



The
Development
Manager Ltd.

Continuity Plan for Apprenticeship Training and Other Training Programmes

This plan has been designed to protect the continuity of The Development Manager Ltd.'s (TDM) Apprenticeship and Bootcamp delivery in the event of any incident that will have a significant impact on the training provision for learners, following a major crisis, disaster or an event, and which creates the need for short-term closure or suspension of activity.

Continuity of learning is the continuation of education and training in the event of a short term or prolonged company closure. It is a critical component of our emergency management, as it ensures the continuation of teaching and learning for Apprentices or other learners despite the circumstances.

TDM wants to provide assurance that we have considered a wide range of risks that could impact our learners' ability to successfully continue or complete their funded programmes and that we have contingency plans in place to eliminate, mitigate or manage these risks.

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Key Principles

- TDM understands its responsibility of working with funding that originates from the public purse (taxpayers' money) to deliver Apprenticeship and Bootcamp programmes, thus TDM needs sound business management to order to maintain "continuity security" for learners on apprenticeships or other training delivery.
- All learners have the right to programme continuity and completion - in every circumstance. In Apprenticeships and any other programme learners' data must be easily and readily transferable to alternative providers should TDM's own delivery service ever be discontinued - for any reason. TDM have a responsibility to provide assurance that we have considered a wide range of risks that could impact learners' ability to successfully undertake or complete their programmes and TDM must have contingency plans in place to eliminate, mitigate or manage these risks.
- This plan is stored safely in our cloud-based intranet, together with all other TDM policies and
- procedures, which staff can access securely from any location.
- TDM maintains a register of company policies for all staff and acknowledgment by all staff that the policies have been received including updates resulting from any policy review. TDM policies and procedures form a key part of all new staff induction. This policy is reviewed on an annual basis and disseminated to all staff through the Monday team gatherings and the staff virtual learning environment (Staff VLE).
- All employees are asked to read and understand the contents of this policy and all other policies in order to act and respond accordingly. All staff are directed to ensure they report "Critical incidents", safety or Safeguarding concerns to the Leadership and Management Team at TDM.

Delivery and Programmes Structure

TDM operates a blended learning delivery model for our programmes.

There is a mixture of employer premises visits, virtual training, online learning and ad-hoc face-to-face, in-situ training at TDM training centres.

TDM training centres have been minimised to only ad-hoc interventions, for when a learner most needs it. For example, if they needed extra one-to-one support to prepare for a difficult exam.

Our training is delivered in the virtual classroom. TDM has a well-established Virtual Learning Environment (VLE) based on the award-winning learning Totara Platform and a range of web conferencing options including Microsoft Teams and Google Meet.

The VLE is the go-to place for learners to access, attend and work on all their training and learning requirements. Learners and their mentors (in the case of apprenticeships) can access:

- Their virtual classroom spaces with dedicated video conferencing/classroom through Microsoft Teams, where the trainer will deliver to a group of learners
- Their virtual coaching spaces with dedicated video conferencing room through Microsoft Teams, this can be attended by the apprentices and their mentors/employers for reviews with their TDM coaches
- Their pre-course activity
- Their tasks and assignments
- Their e-portfolio
- Their trainers' feedback and marking.
- Their individual learning plan

- Their calendar of courses and activities
- Their competencies checklist and training progress tracker
- Their reflective e-portfolio space

In addition, the dedicated coaches can also communicate with apprentices, employers and learners through:

- TDM telephone check-ins
- Company mobile phones
- Email communication

Alternative communication channels are also available to our staff through other widely available platforms, which TDM has a business subscription for:

- Microsoft 365 Business Premium
- Google for Business mobile phones
- Mahara VLE platform

The learners' documentation archive solution is cloud based, which is managed through a dedicated server infrastructure, ensuring daily backups.

Learners' e-portfolios are hosted in Mahara reflective e-portfolio platform, which they can download into a HTML or Leap2A format once they complete their programme or as necessary.

