



## Twin Group Continuity Plan – COVID-19

### Assessment

1. In line with Twin’s business continuity planning, we have assessed the coronavirus impact on Twin as

Category		Assessment 09/03/20	Assessment 23/03/20	Assessment 28/06/21
A	Denial of access to workplace – short term	Very likely	Immediate	Immediate
B	Denial of access to workplace – short term	Very likely	Immediate	Immediate
C	Loss of key systems	Likely	Immediate	Immediate
D	Threat to the health and wellbeing of staff and learners	Immediate	Immediate	Immediate
E	Loss of key staff	Very likely	Very likely	Very likely
F	Threat to the financial resilience of the company	Immediate	Immediate	Immediate

### Purpose

2. This plan sets out procedures and authorities to respond to an emergency situation created by Coronavirus or an associated event. This plan will evolve as the coronavirus situation develops in our communities, regionally and nationally. There is a separate risk assessment and plan in place to prevent, as far as possible, an emergency from arising.

3. Twin’s business continuity management is a management process that identifies potential impacts that threaten Twin’s operations and provides a framework for building resilience with the capability for an effective response that safeguards the interest of the Company’s key stakeholders, reputation and value creating activities. A copy of this plan is shared with the SMT and held by the following to ensure its accessibility:



Originator: Head of Quality & Compliance  
Department: Quality & Compliance  
Version: 3.0/28 June 2021

Name	Job Title
Caroline Fox	CEO
Debra Jackson	COO
Joe Sayer	Director, International Division
Jacqui Fox	Director, Strategic Partners
Deep Khanna	Operations Director, Employability

### **Covid-19**

4. COVID-19 is a new illness that can affect lungs and airways. It is caused by the coronavirus, the symptoms of which are a cough, high temperature, shortness of breath. These symptoms do not necessarily mean an individual has the illness. The symptoms are similar to other illnesses that are much more common, such as cold and flu. Because it is a new illness, it is not known exactly how coronavirus spreads from person to person. Similar viruses are spread in cough droplets. It is very unlikely it can be spread through things like packages or food.

5. NHS England declared (3/4/20) Coronavirus a Level 4 Incident, the highest level of public health emergency in the UK. A pandemic illness represents serious general risk to (a) the health of learners and staff, (b) operations, (c) business continuity and (d) overall revenue/cashflow.

6. Some staff and learners are more at risk than others. European Centre for Disease Prevention & Control 5th Update (2/3/20) states "Individuals at highest risk for severe disease and death are people aged over 60 years of age and those with underlying conditions such as hypertension, diabetes, cardiovascular disease, chronic respiratory disease and cancer. Disease in children appears to be relatively rare and mild"

### **Authority to invoke and terminate this plan**

7. Chain of Command: Overall responsibility for risk management and business continuity is held by Caroline Fox (CEO) and in her absence, Debra Jackson (COO).

8. A Covid-19 Contingency Group was formed (09/03/20) to:

- Oversee, monitor and lead action in advance of and during and an emergency situation



- Oversee implementation of this contingency plan and lead/ensure development of more detailed plans as required
- Lead the response to developing situations
- Ensure the preparation of more detailed plans and contingencies as necessary

### Group Members

Name	Role
Caroline Fox	CEO
Debra Jackson	COO
Joe Sayer	Director, International Division
Vishal Verma	Chief Financial Officer
Jacqui Fox	Director, Strategic Partners
Morné Du Toit	Head of IT
Deep Khanna	Operations Director, Employability
Beth O' Shea	Ireland Director
Adrian Butcher	Director of Policy & Partnerships
Amanda Brade	Head of Quality & Compliance (Group)
Sarah Morse	Executive Head of Schools
Ann-Marie Graham	Operations Team Leader

The CEO, or COO in her absence, is responsible for declaring an adverse impact or disaster arising from the coronavirus in the event of, but not exclusively, the following:

- Immediate danger from health epidemic or pandemic
- A staff member or learner contracts or appears to have contracted covid-19
- A site/location is out of action for any reason for more than 24 hours



- A critical risk to payment or supply of services to Twin

10. In the event the plan is invoked, the CEO or COO will convene a planning meeting, a clear chain of command will be established and identified to all staff and agencies involved in resolving the issue(s).

### Procedures

11. **Event types:** The exact nature of an event cannot be predicted; however, a number of possible scenarios have been planned for. Using the Twins business continuity policy, the following specific events have been considered. The contingency plans may be reviewed and revised as the scale of a situation evolves.

