



# Continuity of Delivery Policy

Version 7

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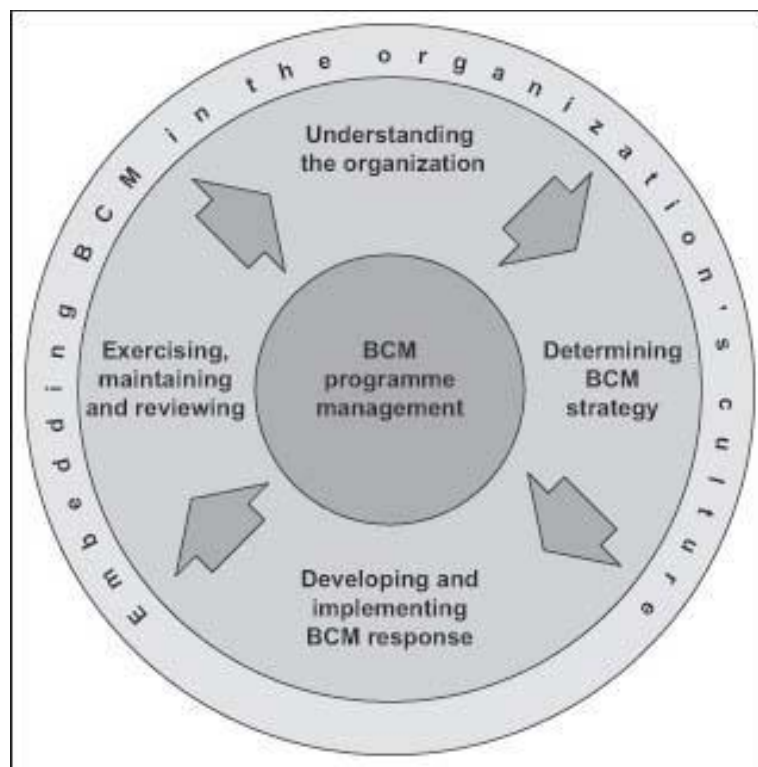
This policy will be reviewed on an annual basis, or earlier if changes are necessary. Blackburn Gould and Associates reserves the right to amend this policy at any time, to reflect learning in the sector, including learning from published serious case reviews.

Date created:	August 2023
Date of next review:	August 2024

## 1. Introduction

This policy outlines the scope and approach to business continuity management (BCM) within Blackburn Gould and Associates. For the purpose of this policy, business continuity is defined as a framework for creating and improving resilience, which will enable Blackburn Gould and Associates to continue to deliver an acceptable level of service of its critical activities in the event of any unexpected disruption.

The methodology adopted by Blackburn Gould and Associates follows guidance **ISO 22301** - the international standard for business continuity management and builds on the success of British Standard BS 25999 and other regional standards. It's designed to protect the business from potential disruption. This includes (but not limited to) extreme weather, fire, flood, natural disaster, theft, IT outage, staff illness or terrorist attack. This standard establishes the process, principles and terminology of Business Continuity Management (BCM), providing a basis for understanding, developing and implementing business continuity within the organization, and to provide confidence for all stakeholders.



## 2. Purpose

As a business and a supplier of services to further education services as well as local and national government offices, Blackburn Gould and Associates is required to meet the standards that these commissioning authorities work to.

The policy shall make reference to:

- a) the organisation's business continuity objectives and
- b) the scope of business continuity, including limitations and exclusions

The policy shall be:

- a) Approved by top management
- b) Communicated to all persons working for and on behalf of the organisation
- c) Reviewed at planned intervals and when significant changes occur

The aim of this policy is to ensure that the appropriate business continuity management system framework is in place within each department/service so that it can meet these requirements and, by doing so:

- Reduce the risk of interruption or negative impact on delivery to key business services
- Minimise disruption and enable full restoration of services within locally agreed recovery time objectives
- Ensure that business continuity management principles are embedded in the daily operational activities and culture of the organisation

### **3. Scope**

This policy will apply to all aspects of Blackburn Gould and Associates, which, in addition to all corporate and office-based activities will include:

- Staff based at home
- Staff based at remote or 3rd party locations
- All external facilities, employers, suppliers, contractors and third parties that the organisation/services rely upon for business services and products

### **4. Policy Statement**

The organisation's corporate services business groups, frontline services and any other offices will develop, implement and maintain their own risk-based business continuity plans and will ensure that they identify:

- Key staff, business critical activities, systems and services
- Any internal or external service dependencies
- The risks associated with those dependencies and how they can be addressed
- Recovery time objectives
- Potential fall-back options in the event of denial of access to buildings
- Out of hours contact arrangements