Risks, Threat to Continuity of Training and Mitigation Strategy

Risk	Mitigation Strategy	KEY Teams Responsible
Temporary training centre closure due to a local emergency or any other event	Apprenticeship interaction and training delivery will almost exclusively be delivered remotely, so it is determined there will be limited disruption to apprentices and employers. In the event of having to cancel a learner attendance to face to face intervention at a TDM training centre, TDM will ensure this session is rescheduled with the learner or that the coach visits the workplace. Should our training centres and HQ ever become unavailable for any reason, staff will be asked to work from home until further notice. TDM will aim to rectify any incident as soon as possible to resume normal activities.	Managers Support Academic

Temporary closure of the employer's premises for Emergencies.	TDM deliver Tech and Digital Apprenticeships and Training, as such we are confident that all our learners can access technology for the continuity of their programme. If any apprentice's employer needs to close their premises due to emergency events, TDM coaches will contact employers and learners to ensure they have alternative arrangements to work remotely or to ensure this will be in place, so continuity of training and progress of the programme is not halted. Our own virtual learning facilities are always available via internet connection. TDM can facilitate dongles for the learners who may not have internet connection available at home, or invite them to attend TDM training centres, whilst their employers resume normal activities. In the event of an employer ceasing their business or mass redundancies that affect the apprentices, TDM will work with the learner to try to find them alternative employment so they can continue their apprenticeship. TDM will ensure they follow the apprenticeship funding rules and maximise the support for these learners at risk.	Managers Support Academic
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Travel disruption	Most of the training is delivered via virtual means. However, our coaches visit the workplace to establish face to face interaction and rapport with learners and their employers/mentors. Given that employers premises are widespread, coaches are required to travel by car and mileage is paid to them. In the event of disruption to travel routes, all coaches are issued with portable IT equipment to enable them to work remotely. All coaches are equipped with Company mobile phones to contact their learners and employers in case the virtual means are not available. If needed the coaches can reschedule or ask for their workplace visit session to be remote using our VLE coaching rooms or TDM meeting platforms. If necessary remote visits can be completed using a mobile phone, as a last resource. Communications via email are always the preferred way to communicate with learners and employers after a coaching session to highlight the key points of a meeting and point them through the VLE records of the session. Apprentices need to make their own arrangements to travel to their places of work and, if a new recruit, the Career Builders discuss travel arrangements with them, so there is minimum risk of not being able to get there. If circumstances change, the Professional Development Coach (PDC) will support the apprentices with confidence and communication skills to talk to their mentor /employers to support them with travel arrangements.	Managers Support IT Academic Engagement
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Communication Channel unavailable	Coaches' interactions with learners, apprentices and employers are via a blended approach, combining some face-to-face visits to the workplace with virtual coaching meetings using our VLE conference room platform (Microsoft Teams), use of email, use of Company mobile phones, use of Company VOIP telephony facilities. It is very unlikely that all these systems will be down at the same time in any given scenario. However, if this were the case, the team understand their responsibility to continue customer support at all times, for example in extraordinary cases use personal mobile phone, with the number withheld, to contact learners and their employers. Apprentices and employers receive an induction on commencement of their programme pointing them to the TDM members that will support them through the programme and their contact details are available to them. Employers and learners are also encouraged to join the communities of interest we run in our social media platforms such as Mahara, LinkedIn, Facebook, Instagram etc. Whilst these platforms are not used for regular communication, TDM may reach out to learners via these means. Emergency contact numbers of key people at TDM in case of emergencies are contained within this policy.	Managers Support IT Academic Marketing Engagement
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Access issues when the Virtual Learning Environment is down	TDM will implement its business continuity plans to reinstate IT services as soon as possible and it will ensure TDM trainers have got access to the other available platforms, such as Google Meet as an alternative training location to learners. TDM has got a dedicated learner support team, who would contact all learners to inform of the alternative arrangements. If learners can still not attend the alternative virtual training sessions that were scheduled during a system outage, these will be rescheduled and recordings and/or additional support material provided for learners who were unable to attend sessions due to TDM's IT systems outage. Restoration of data can be achieved thanks to daily back-up of our business-critical systems. TDM uses the Maytas system in a dedicated server supported by Tribal group to ensure the storing of relevant programme data is backed up every 24 hours. TDM team use SharePoint for organisational collaboration and storing of relevant programme data which is also backed up every 24-hours. Registers for coaching and course delivery will be updated following the reinstatement of the VLE.	Managers IT Server Support Support Academic
