

BUSINESS CONTINUITY PLAN

2023-24

DOCUMENT TITLE: L&F BUSINESS CONTINUITY PLAN 2023-24
 DOCUMENT NUMBER: L&F_BCP_V3
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RECENT CHANGE HISTORY

| VERSION | DATE | REASON FOR CHANGE | CHANGE BY |
|---------|------------|---|--|
| 2.1 | 09/02/2023 | Review | Gillian Dewsbury Business Excellence Manager |
| 3 | 28/07/2023 | Full review and transfer to new policy template | Gillian Dewsbury Business Excellence Manager |

Please Note: A formal, full review of this document will take place on a 3-yearly basis. However, in the interim, the document will be updated as necessary to remain current with any statutory legislation and/or significant Government guidance updates on the subject.

CHANGE MECHANISM

Any person seeking to alter this document must consult the author before making any change.

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1. Introduction - What is a Business Continuity Plan (BCP)?

Interruptions to business functions can result from major natural disasters such as earthquakes, floods and fires, the flu and other contagious diseases or from man-made disasters such as terrorist attacks, riots or war. The most frequent disruptions are far less sensational, such as equipment failures, theft or sabotage.

A Business Continuity Plan defines the process of how a business plans to keep operational in the occurrence of such disruptive events, as well as the interim processes and the length of time for extraordinary support. This encompasses hardware, software, facilities, personnel, processes, and communication links and applications.

The plan is intended to enable a quick and smooth restoration of operations after a disruptive event.

The main scenarios considered in this plan are:

- Loss of access to a facility (8 hours)
- Loss of access to a facility (1-5 days)
- Loss of access to a facility (long term/more than 5 days)
- Loss of access to information resources
- Loss of access to electronic data within main site
- Withdrawal of Centre Approval Status

2. Aim of the BCP

This plan has been designed to prepare L&F Training to cope with the effects of an emergency. It is intended that this document will provide the basis for a relatively quick and painless return to “business as usual” regardless of the cause.

3. Objectives of the BCP

To provide a flexible response so that L&F Training can:

- Respond to a disruptive incident (incident management)
- Maintain delivery of critical activities/services during an incident (business continuity)
- Return to 'business as usual' (resumption and recovery)

4. Critical Function Analysis and Recovery Process

a) Loss of access to a facility (up to 8 hours)

Scenario:

7.00am you receive a phone call at home advising that there has been a fire overnight in a building adjacent to L&F's main Training site and the fire brigade has closed access to the street while emergency services ensure the building is safe and that gas services in the street are checked. You have no access to the building whatsoever for the next 8 hours.

| Priority: | 1 | Critical function: | <ul style="list-style-type: none"> • Loss of access to a facility (8 hours) |
|---|--|--------------------|---|
| Responsibility: <i>(role responsible for leading on this activity, plus deputies)</i> | The Director of Operations (with the support of available Senior Management Team members) | | |
| Potential impact on organisation if interrupted: | All field based staff will be informed via email/phone by their line managers, as this event would not affect them directly, unless they were due to visit the site that day | | |
| Likelihood of interruption to organisation: | Learners due in that day would be informed of session cancellations and an additional session would be added onto the end of the academic term. | | |
| Recovery timeframe: <i>(how quickly must this function be recovered to avoid lasting damage)</i> | 24 Hours | | |
| Resources required for recovery: | | | |
| Staff | Staff would be able to work from home | | |
| Data / systems <i>(backup and recovery processes, staff and equipment required)</i> | All staff would be able to access their emails via home based laptops/computers where available. | | |
| Premises <i>(potential relocation or work-from-home options)</i> | Students due in that day would be informed of session cancellations and an additional session would be added onto the end of the academic term. | | |
| Communications <i>(methods of contacting staff, suppliers, customers, etc)</i> | The Director of Operations (with the support of available Senior Management Team members and other staff as required) would inform all relevant external salon partners including VTCT, learners and clients where deemed necessary. Also see Section 5 Contact Lists. | | |

b) Loss of access to a facility (1 to 5 days)

Scenario:

You have been advised to not enter the building for 5 days due to fire escalating and causing smoke damage to the property.