All business continuity plans are validated and signed off by Joseph Ebe-Arthur, Executive Director who will be responsible for ensuring that:

- Plans are maintained and provide an ongoing capability for responding to unexpected

incidents

- Employers are made fully aware of the impact this may present regarding learners
- A programme is in place to ensure plans are regularly tested and reviewed (at least annually)
- The necessary in-house resource and expertise are provided to develop, implement and manage the plan, as well as post incident recovery
- Staff are made aware of the BCM process and that those with business continuity roles receive regular training
- Roles and responsibilities are clearly defined within the plan
- Plans contain a risk-based business impact analysis that identifies all critical activities and time sensitive business objectives, key suppliers and interdependencies
- That key suppliers or business partners which support a critical activity have effective BCM arrangements in place and can evidence this
- A business continuity risk register is developed and maintained

### **5. Benefits**

This policy is designed to provide a clear commitment by Blackburn Gould and Associates to business continuity management across the whole organisation. Effective business continuity will enable the Blackburn Gould and Associates, its partners, suppliers and other offices to:

- Continue to provide critical services to the public, business partners and other stakeholders during unexpected incidents
- Minimise disruption and enable full restoration of services in the event of an incident
- Comply with accepted standards of corporate governance
- Reduce the operational and financial impact of any period of disruption
- Ensure that all key personnel are identified and made aware of their responsibilities in regard to any recovery procedure
- Improve the resilience of the organisation's infrastructure to reduce the likelihood of disruption
- Ensure that the business continuity management structure is embedded in the day-to-day operational activities and culture of the business

### **6. Ensuring continuity - a summary of action and ESFA contact**

It is imperative that Blackburn Gould and Associates recognises the requirement to inform both employers of learners as well as the Education and Skills Funding Agency in the event of any unexpected disruption.

The Education and Skills Funding Agency contact details is:

Education and Skills Funding Agency  
Cheylesmore House,  
Quinton Road,  
Coventry  
CV1 2WT:  
Phone 0845 377 5000



Email- [servicedesk@sfa.bis.gov.uk](mailto:servicedesk@sfa.bis.gov.uk)

This is the responsibility of the Office Manager.

Internal contact info:

Millicent Danso-Davies – Office Manager - 0137 886355 / 07932 034 548

*IT Systems* - Blackburn Gould and Associates recognises the increasing importance of IT systems to the successful delivery of our business, particularly a reliance on email communication and data management.

As a minimum standard, Blackburn Gould and Associates will ensure the following measures are implemented and maintained:

- Daily back up of IT
- Regular Virus updating of all IT hardware including site-based apparatus to ensure that virus protection is optimised
- A written IT Policy defining unacceptable misuse of IT equipment to minimise the risk of staff downloading malicious files / viruses
- The availability of staff mobile phones and storing of a list of personal mobile numbers so that in the case of land line telephones going dead, there is a temporary back-up solution

*Disease Epidemics* - It is important that for Employers and learners, Blackburn Gould and Associates ensures full communication regarding impact. Blackburn Gould and Associates have recognised the possible impact of a disease / flu epidemic as potentially drastically reducing a healthy work force. In order to ensure that Blackburn Gould and Associates can minimise the risk of infection to our work force and reduce potential disruption to our services some basic criteria have been identified.

- Awareness of World Health Organisation & Government Controls in the case of an epidemic - first and foremost to realise the importance of complying with these control measures to minimise the risk to the larger population and health of our own workforce. In the most extreme cases we recognise that we would unavoidably have to shut our premises / sites down if instructed but would view this as an unlikely circumstance
- Education of the staff base – an agreed percentage of staff will be trained in First Aid to ensure that they are aware of the basics involving the transfer of disease / infections
- Local safeguards - all managers will ensure that wash areas are kept clean and available at all times and that any repairs or re-charging of soap or hand towel dispensers is carried out as a priority
- Monitoring of staff, volunteers and service users in the incident of a possible outbreak - if the Government raises the possibility of an epidemic all managers will be instructed to monitor all those present for signs of infection and to send them home where there is a relevant case and notify the HSE. In these circumstances,

managers will ensure that a report is sent immediately to the HSE and that all due precautions are taken to avoid further infection/contamination. Any guidance from the World Health Organisation or the Chief Medical Officer of Great Britain will be disseminated widely using all communications systems available as required

- Ability to work remotely / at home – where work does not have to be carried out in the office, staff can access documents / email from home-based computers, meaning that even if a site cannot open, information exchange can continue and core administrative activities can be undertaken remotely e.g. payroll

*Natural Disasters / Extreme Weather / Fire* - Blackburn Gould and Associates recognises that such events are likely to be localised, notwithstanding the affects of flooding which can cover wide geographical areas. In such an event our priority will be to ensure the safety of our workforce and the general public (if affected) through co-ordination with the relevant emergency services. Once we are satisfied that all parties are safe, and the disaster / event is over we will aim to assess the damage to our sites / business premises as soon as possible and put together specific contingency plans to put our services back on track. Where the disaster has damaged a building, we will go through the proper channels with our insurers to identify costs and put works on track.