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IT infrastructure failure	TDM runs their IT infrastructure in a dedicated server managed by experienced staff with 20+ years' experience in server management. Working together with a trusted server ISO 27001 certified supplier. TDM has in place processes and protocols for the ongoing monitoring and management of risks to our systems such as malicious attacks and has acquired Cyber Essentials Plus certification to ensure the cyber risks are minimal. TDM manages these risks of business-critical systems on a daily basis and ensures daily back-ups are possible with restoration of data from the latest back up, having in place: Full database and system replication including student virtual learning environments (VLE). Firewall protection and a skilled and up-to-date team of IT specialists who monitor system risks and maintenance. Regular Business Continuity testing to ensure business systems can be supported from one or another site.	Managers IT Support Support Academic
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Inability to recruit qualified staff to support with demand Withdrawal of programmes	TDM leadership and management team manage this risk via ensuring that the apprentices are looked after by two dedicated coaches, one is a PDC and the other is a Skills and Knowledge Coach who are specialist trainers in the virtual classroom. Through training and standardisation TDM ensures the different types of coaches understand and know how to support the learners in the unlikely event of a shortage of staff. Furthermore, TDM has got tech specialists and experienced educators in the leadership team who can act as trainers and coaches until the shortfall is resolved. TDM has a Talent Management Strategy and succession planning in place that ensures numerous member of our team are adequately trained to support learners in the classroom and as coaches. TDM work with a number of recruitment partners and a bench of trusted consultants that are available to be called in to support with a temporary shortfall. In the event of apprenticeship programme or qualification being withdrawn by Ofqual or Skills England, TDM will follow their advice and guidance. In all circumstances TDM will deliver the remaining of the academic training left to be delivered to all enrolled learners into the programmes, ensuring completion is done before the qualifications expire to be awarded.	Governors Directors Leadership Team Managers Support Academic
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Withdrawal of the Register of Apprenticeship Training Providers funding organisation Termination of contract whilst learners are still on programme	In the event of termination of agreement with the DfE as a result of TDM being removed from the Apprenticeship Provider & Assessment Register (APAR) and therefore becoming unable to continue the delivery of apprenticeship programmes, TDM will engage with the DfE and other funding bodies to make arrangements for effective exit to minimise the disruption to both learners and employers. The details of all Bootcamp learners and apprentices, their programme, progress made, registration with awarding organisations and evidence that is required to contribute towards successful completion of their programme and end point assessment (for apprentices) would be made readily available, via online platforms/secure servers. The primary goal of TDM is to see every learner/apprentice through to successful completion of their programme/apprenticeship standard and every effort would be made under such circumstances to enable this to happen. TDM leadership team will engage with the DfE to make arrangements for effective exit to minimise the disruption to both learners and employers. TDM forms part of the training providers networks in the different regions we operate, if possible, TDM will recommend to DfE the best suitable training providers to take over the apprenticeship programme for continuation of the learners training and our team will support the new training provider as much as possible with the data and information they need.	Governors Directors Leadership Team
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TDM Ceases to Operate	TDM operates on an annual budget that is approved at the Director level and created with the leadership team according to the circumstances that are happening in the sector. As a small provider our strategy is to grow steadily and focus on the quality of the apprenticeship delivery rather than focus on the quantity of learners. Our Governor for doing well, helps the leadership team focus on business sustainability and accounts are monitored and reviewed once a quarter for performance against budget. Thus, ensuring business decisions are calculated and carefully planned. TDM meets with its accountants once a quarter as well, to ensure managed accounts administration is progressing well towards the end of year financial statement preparations. This helps the Governors and Directors to see on-time financial performance of the business and advise and/or act accordingly. The risk to business closure is minimal unless our funding organisations terminate our contracts for our provision, in which case, despite our strong management practices, we will be forced to consider reduction in business services or closure. As TDM have never needed to assert copyright or intellectual property due to undertaking National standards in Education & qualifications plus industry approved exams. However, TDM owns all IPR of its employed staff, which is stated in their contracts. Therefore upon staff being no longer employed or the company cease to operate – the material produced by those staff members belong to TDM. If TDM were to closedown, where viable, first TDM will maintain key academic and administrative staff to allow current learners to complete their programmes of study. Where necessary, following consultation with employers and their learners, learners will be transferred to another training provider delivering the same apprenticeship in the area. All funding organisations, such as DfE will be always informed.	Governors Directors Leadership Team
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Continuity Plan TDM Key Actions