Event Type		Contingency planning
A	<b>Denial of workplace access – short term</b> Office or centre not available for up to 2 working days	<b>If one of our centres/offices:</b> <ul style="list-style-type: none"><li>• Staff will be asked to work in a different centre or location if it is safe and appropriate to do so</li><li>• Where possible staff will be asked to work from home</li><li>• IT department notified by manager to ensure staff have twin issued equipment to continue with remote working</li><li>• Learners will be asked to stay away for two days and will be communicated with, in line with the communications plan</li><li>• Site and learner/staff personal information will be secured</li><li>• Landlord will be notified that the site is unoccupied</li><li>• Centre manager will follow the temporary site close procedure</li></ul> <b>If a referral partner, supply chain partner, outreach location or employer:</b> <ul style="list-style-type: none"><li>• Staff asked not to visit that location and instead to return to a Twin location if it is safe and appropriate to do so</li><li>• Where possible staff will be asked to work from home</li><li>• Daily contact to be made with the third party to check status</li></ul>



		<ul style="list-style-type: none"> <li>• Site and learner/staff personal information will be secured if an outreach location</li> </ul>
<p>B</p>	<p><b>Denial of workplace access – long term</b>          Office or Centre not available for more than 2 days</p>	<p><b>If one of our centres/offices:</b></p> <ul style="list-style-type: none"> <li>• Staff will be asked to work in a different centre or location if it is safe and appropriate to do so</li> <li>• Where possible staff will be asked to work from home</li> <li>• IT department notified by manager to ensure staff have twin issued equipment to continue with remote working</li> <li>• Commissioners to be contacted to agree measures around timebound documents and wet signature requirements</li> <li>• Partner communication to be distributed and a request for continuity plans</li> <li>• Learners will be asked to stay at home and will be communicated with, in line with the communications plan</li> <li>• Learners encouraged to participate in coordinated ‘gototraining’ or ‘zoom’ led tutor, careers IAG sessions and regulated learning operated from alternative or home locations</li> <li>• Site and learner/staff personal information will be secured</li> <li>• Landlord will be notified that the site is unoccupied</li> <li>• Where possible suppliers to that centre will be contacted and negotiate a pause on contracts</li> <li>• Centre manager will follow the temporary site close procedure</li> </ul> <p><b>If a referral partner, supply chain partner, outreach location or employer:</b></p> <ul style="list-style-type: none"> <li>• Staff asked not to visit that location and instead to return to a Twin location if it is safe and appropriate to do so</li> <li>• Where possible staff will be asked to work from home</li> <li>• Daily contact to be made with the third party to check status</li> <li>• Site and learner/staff personal information will be secured if an outreach location</li> </ul>



C	<p><b>Loss of key systems (including IT)</b>          Loss of telecoms, IT systems, office equipment</p>	<ul style="list-style-type: none"> <li>• VPNs set up, security rules adjusted to enable access to Twins desktops, servers and files from remote locations</li> <li>• Roll out revised remote working process to key staff and then stagger remaining staff over a 4 day process</li> <li>• Staff equipment inventory to be reviewed and distribute IT where required (Use learner classroom and breakout laptops)</li> <li>• Implement procedure for all work phones to have the Avaya app downloaded to forward all calls from mainline</li> <li>• Update website pages with detailed communication for all partners, participants and employers</li> </ul>
D	<p><b>Threat to health and wellbeing of staff or learners</b>          Coronavirus and Covid-19</p>	<ul style="list-style-type: none"> <li>• Risk assessment in place</li> <li>• Contingency plan in place – including dedicated isolation rooms in all centres</li> <li>• Communications plan in place – includes all staff, learners, partners and employers</li> <li>• Guidance provided to staff on promoting good hygiene, maintaining handwashing, managing risk and communications with central office and learners</li> <li>• Specific guidance to all learners on Covid-19 and mental Health using presentation slides to be delivered at next session</li> <li>• Those categorised by the as high risk to</li> <li>• Instruct infected people to stay away and self-isolate if necessary and use online 111.nhs.uk service</li> <li>• Send home people who develop symptoms</li> </ul>
E	<p><b>Loss of staff</b>          Sudden, unexpected loss of any member of staff</p>	<ul style="list-style-type: none"> <li>• Staff will be asked to be flexible in working in different locations or cover different roles</li> <li>• If staff absence is through isolation rather than sickness, the staff member may be required to work from home if possible and work activity will be prioritised</li> <li>• Project staff will be commissioned to work in priority areas lead by the group</li> </ul>



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F	<b>Loss of financial resilience</b> Sudden, unexpected loss of revenue	<ul style="list-style-type: none"><li>• Follow ACAS guidance on treatment of salary payments</li><li>• Keep the board, bank and suppliers informed using communications plan</li><li>• Liaise with funders daily</li><li>• Where centres are closed get a break in contract</li></ul>
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