| Priority: | 2 | Critical function: | • Loss of access to a facility (1-5 days) |
|---|---|--------------------|--|
| Responsibility: <i>(role responsible for leading on this activity, plus deputies)</i> | | | The Director of Operations (with the support of available Senior Management Team members) |
| Potential impact on organisation if interrupted: | | | All field-based staff will be informed via email/phone by their line managers and administration team, if they were due to visit the site that day they will either be asked to work from home or, if delivering to a class, to transition to online delivery if that is possible. |
| Likelihood of interruption to organisation: | | | Students due in would be informed of either session cancellations, or the transfer of session to remote online learning where possible. For Southwest based students, use of the Head Office located Board Room, will be made available if possible. Additional sessions will be added onto the end of the academic term if required. |
| Recovery timeframe: <i>(how quickly must this function be recovered to avoid lasting damage)</i> | | | A decision would be made by the HR Manager and Director of Operations as to what was expected of L&F team members if they were unable to re-enter the building for any further extended period. |
| Resources required for recovery: | | | |
| Staff | | | Staff would be able to work from home, or for South West staff, from head office centre |
| Data / systems <i>(backup and recovery processes, staff and equipment required)</i> | | | Off site back up maintained with all important data |
| Premises <i>(potential relocation or work-from-home options)</i> | | | Field based staff have access to email/phones from home, Students in the South West, will either be required to attend L&F's Head Office Board Room or to tune in to their sessions via online lessons (MS Teams). London based learners will receive online delivery lessons Staff members (Teaching Learning Mentors/TLMs) will be given a brief, either to work from home, attend the Head office Board room with their Learner Group and/or deliver lessons online. TLM Staff primary transport method is by car, however alternative transport by public transport such as rail and bus are available. |

| | |
|---|---|
| | Head office staff have multiple transport options: car, public transport and walking. No apprenticeship delivery is carried out at our head office under normal circumstances. We do not offer transport to apprentices as part of the provision. |
| Communications <i>(methods of contacting staff, suppliers, customers, etc)</i> | The Director of Operations (with the support of available Senior Management Team members) would inform all relevant external salon partners including VTCT, learners and clients where deemed necessary. The relevant tradesmen will be called to estimate and carryout work to ensure the building is safe to return back to. Incoming Head office phone re-directs to relevant staff mobile numbers as appropriate. Also see Section 5 Contact Lists. |

c) Loss of access to a facility (long term/longer than 5 days)

Scenario:

The fire brigade and specialists have advised that the extent of the damage to the building means that extensive renovations and work will be needed to make it fit for purpose and use again. There is currently no specific time-line for how long the building will be out of action.

| Priority: | 3 | Critical function: | • Loss of access to a facility for more than 5 days/indefinite period |
|--|----------|---------------------------|---|
| Responsibility: <i>(role responsible for leading on this activity, plus deputies)</i> | | | The Director of Operations (with the support of available Senior Management Team members) |
| Potential impact on organisation if interrupted: | | | Inability to delivery face to face at the normal Academy/training site. The central hard drive system, including email is still available from all other locations; so TLMs and others can still access lesson content. People working from home still have access to computer services. |
| Likelihood of interruption to organisation: | | | This event would affect all TLM staff and Learners needing to access the Training/Academy site. All learning would either be moved to online delivery if possible, or to other appropriate facilities close by as appropriate (for example to employer in house facilities) to ensure learning is not affected or interrupted. All staff would be able to access their emails via the tablets or laptops provided to them for this purpose by L&F Training, if required to do so. Staff would be gathered in a local meeting room or coffee shop for a briefing and planning meeting (for the South West the meeting would take place |

| | |
|--|---|
| | in the Head Office Board Room; London based staff would meet at a convenient location as appropriate on the day and situation). |
| Recovery time-frame: <i>(how quickly must this function be recovered to avoid lasting damage)</i> | A decision would be made by the HR Manager and Director of Operations as to what was expected of the L&F team during this extended period (e.g. use of Head Office Board room; or temporary rental of other suitable accommodation to which face to face learning could be relocated). |
| Resources required for recovery: | |
| Staff | All field-based staff and learners affected will be informed via email and telephone by the Director of Operations (with the support of available Senior Management Team members) |
| Data / systems <i>(backup and recovery processes, staff and equipment required)</i> | As all of our documents are now stored electronically, and paperwork is only kept due to the requirement for ink signatures on all documents, we would have copies of all documents on the system. Therefore, copies of all lost/destroyed documentation could be retrieved via our electronic storage. |
| Premises <i>(potential relocation or work-from-home options)</i> | <p>Staff could work from home via their laptops or tablets.</p> <p>Learners would transition initially to online course delivery, until another appropriate facility to meet requirements was arranged in the vicinity.</p> <p>TLMs 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 options: car, public transport and walking. No apprenticeship delivery is carried out at our head office under normal circumstances. We do not offer transport to apprentices as part of the provision.</p> |
| Communications <i>(methods of contacting staff, suppliers, customers, etc)</i> | <p>The Director of Operations (with the support of available Senior Management Team members) would also inform relevant partners, to include our lead providers NOCN; NCFE, C&G and VTCT of our contingency plans for business operations over the next 5 days to ensure minimum disruption to our customer service delivery levels.</p> <p>The main L&F Training landline number is automatically re-directed to company mobile phones in the event of no answer, so that customer service delivery levels for new and existing customers could be maintained.</p> <p>Also see Section 5 Contact Lists.</p> |