Key Staff	Role	In case of risk - First steps to implement plan
Derrin Kent	Managing Director	Notify the Management team on engagement with the plan and the business continuity plan (as applicable). Notify the Governors and enact the apprenticeship training continuity plan with other training organisations (where applicable). Notify the DfE or funding bodies (where applicable).
Elizabeth Hoyos	Operations Director & Academic Delivery Manager	Engage with the Business Infrastructure Support Team to arrange alternative training location for face-to-face delivery (if applicable). Ensure an apprentice, employer and all learner communication strategy is implemented (according to the situation)
Jonathan Barrett	Business Operations Manager	Arranging alternative premises. Put backup IT systems into place if anything fails. Engage with Finance Support Team to arrange transportation needs at speed (if applicable).
Carly Barnes	Quality Manager	Ensure continuation of delivery of learning to Apprentices & Skills Bootcamp and any other learners and notify any impact to all involved parties.
Jennifer Johnson	Compliance Manager	Engage with Data and Compliance Support Team to arrange data and compliance migration to another provider (if applicable).
Ian Hatton	IT Infrastructure Lead	Ensure server and IT infrastructure recovery, including an alternative server space if required

Apprenticeship Continuity Plan Emergency Contacts

Name	Organisation	Telephone	HQ Address
Derrin Kent Managing Director	The Development Manager	07792 569415	County House, St. Mary's Street Worcester WR1 1HB
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Lucy Bolton Senior Delivery Manager Higher Levels and Digital Skills	West Midlands Combined Authority	0121 200 2787	16 Summer Ln, Birmingham B19 3SD

Document Management

Document Name and Reference	Business Continuity Plan
Classification	External
Policy Ownership	This policy is owned by all staff at TDM
Policy lead originator and point of contact in relation to its content:	Jonathan Barrett -Business Operations Manager

TDM policy and procedure approval	Elizabeth Hoyos-Operations Director
Signature	
Date	10th January 2022

Version Control					
Issue Date	Revision Number*	Revision Date*	Revision Changes*	Initials	Next Revision Date
25/06/2019	001	N/A	Issued	BK,EH	Annually
25/06/2019	002	206/06/2020	Reviewed-Ensure plan covers lockdowns/pandemic	EH	May 2021
25/06/2019	003	10/05/2021	Reviewed, checked ESFA guidance	EH	January 2022
10/05/2021	004	10/01/2022	Reviewed, addition of document control	JJ,EH	January 2023

10/05/2021	005	22/05/2023	Removed the line Due to the Covid 19 pandemic Microsoft Azure solutions changed to Teams Removed: "We use OneFile" Changed staffing and responsibilities Added that if staff are required to use their personal mobile phone to contact employers/learners (as an exception), the number should be withheld. Changed 'all of our team are adequately trained to support learners in the classroom and as coaches' to 'numerous members of our team' Added Skills Bootcamp learners to 'Termination of contract whilst learners are still on programme'	JB	May 2024
10/05/2021	005	28/05/2024	• Changed some staff names and numbers. • Changed reference to BBB to Microsoft Teams. • Removed AEB • Removed PICS • Updated ESFA to DfE • Added that we have Microsoft Business 365 Premium. • Added statement on Intellectual Property rights	JB & JJ	May 2025
10/05/2021	005	19/05/25	• Removal of Jitsi, and Zoom • Updated order of some 'In case of risk -	JB	May 2026

			First steps to implement plan' duties		
10/05/2021	005	19/06/25	Updated IFATE to Skills England	AR	May 2026
10/05/2021	005	15/06/26	Updated staffing and added Cyber Essentials Plus. Also, attendance will be updated once systems are back up.	JB	May 2027