*Industrial Action / Mass Resignations* - Blackburn Gould and Associates has assessed the risk of mass industrial action / staff walk out as extremely unlikely, especially for key management staff, given our low staff turnover and 'open' communication culture which encourages early resolution of any dissatisfactions or staff problems.

We also recognise the importance of holding regular supervision and contribution reviews to sustain employee motivation.

We recognise that any action that affects all employees, such as pay cuts or redundancies, must be carried out with appropriate consultation and recognition of their rights and relevant legislation.

*Economic Downturn* - Blackburn Gould and Associates recognises the risk that an economic downturn poses to the continued successful operation of our business. In the case of the current downturn a structured financial review has been implemented in all of our managing to target cost efficiency savings, identify any potential need for redundancies, and to forecast future cash flow and its effect.

Continuous monitoring of the economic environment in which we operate and our own financial performance is embedded in regular reporting and audit.

*Frequency of Testing* - Blackburn Gould and Associates recognises that it is important to test our continuity mechanisms so that we can be sure that they will operate effectively in 'real' circumstances.

**BUSINESS CONTINUITY MANAGEMENT PLAN****LOSS OF BUSINESS LOCATION/STAFF UNAVAILABILITY****7. Aim of this Plan**

To help prepare the business to minimise the risk or cope with the effects of a major incident which involves the loss or prolonged unavailability of one or more of our business locations or staff.

*Approach*

This plan details the steps to be taken which are common to all locations in order to avoid or minimise the likelihood of the occurrence of such an incident and the impact of that incident should it occur (Risk Mitigation).

It also identifies the steps to be taken which are common to all locations should such an incident occur (Action Required Following Occurrence of Incident).

The plan identifies 4 key roles should an incident occur:

- Nominating an Incident Support Manager- this is Millicent Danso-Davies (Office Manager)
- Providing advice and support to staff
- Ensuring Public Affairs are informed if there is a possibility of media interest
- Millicent Danso-Davies Office Manager will lead, on the ground, with immediate issues relating to staff, learners and other stakeholders using our service and continuing to provide local services.

*Responsibilities include:*

- Informing insurers, co-ordinating claims and discussions with loss adjusters
- Support as regards provision of alternate premises, services and supplies.
- Providing practical help and advice to other staff

**8. Risk Mitigation**

This section outlines the existing arrangements which should be in place in all locations to avoid or minimise the likelihood of an incident taking place and to reduce the impact should such an incident occur. It is the responsibility of managers with responsibility for the location to make sure these arrangements are, indeed, in place and, if they are not, to take immediate action to put them in place.

<p>Staff</p>	<p>Record out of office contact details for all staff so that contact can readily be made advising them of the situation and arrangements to be made should an incident occur. Identify extent to which they can work from home if necessary. Contact lists should be kept securely off-site and copied into a "Business Continuity" folder</p> <p>In the event of an outbreak of a serious disease, or in the event of staff being unavailable or unable to get into work, managers must ensure they have suitable plans for notifying partner agencies, referrals sources, service users, commissioners, other stakeholders and their staff group of the measures being taken to manage the situation. These measures may include working from a different location, reducing contact with other staff and service users (emergencies only), ensuring suitable health and hygiene measures are implemented and used.</p>
<p>Learners</p>	<p>Record contact details for all learners so that contact can readily be made advising them of the situation and arrangements to be made should an incident occur. Contact lists should be kept securely off-site and copied into a "Business Continuity" folder</p>
<p>Critical Suppliers</p>	<p>If any supplies are crucial to the running of the service/function - compile a list of these critical suppliers with contact details so that replacement items can be easily obtained. Contact lists should be kept securely off-site and copied into a "Business Continuity" folder</p>
<p>Communication systems</p>	<p>In the event of a failure of telephony or IT equipment/systems, ensure that the issue is reported and escalated according to the requirements of the system involved.</p> <p>If access to the Blackburn Gould and Associates's IT system is due to local telephone or cabling issue, then alternative work areas can be sought. Blackburn Gould and Associates systems are designed to be resilient and accessible as long as a suitable internet connection can be established; accessing data on insecure Wifi provision is not permitted.</p>
<p>Stakeholders/ Commissioners/ Partners</p>	<p>Compile a contact list of contacts so that stakeholders etc can be informed of the situation. Contact lists should be kept securely off-site and copied into a "Business Continuity" folder, including ESFA contact which is included within this policy.</p>
<p>Premises</p>	<p>Ensure all property risk assessments are in place and all recommendations acted on including provision of fire exit notices, fire detection and/or fire suppression systems, appointment and training of fire wardens and regular fire drills and testing of evacuation procedures and equipment.</p> <p>If safe and/or possible, take appropriate action prior to an event in order to minimise the potential impact, e.g. In the case of a potential flood it may be possible to use sandbags, in the case of severe weather like high winds, it may be possible to board doors and windows etc.</p> <p>In the event that heavy snowfall is predicted, take appropriate action to ensure that a plentiful supply of salt/grit and/or snow shovels are available to help clear access routes to the premises if necessary.</p> <p>During a terrorist alert/attack, it may be the case that mobile phone signals are suspended for a period of time and it would be prudent to</p>