d) Loss of access to information resources

Scenario:

The fire in the adjacent building spread to our building in the early hours of the morning. The building, its contents, all computers, electrical devices and all paperwork not in fire/waterproof safes has been destroyed by the fire and water of the fire brigades hoses. The building has been considered unsafe and condemned and readmission will only be allowed by a specialist team to recover fire proof safes in 5 days' time.

| Priority: | 4 | Critical function: | • Loss of access to information resources |
|---|---|--------------------|--|
| Responsibility: <i>(role responsible for leading on this activity, plus deputies)</i> | | | The Director of Operations (with the support of available Senior Management Team members) |
| Potential impact on organisation if interrupted: | | | You have lost all paperwork not in fireproof safes and all data held on hard drives of PC's. The central hard drive system, including email is still available from all other locations other than the building that has been denied access. People working from home still have access to computer services. |
| Likelihood of interruption to organisation: | | | This event would only affect staff and Learners needing to access the Training/Academy site. All learning would either be moved to online delivery if possible, or to other appropriate facilities close by as appropriate (for example to employer in house facilities) to ensure learning is not affected or interrupted. All staff would be able to access their emails via the tablets or laptops provided to them for this purpose by L&F Training, if required to do so. Staff would be gathered in a local meeting room or coffee shop for a brief and planning meeting (for the South West the meeting would take place in the Head Office Board Room; London based staff would meet at a convenient location as appropriate on the day and situation). |
| Recovery timeframe: <i>(how quickly must this function be recovered to avoid lasting damage)</i> | | | A decision would be made by the HR Manager and Director of Operations as to what was expected of the L&F team if they were unable to re-enter the building for any further extended period. |
| Resources required for recovery: | | | |
| Staff | | | All field-based staff and learners affected will be informed via email and telephone by the Director of Operations (with the support of available Senior Management Team members) |
| Data / systems <i>(backup and recovery processes, staff and equipment required)</i> | | | As all of our documents are now stored electronically, and paperwork is only kept due to the requirement for ink signatures on all documents, we would have copies of all documents on the system. Therefore, copies of all lost/destroyed documentation could be retrieved via our electronic storage. |

| | |
|---|---|
| <p>Premises <i>(potential relocation or work-from-home options)</i></p> | <p>Staff could work from home via their laptops or tablets. Learners would either transition to online course delivery, or would be relocated to another appropriate facility dependent on learning requirements.</p> <p>TLMs 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 options: car, public transport and walking. No apprenticeship delivery is carried out at our head office under normal circumstances. We do not offer transport to apprentices as part of the provision.</p> |
| <p>Communications <i>(methods of contacting staff, suppliers, customers, etc)</i></p> | <p>The Director of Operations (with the support of available Senior Management Team members) would also inform relevant partners, to include our lead providers NOCN, NCFE, C&G and VTCT of our contingency plans for business operations over the next 5 days to ensure minimum disruption to our customer service delivery levels.</p> <p>The main L&F Training landline number is automatically re-directed to company mobile phones in the event of no answer, so that customer service delivery levels for new and existing customers could be maintained.</p> <p>Also see Section 5 Contact Lists.</p> |

e) Loss of access to electronic data within the main site(s)

Scenario:

