relevant workplace experience can continue to be gained, either as an apprentice, or a volunteer</li> </ul> <p>If the apprentice is more than 6 months from their final day,</p> <ul style="list-style-type: none"> <li>● Discuss the situation with the apprentice – provide alternative options for employment with industry connections.</li> <li>● Offer a break in learning if needed and arrange to allow the learner to come back to complete the qualification in the future if desired.</li> <li>● Discussion with site managers/employers to ensure that employment law has been followed and the learner is protected.</li> </ul>	<p>Maintained separately in Continuity of Apprenticeship Training policy</p> <p><a href="#">W</a> VLUK Continuity of...</p> <p>Not updated for AY22.</p>

## Scenario 5

### Withdrawal of Centre Approval Status

In the event of withdrawal of centre approval the priority is on the protection of Learner Interest.

#### Step 1: Understand the extent of the situation

Critical activity	Details	Responsible Person(s)
1. Assess extent of the loss	Contact Awarding Organisation to ascertain if the withdrawal of centre approval is permanent. If not, then work on recovery of centre approval. If it is, then following apply:	COO
2. Registrations	If withdrawal of centre approval is permanent, there are two options: Transfer to another centre Transfer to another Awarding Organisation	COO

#### Step 2: Business continuity

Critical activity	Details	Responsible Person(s)
1. Registrations	Other Centre <ul style="list-style-type: none"> <li>- Maintain a list of other centres that can be approached to transfer the student's registrations..</li> </ul> Other qualification example <ul style="list-style-type: none"> <li>- OCR Nationals follow the exact same specification, with slightly different criteria system for BTEC Sport, so student's work and registrations could be transferred to that.</li> <li>- Maintain OCR accreditation as a back up</li> </ul>	COO

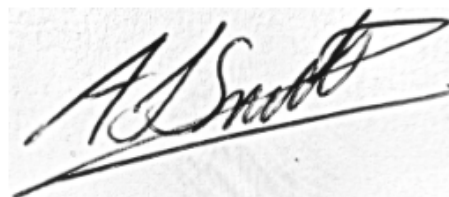
## Recovery phase

The purpose of the recovery phase is to resume normal working practices for the entire organisation. Where the impact of the incident is prolonged, normal operations may need to be delivered under new circumstances e.g. from a different building.

Action	Details	Responsible Person(s)
1. Agree and plan the actions required to enable recovery of normal working practises	Agreed actions will be detailed in an action plan and set against time scales with responsibility for completion clearly indicated.	CEO, COO
2. Respond to any long term support needs of staff	Depending on the nature of the incident, we may need to consider providing support services	COO, DOps
3. Publicise that there is now 'business as usual'	Inform customers through normal channels that our business is operating as normal	DOps, DoQ
4. Carry out a debrief of the incident and complete report to document opportunities for improvement and any lessons identified	This should be reviewed to ensure key actions resulting from the incident are implemented within designated time scales.	CEO, COO, DOps, DoQ
5. Review this Continuity Plan in light of lessons learned from incident and the response to it	Implement recommendations for improvement and update this plan. Ensure a revised version of the plan is read by all members of staff.	CEO, COO, DOps.



CEO



Chair of Governors