	<p>familiarise yourselves with the nearest public phone booths. Public transport links might also be affected/suspended and thought should be given to making contingency transport arrangements during such an event.</p> <p>Where possible identify and record alternative temporary premises in advance which could be used in the event of incident. If not possible identify short list of letting agents/serviced office providers who could provide alternative accommodation at short notice.</p>
<p>Service Delivery</p>	<p>The Executive Director should ensure that detail plans are formulated in advance where it is practical to do so, that they are kept up to date and that staff are aware of them.</p> <p>It may be useful to conduct “rehearsals” on a periodic basis. However, it may not always be possible to plan, in advance, for every eventuality given the potential differing degrees of seriousness of each situation and the variability of the services we may run at any particular time.</p> <p>Even if it not practical in particular situations location managers should give some thought as to the steps they would need to take generally should a situation arise and record and share their thoughts.</p> <p>Note that requirements from commissioners may call for detailed recovery plans to be compiled in advance for certain activities /services. When this is the case it is the responsibility of the service/area concerned to prepare those plans to the level of detail required by the Commissioners.</p>

### *Layout & Use*

Where possible, topics are not longer than one page. In the printed version, topics are arranged alphabetically. For each Risk we set out:

- Likely Scenario – the most likely reasons for problems to occur
- Probability – the likelihood of the risk occurring (high, medium, low)
- Impact – will the impact on our business be high, medium or low?
- Functions Affected – what business functions the problem impacts
- Action – what to do when the interruption occurs
- Responsibilities – who takes what actions
- Mitigation – what is the organisation doing to minimise the risk before it happens
- Constraints – the practicalities of dealing with the risk
- Resources – the implications for costs, staffing, facilities etc.

### *Communications*

Whenever we say contact or advise departments, the organisation will usually do this by mass email, or by email or phone to the Senior Manager for affected services in each department. If email or phones are not operational, this will be done verbally.

## 9. References

Guidelines, standards, "how to" information

- Business Continuity Institute [www.thebci.org](http://www.thebci.org)
- TechRepublic [www.techrepublic.com](http://www.techrepublic.com)

### *Disaster Recovery Companies*

These companies provide emergency response services e.g. IT Solutions Disaster Recovery Solutions [www.disasterrecoveryolutions.co.uk/](http://www.disasterrecoveryolutions.co.uk/)

## 10. Risks

Can't find what you want?

If you cannot find a risk that exactly matches the incident you are managing, look for a similar risk and use that as a model. At all stages keep any affected departments or person(s) closely advised of progress – negative and positive progress. This is especially important for missing documents or data.

Do not hesitate to advise Millicent Danso-Davies Office Manager of the incident and of progress.

*If any incident could possibly involve the press or public, immediately contact Millicent Danso-Davies Office Manager*

After every incident, a standard set of tasks must be done. These have not been repeated under each risk, but they must still be done:

- Return all managing and services to their original form
- Contact all affected departments and suppliers, to advise them that the incident is over, and things are back to normal
- Thank everyone involved, preferably by personal phone call or email
- Review the way we managed the incident, and consider if we need to change
- anything – if so, change it in this document too