There has been an incident that has resulted in the Police not allowing the team to access the premises, electrical data within the main site is not accessible

| | | | |
|--|----------|---------------------------|---|
| Priority: | 5 | Critical function: | <ul style="list-style-type: none"> Loss of access to electronic data within main site |
| <p>Responsibility: <i>(role responsible for leading on this activity, plus deputies)</i></p> | | | <p>The Director of Operations (with the support of available Senior Management Team members)</p> |
| <p>Potential impact on organisation if interrupted:</p> | | | <p>There is information on the system that will be required within the next 8 hours to enable the continual running of the business effectively and efficiently. The central hard drive system, including email is still available from all other locations other than the building that has been denied access. People working from home still have access to computer services.</p> |

| | |
|---|--|
| Likelihood of interruption to organisation: | Students will be sent home or required to attend the satellite centre |
| Recovery timeframe: <i>(how quickly must this function be recovered to avoid lasting damage)</i> | A decision would be made by the HR Manager and Director of Operations as to what was expected of the L&F team members in the event of an extended period of closure for the building. |
| Resources required for recovery: | |
| Staff | All field-based staff and learners affected will be informed via email and telephone by the Director of Operations (with the support of available Senior Management Team members) |
| Data / systems <i>(backup and recovery processes, staff and equipment required)</i> | All staff would be able to access their emails via laptops or tablets provided to them by L&F Training for this purpose. Documentation will be retrievable via a backup hard drive which is located off site at a secure location, if the information cannot be accessed online. |
| Premises <i>(potential relocation or work-from-home options)</i> | <p>This event would affect all TLMs and Learners. All learning would be moved to online delivery or to another location as appropriate to ensure learning is not affected or interrupted</p> <p>TLM Staff 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 options: car, public transport and walking. No apprenticeship delivery is carried out at our head office under normal circumstances.</p> <p>We do not offer transport to apprentices as part of the provision.</p> |
| Communications <i>(methods of contacting staff, suppliers, customers, etc)</i> | <p>All field-based staff and learners affected will be informed via email and telephone by The Director of Operations (with the support of available Senior Management Team members).</p> <p>Also see Section 5 Contact Lists.</p> |

f) Withdrawal of Centre Approval Status

Scenario:

There has been an incident that has resulted in the Awarding Body withdrawing Approval Status from the Centre

| Priority: | 6 | Critical function: | • Withdrawal of Centre Approval Status |
|---|---|--------------------|--|
| Responsibility: <i>(role responsible for leading on this activity, plus deputies)</i> | | | The Director of Operations (with the support of available Senior Management Team members) |
| Potential impact on organisation if interrupted: | | | Without Awarding Body Approval status, the Centre will be unable to continue delivery of the standard or qualification being delivered to Learners from that awarding body. This may result in potential disruption to delivery of standard or qualification to the learner This would mean the potential loss of learners and business that may result in loss of funding, contracts and ultimately company closure |
| Likelihood of interruption to organisation: | | | L&F would seek to: 1. Work with the Awarding Body to see if approval can be regained. 2. work with another provider to enable the delivery of the course to learners to be continued uninterrupted. If this was not possible, L&F would make the decision to either: <ul style="list-style-type: none"> Continue delivery of learning without payment (duty of care to the learners) Liaise with ESFA to enable learners to be transferred to another provider without interrupting or adversely effecting their learning/course length. |
| Recovery timeframe: <i>(how quickly must this function be recovered to avoid lasting damage)</i> | | | A decision would be made by the HR Manager and Director of Operations as to what was expected of the L&F team members in the event of this situation arising; to manage expectations and seek a swift resolution. |
| Resources required for recovery: | | | |
| Staff | | | All field-based staff and learners affected will be informed via email and telephone by the Director of Operations (with the support of available Senior Management Team members) |
| Data / systems <i>(backup and recovery processes, staff and equipment required)</i> | | | If unable to access the Academy/Training suite, all staff would be able to access their emails via laptops or tablets provided to them by L&F Training for this purpose. |
| Premises <i>(potential relocation or work-from-home options)</i> | | | Though this event could potentially affect all TLMs and Learners, as well as other L&F Training staff; L&F Training premises should remain unaffected. So, access will still be possible to all L&F Training facilities. |
| Communications <i>(methods of contacting staff, suppliers, customers, etc)</i> | | | All field-based staff and learners affected will be informed via email and telephone by The Director of Operations (with the support of available Senior Management Team members). See Section 5 Contact Lists. |

5. Emergency Response Checklist

This page should be used as a checklist during the emergency.

| Task | Completed (date, time, by) |
|--|-------------------------------|
| Actions within 24 hours: | |
| Start of log of actions and expenses undertaken (see section 9 Action and Expenses Log) | |
| Liaise with emergency services (see section 6E Contact List – Emergency Services) | |
| Identify and quantify any damage to the organisation, including staff, premises, equipment, data, records, etc | |
| Assess the key priorities for the remainder of the working day and take relevant action. Consider sending staff home, to recovery site etc | |
| Inform staff what is required of them. Either work from home or use of our satellite centre | |
| Identify which critical functions have been disrupted (use section 3 Critical Function Checklist) | |
| Convene those responsible for recovering identified critical functions, and decide upon the actions to be taken, and in what time-frames (use section 4 Critical Function Analysis and Recovery Process) | |
| Provide information to: <ul style="list-style-type: none"> • Staff • Students • Suppliers and customers • Insurance company | |
| Publicise the interim arrangements for delivery of critical activities. All staff and students to be contacted via phone for arrangements to either work from home or use the satellite centre. Ensure all stakeholders are kept informed of contingency arrangements as appropriate | |
| Recover vital assets/equipment to enable delivery of critical activities. The essential equipment/resources/information that need to be recovered where possible are: Hard drive | |
| Daily actions during the recovery process: | |
| Convene those responsible for recovery to understand progress made, obstacles encountered, and decide continuing recovery process | |
| Provide information to: <ul style="list-style-type: none"> • Staff • Students | |

| | |
|--|--|
| <ul style="list-style-type: none"> • Suppliers and customers • Insurance company | |
| Provide public information to maintain the reputation of the organisation and keep relevant authorities informed | |
| Following the recovery process: | |
| Arrange a debrief of all staff and identify any additional staff welfare needs (e.g. counselling) or rewards | |
| Use information gained from the debrief to review and update this business continuity management plan | |

6. Contact Lists

a) Staff

This section contains the contact details that are essential for continuing the operation of the organisation.

| Name | Job Title | Mobile Contact | Email |
|------------------|------------------------------------|----------------|--|
| Juwairiyah Patel | Director of Operations MIS/Quality | 07564 017978 | juwairiyah@landftraining.com |
| Denise White | Apprenticeships Manager | 07943 512889 | denisewhite@landftraining.com |
| Gillian Dewsbury | Business Excellence Manager | 07736 023359 | gilliandewsbury@landftraining.com |
| Saima Ali | HR Manager | 07521 133477 | hr@landftraining.com |
| Sonia Ali | Director | 07902 021234 | finance@landftraining.com |
| | | | |

b) Key Customer Contacts

| Customer | Service / goods used | Telephone | E-mail |
|---------------|----------------------|----------------------|--|
| VTCT | Awarding Body | +44 (0) 20 8996 3030 | customersupport@vtct.org.uk |
| Skills First | Functional Skills | 0121 270 5100 | |
| BKSB | Functional Skills | 01623 413 333 | enquiries@bksb.co.uk |
| ESFA | ESFA Service Desk | 0370 2670001 | SDE.servicedesk@education.gov.uk |
| City & Guilds | Awarding Body | 0192 4930 800 | centresupport@cityandguilds.com |
| NCFE | Awarding Body | 0191 239 8000 | customersupport@ncfe.org.uk |
| | | | |

c) Utility Companies contacts

| Utility | Company | Telephone | E-mail |
|--------------------|------------------|----------------------------|--------------------------|
| Electricity | British Gas | 0800 111 999* | |
| Gas | BES Utilities | 08445678427 | |
| Telecommunications | Talk Talk | 0800 083 3003 | |
| Water | Water 2 business | 03457023797 03456002600 | Customer no: 19439583 |

d) Local Emergency Services contacts

| Service | Location | Telephone |
|--------------|--------------------------------------|---------------|
| Ambulance | Emergencies | 999 |
| Fire Service | Emergencies | 999 |
| Floodline | Information service | 0845 988 1188 |
| NHS Direct | | 0845 46 47 |
| Police | Emergencies Non-emergency matters | 999 101 |

e) Insurance and Finance Companies

| Service | Company | Telephone | E-mail |
|-----------|---------|---------------|--------|
| Banking | HSBC | 03457 404 404 | |
| Insurance | Hiscox | 0207 4486000 | |

7. Emergency Pack Contents

As part of the recovery plan for the organisation, key documents, records and equipment are held off-site in emergency packs stored at Gillian Dewsbury's home, in the South West and Juwairiyah Patel's home in London. Each pack may be retrieved in an emergency to aid in the recovery process.

The contents of each emergency pack comprise the following:

Documents:

- A copy of this plan, including key contact details
- Insurance policy

Records:

- Expense Claim Form templates
- Details of how to access the cloud based back up records
- Other form templates which may be required, including payroll template etc.

Equipment:

- Spare keys
- Torch and batteries