<b>Risk</b>	Building loss
<b>Probability</b>	Low
<b>Impact</b>	High
<b>Likely Scenario</b>	Fire, Impact Damage, Explosion, Flood
<b>Functions Affected</b>	All
<b>Action</b>	<ul style="list-style-type: none"> <li>• Contact Millicent Danso-Davies Office Manager to assess damage and availability and timing of alternative locations.</li> <li>• Contact all organisation staff and suppliers to arrange alternate locations and contact details.</li> <li>• If documents have been destroyed these can be accessed via the backup systems.</li> <li>• If documents have been damaged, see Fire and Water Damage.</li> <li>• MD to liaise with supplier and divert phone numbers to mobile phones so staff can work remotely</li> </ul>
<b>Responsibilities</b>	MD
<b>Mitigation</b>	n/a
<b>Constraints</b>	The companies' general emergency procedures override these instructions if there are any conflicts.
<b>Resources</b>	Main Office (Encapsulating desks, tables, chairs, cupboards, personal computers, laptops and printers)

<b>Risk</b>	Loss of Delivery Premises
<b>Probability</b>	Low
<b>Impact</b>	High
<b>Likely Scenario</b>	Fire, Impact Damage, Explosion, Flood, Premises closure
<b>Functions Affected</b>	Managing Department
<b>Action</b>	<ul style="list-style-type: none"> <li>• Contact Millicent Danso-Davies Office Manager to determine availability and timing of alternative locations.</li> <li>• Contact all organisation staff and suppliers involved with the delivery to arrange alternate locations and contact details.</li> <li>• If documents have been destroyed these can be accessed via the backup systems.</li> <li>• If documents have been damaged, see Fire and Water Damage.</li> <li>• MD to liaise with funder and supplier and arrange alternative delivery location</li> </ul>
<b>Responsibilities</b>	MD
<b>Mitigation</b>	n/a
<b>Constraints</b>	The companies' general emergency procedures override these instructions if there are any conflicts.
<b>Resources</b>	Delivery location

<b>Risk</b>	Loss of access to learners' learning resources and portfolios
<b>Probability</b>	Low
<b>Impact</b>	High
<b>Likely Scenario</b>	Fire, Impact Damage, Explosion, Flood
<b>Action</b>	<ul style="list-style-type: none"> <li>Millicent Danso-Davies Office Manager to assess damage and back up protocol</li> </ul>
<b>Responsibilities</b>	MD
<b>Mitigation</b>	The use of on-line learning resources and portfolios within our learnership delivery ensures that should an incident occur, our IT back up system and registration with on-line learning portals can be accessed on a Cloud storage system as well as external with the host.
<b>Constraints</b>	N/A
<b>Resources</b>	Main Office (Encapsulating desks, tables, chairs, cupboards, personal computers, laptops and printers)

<b>Risk</b>	Terrorist Attack
<b>Probability</b>	Medium
<b>Impact</b>	High
<b>Likely Scenario</b>	Fire, Impact Damage, Explosion,
<b>Functions Affected</b>	All
<b>Action</b>	<ul style="list-style-type: none"> <li>• Call 999</li> <li>• Follow evacuation procedure/ Prevent risk assessment as appropriate</li> <li>• Contact Millicent Danso-Davies Office Manager to assess damage and availability and timing of alternative locations.</li> <li>• Contact all organisation staff and suppliers to arrange alternate locations and contact details.</li> <li>• If documents have been destroyed these can be accessed via the backup systems.</li> <li>• If documents have been damaged, see Fire and Water Damage.</li> <li>• MD to liaise with supplier and divert phone numbers to mobile phones so staff can work remotely</li> <li>• Learning and Skills manager to liaise with police and emergency services and inform next of kin for any involved parties</li> </ul>
<b>Responsibilities</b>	Emergency Services /MD
<b>Other contacts</b>	MD to inform ESFA, other stakeholders as appropriate
<b>Constraints</b>	The emergency services general emergency procedures override these instructions if there are any conflicts.

<b>Risk</b>	Loss of Traineeship placement
<b>Probability</b>	Low
<b>Impact</b>	Medium
<b>Likely Scenario</b>	Closure of employer/ redundancy/ termination of contract
<b>Functions Affected</b>	Delivery Department Administration Department Business Development Department
<b>Action</b>	<ul style="list-style-type: none"> <li>• Consider following options:             <ul style="list-style-type: none"> <li>○ Transfer to another employer</li> <li>○ Place learner on Break in Learning</li> <li>○ Transfer to another site, same employer</li> </ul> </li> </ul>
<b>Responsibilities</b>	Executive Director
<b>Additional support and information</b>	Refer to employer directory for alternative options
<b>Constraints</b>	Governed by the employer for learnership placements
<b>Resources</b>	Recruitment agency, business development, funder relevant employees and contacts

<b>Risk</b>	Documents lost or not accessible – Electronic (including e-portfolio)
<b>Probability</b>	Low
<b>Impact</b>	Varies
<b>Likely Scenario</b>	Documents accidentally deleted
<b>Functions Affected</b>	Varies, depending on who is requiring the document and for what reason.
<b>Action</b>	<p>Immediately:</p> <ul style="list-style-type: none"> <li>• Contact IT Supplier and report problem and if necessary, request recreation from backup</li> <li>• Advise all affected departments and MD</li> <li>• If problem cannot be fixed by recreation from backup, investigate ways and need to recreate from paper files, or from individual staff members or supplier documents etc. – involve necessary members of the senior management team.</li> </ul>
<b>Responsibilities</b>	IT Supplier
<b>Mitigation</b>	IT Backup; all electronic documents are created and stored on a secure server, backups of which are created daily and stored off site.
<b>Constraints</b>	IT Backup – In general, restorations can only be done on the basis of whole directories at one point in time. Potential loss of 24 hours business, worst case scenario. Documents that haven't been saved following the correct procedure will not be investigated.
<b>Resources</b>	IT Backup

<b>Risk</b>	Documents lost – Hardcopy
<b>Probability</b>	Low
<b>Impact</b>	Varies – depending on the point at which the documents are lost
<b>Likely Scenario</b>	Staff/post error, fire/water/storm damage
<b>Functions Affected</b>	Admin department mainly. Potentially all departments in the long term.
<b>Action</b>	Immediately: <ul style="list-style-type: none"> <li>• Check server and local machine for possible locations</li> <li>• If these can't be found electronically contact Millicent Danso-Davies Office Manager to report problem</li> <li>• Advise all affected departments and discuss short and long term implications</li> <li>• Investigate ways and need to recreate from other paper or electronic files, or from individual staff members or supplier documents etc. – involve all senior management</li> </ul>
<b>Responsibilities</b>	MD
<b>Mitigation</b>	IT Backup; some documents are created and stored on a secure server, backups of which are created daily and stored off site.
<b>Constraints</b>	IT Backup – In general, restorations can only be done on the basis of whole directories at one point in time.
<b>Resources</b>	IT Backup

<b>Risk</b>	Email or network connection down
<b>Probability</b>	Low
<b>Impact</b>	High
<b>Likely Scenario</b>	A malfunction in the computer system or on the local area network (LAN)
<b>Functions Affected</b>	The whole business (will lose, phone lines, connection to email exchange)
<b>Action</b>	<ul style="list-style-type: none"> <li>• Contact external provider to investigate the internet line issue. Contact departments verbally and explain the situation and ask that all communications are done by mobile phone or put on hold until further notice.</li> <li>• If problem proceeds 2 hours organise for staff to go to offsite location and work. (see section on Building loss for action related to staff working remotely)</li> <li>• When the system is available again, arrange port openings on the system.</li> </ul>
<b>Responsibilities</b>	MD
<b>Mitigation</b>	n/a
<b>Constraints</b>	n/a
<b>Resources</b>	Mobile phone, verbal communication

<b>Risk</b>	Fire or water damage to documents
<b>Probability</b>	Low
<b>Impact</b>	Low - if the damage occurs after the documents have been scanned on to the system
<b>Likely Scenario</b>	Accidental exposure to liquid, weather damage or fire damage
<b>Functions Affected</b>	Compliance and Administration. Potentially all departments in the long term.
<b>Action</b>	<ul style="list-style-type: none"> <li>• If water problem occurs when organisation staff are present and is in an organisation-controlled area put tarpaulin over affected shelves, cupboards or general office furniture.</li> <li>• Any drying should begin within 24 hours to minimise damage.</li> <li>• Advise all departments to the extent of problem and likely delays.</li> <li>• If documents are lost, see Documents Lost</li> </ul>
<b>Responsibilities</b>	MD
<b>Mitigation</b>	n/a
<b>Resources</b>	email; phones

<b>Risk</b>	Hardware problems
<b>Probability</b>	Low
<b>Impact</b>	Low
<b>Likely Scenario</b>	Malfunctioning PC, printer, scanner, data projector, etc.
<b>Functions Affected</b>	Any
<b>Action</b>	<ul style="list-style-type: none"> <li>• For PCs and printers, contact the IT supplier; switch to another PC or printer in the meantime</li> <li>• For other hardware (e.g. scanners, data projector) contact the supplier or manufacturer if problem cannot be resolved by IT supplier</li> </ul>
<b>Responsibilities</b>	MD
<b>Mitigation</b>	SLA in place with supplier for regular maintenance and replacement when required.
<b>Constraints</b>	SLA with supplier
<b>Resources</b>	Phone, email

<b>Risk</b>	Loss of Staff (key members)
<b>Probability</b>	Low to Medium
<b>Impact</b>	Varies dependent on level and knowledge
<b>Likely Scenario</b>	A key staff member may be incapacitated for a period of time, for example, on long term sick leave Flu pandemic and the need to protect those at work and provide cover for those who are off work Leaving the business
<b>Functions Affected</b>	Department where the staff member is closest related to.
<b>Action</b>	<ul style="list-style-type: none"> <li>• Millicent Danso-Davies Office Manager to organise cover i.e. agency or associates</li> <li>• Recruit replacement in notice period</li> <li>• All procedures to be documented</li> <li>• Ensure all 'critical' staff can telecommute if necessary</li> </ul>
<b>Responsibilities</b>	MD
<b>Mitigation</b>	Guidance and procedure to be developed.
<b>Constraints</b>	Experience/Knowledge for particular role
<b>Resources</b>	Phone, email, verbal communication, guidance

<b>Risk</b>	Phone System Unavailable - External
<b>Probability</b>	Low
<b>Impact</b>	High
<b>Likely Scenario</b>	Phone system or internet line problems
<b>Functions Affected</b>	All departments. Organisation contacting learners, employers, suppliers or other third parties
<b>Action</b>	Immediately <ul style="list-style-type: none"> <li>• Report problem immediately to supplier</li> <li>• Contact all departments and suppliers by mobile phone or face to face and explain the situation</li> <li>• Find out extent and likely duration of problem</li> <li>• If problem proceeds 2 hours organise for staff to go to offsite location and work. (See section on Building loss for action related to staff working remotely)</li> </ul>
<b>Responsibilities</b>	MD
<b>Mitigation</b>	n/a
<b>Constraints</b>	n/a
<b>Resources</b>	Mobile phone



## Continuity of Delivery Policy

<b>Risk</b>	Postal services unavailable
<b>Probability</b>	Low
<b>Impact</b>	Low, if only 24 hours
<b>Likely Scenario</b>	Staff strike, sickness, weather
<b>Functions Affected</b>	Delivery of client documents
<b>Action</b>	<ul style="list-style-type: none"><li>• Advise all departments of the problem</li><li>• Employees to use email, or, weather permitting, an alternative courier for urgent deliveries</li></ul>
<b>Responsibilities</b>	MD/ administrator
<b>Mitigation</b>	n/a
<b>Constraints</b>	Widespread industrial disputes may include other courier companies or postal services
<b>Resources</b>	Email; phone

<b>Risk</b>	Power unavailable
<b>Probability</b>	Low
<b>Impact</b>	High
<b>Likely Scenario</b>	Outside issue with mains supply or internal electrical fault
<b>Functions Affected</b>	All
<b>Action</b>	<ul style="list-style-type: none"> <li>• Contact Millicent Danso-Davies Office Manager immediately to report the problem - total power outage means no lights, phones or charge for laptops</li> <li>• Find out extent and likely duration of problem – contact electricity supplier. If the outage is long, contact courier if pickups or deliveries are expected; they may prefer to arrange alternate pickup/delivery times</li> <li>• If problem proceeds 2 hours ask that all communications be by mobile phone/ home phone</li> </ul>
<b>Responsibilities</b>	MD to coordinate and escalate if required
<b>Mitigation</b>	The organisations standard and general emergency procedures
<b>Constraints</b>	The organisations general emergency procedures override these instructions if there are any conflicts
<b>Resources</b>	Mobile phone

<b>Risk</b>	Learner unable to work
<b>Probability</b>	Medium
<b>Impact</b>	Medium
<b>Likely Scenario</b>	Learner off sick
<b>Functions Affected</b>	Learner role at work or attendance on programme
<b>Action</b>	<ul style="list-style-type: none"> <li>• Learner to phone work prior to the working day to inform of absence in line with the employer policy</li> <li>• Learner to inform Blackburn Gould and Associates if a review or session will be missed</li> <li>• Employer to contact designated Assessor/ Tutor assigned to the learner or if unavailable, Millicent Danso-Davies Office Manager</li> <li>• If learner is due at work, Blackburn Gould and Associates staff will inform the Employer, i.e. where available the workplace mentor to report the absence</li> </ul>
<b>Responsibilities</b>	Assessor/ Tutor/ Executive Director/ Workplace Mentor

<b>Risk</b>	Assessor/ Tutor unable to work
<b>Probability</b>	Medium
<b>Impact</b>	Medium
<b>Likely Scenario</b>	Assessor/ Tutor off sick
<b>Functions Affected</b>	Delivery of Off the Job/ learner reviews and learner support
<b>Action</b>	<ul style="list-style-type: none"> <li>• Assessor/ Tutor to phone work prior to the working day to inform of absence in line with the employer policy</li> <li>• Line Manager/ Executive Director to inform the learner and workplace mentor as appropriate</li> <li>• Employer to contact designated Assessor/ Tutor assigned to the learner or if unavailable, Executive Director</li> <li>• MD to arrange appropriate cover in the absence of the regular Assessor/ Tutor</li> </ul>
<b>Responsibilities</b>	Assessor/ Tutor/ Executive Director

<b>Risk</b>	Assessor/ Tutor unable to get to work by usual mode of transport
<b>Probability</b>	Medium
<b>Impact</b>	Medium
<b>Likely Scenario</b>	Car break down
<b>Functions Affected</b>	Delivery of learning/ learner reviews and learner support
<b>Action</b>	<ul style="list-style-type: none"> <li>• Assessor/ Tutor to phone appropriate persons as soon as breakdown is identified to inform of potential absence or delay</li> <li>• Line Manager/ Millicent Danso-Davies Office Manager to inform the learner and workplace mentor as appropriate</li> <li>• MD to arrange appropriate cover in the absence of the regular Assessor/ Tutor</li> </ul>
<b>Responsibilities</b>	Assessor/ Tutor/ Executive Director

<b>Risk</b>	MD or SLT unable to work
<b>Probability</b>	Medium
<b>Impact</b>	Varies upon job role
<b>Likely Scenario</b>	Sickness
<b>Functions Affected</b>	Overall management of the company and contracts
<b>Action</b>	<ul style="list-style-type: none"> <li>• Contact IT Supplier to re-direct emails and send message out to senders with explanation</li> <li>• Inform all departments</li> <li>• For absence of MD Appoint temporary replacement</li> </ul>
<b>Responsibilities</b>	MD
<b>Mitigation</b>	n/a
<b>Constraints</b>	n/a
<b>Resources</b>	email, verbal communication, IT supplier

<b>Risk</b>	Serious injury or death of learner
<b>Probability</b>	Low
<b>Impact</b>	High
<b>Likely Scenario</b>	Workplace accident
<b>Functions Affected</b>	Managing Department Senior Management
<b>Action</b>	<ul style="list-style-type: none"> <li>• Inform HSE and ESFA</li> <li>• Remove other learners from premises</li> </ul>
<b>Responsibilities</b>	MD
<b>Mitigation</b>	Follow H&S Policy
<b>Constraints</b>	HSE control

<b>Risk</b>	Learner unable to attend course
<b>Probability</b>	Medium
<b>Impact</b>	Low
<b>Likely Scenario</b>	Learner off sick
<b>Functions Affected</b>	Course attendance
<b>Action</b>	<ul style="list-style-type: none"> <li>• Learner to phone provider prior to the training day commencing to inform of absence</li> <li>• Provider to contact designated Tutor/ Tutor assigned to the learner or of unavailable, M.D.</li> </ul>
<b>Responsibilities</b>	Tutor/ Tutor/ M.D

<b>Risk</b>	Coronavirus- (COVID-19)
<b>Probability</b>	Medium
<b>Impact</b>	High
<b>Likely Scenario</b>	Student or staff confirmed as having virus.
<b>Functions Affected</b>	<p>May need isolation of others who have been in proximity to contagious student/ staff member</p> <p>Training adversely impacted because employers are faced by staff shortages and unable to give the required support</p> <p>Those infected working from home or self-isolating so having to miss work and training</p> <p>Students may fall behind in their study and will need a 'break in learning' Planned end dates' may be inevitably be impacted and extended</p>
<b>Action</b>	<p>We have a responsibility to take a reasonable and balanced approach in these situations and to recognise that the health and wellbeing of individuals is a higher priority than performance measures.</p> <p>We know that good communication is important and we are aware of NHS information and updates <a href="https://www.nhs.uk/conditions/coronavirus-covid-19/">https://www.nhs.uk/conditions/coronavirus-covid-19/</a></p> <ul style="list-style-type: none"> <li>• Some working from home/ studying from home may be appropriate in isolation cases</li> </ul>
<b>Responsibilities</b>	Millicent Danso-Davies Office Manager
<b>Further information</b>	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1056218/FE_COVID_operational_guidance_update.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1056218/FE_COVID_operational_guidance_update.pdf</a>