



**GLOBAL ACADEMY**  
**MAKEUP • HAIR • PRODUCTIONS**

# **BUSINESS CONTINUITY PLAN**

# Business Continuity Planning

Global addresses Business Continuity of its core training business through the following planning process:

- **Impact Analysis:** The delivery of training contracts as core business is protected by differentiating it from other activities, such as one-off small training contracts, community activities and office rental, and each business/contract element of GLOBAL is allocated a cost centre, with a budget and staffing.

In response to potential income loss, the GLOBAL plans to reduce staffing and centre costs that are allocated to non-training activity. As a result, the GLOBAL plans to continue training contracts by altering staffing/overhead costs to that required for the delivery of ESFA contracts. This includes:

- Reduction in admin staff from 4 to 2
- Reduce the finance officer time from 6 to 4 days per month
- Shut down empty offices/communal spaces to reduce running costs
- A reserve equivalent to 3 months running costs and defining potential threats and the impact scenarios on contract delivery. These form the basis of the business recovery plan that identifies cost reductions for different levels of risk, impact and contingency action

- **Solution design:** In order to have the most cost-effective recovery solution, the training activity must meet two main requirements from the impact analysis:
  1. Minimum staffing/overhead requirements to deliver training contracts i.e. 2 self-employed tutors, sub-contractor delivery, 2 admin staff and 1 manager
  2. Time frame to adjust to the minimum staffing/overheads to ensure contract continuity. GLOBAL has a three-month transitional timetable
- **Implementation:** The execution of design elements identified in the solution design phase to include changes to activity, work packages and organisation during the solution implementation. This includes rewriting job descriptions and terms and conditions.
- **Testing and organisation acceptance:** To achieve organisational acceptance for business continuity measures to satisfy GLOBAL's recovery requirements and testing including changes to:
  - Other GLOBAL activity i.e. office rental and community activities
  - Job descriptions
  - Staffing and budgets
  - Business process test

- **Maintenance:** A review of the impact of organisational elements, as they may change over time, which is conducted by the Projects Manager and include:
  - Staffing changes and persona
  - Changes to key clients/contracts
  - Changes to key suppliers
  - Changes to non-core activity
  - Changes in GLOBAL investment and mission statement

## Contingency Planning

GLOBAL plans the following contingency planning as a key element of the Business Continuity Plan and includes:

- Building a reserve equivalent to 3 months running costs
- Conducting annual corporate planning and updating that includes:
  - Identifying core and non-core activity and preparing a contingency plan that lays out activity, staffing and overhead reductions necessary to protect the delivery of training contracts
  - Management accounts and financial forecasting
  - Risk assessments of each area of activity
- Contingency planning testing with staff to include changes to:
  - Organisational structure
  - Staffing and persona
  - Job descriptions
  - Changes to key suppliers
  - Changes to non-core activity
  - Changes in investment and mission statement
- Reviewing marketing activity to ensure the targeted recruitment on SFA contracts
- Quarterly review of monitoring information to ensure progress on SFA contracts is in line with projections

## Basic Assessment Methodologies

The basic assessment methodology relates to contract monitoring of learning contracts and of the business development of GLOBAL. The methodology is based on the assessment of the following:

- **Contract Delivery**
  - Performance monitoring of contracts, reviewing progress against targets
  - Use of learner progress data, ILR info, achievements of QCF units/qualifications
  - What are relationships with tutors like?
  - Quality of tutor delivery from observations, self-assessment, learner feedback
- **The Market**
  - Which markets/contracts represent income generation from core and non-core GLOBAL activity? – a financial analysis of GLOBAL activity
  - Plans for new markets/contracts
  - Review of the existing market and contract delivery
- **Products and services**
  - How they meet customer requirements
  - Which are the most profitable?
  - Price, cost, service and quality issues – assessment of unit cost/value for money
- **Marketing**
  - Are marketing methods right?
  - The unit cost
  - Targeting of new learners and clients
  - Review of recruitment numbers against targets, and learner profiles
- **Competition**
  - Who are they?
  - Their strengths and weaknesses
  - Feedback comparing GLOBAL and your competitors
  - GLOBAL strengths/weaknesses
- **Finance and cashflow**
  - Review of cashflow forecasting system and its accuracy – a review of previous forecasts against actual
  - Are income and surplus forecasts up to date?
  - Budgetary control review
- **Premises and equipment**
  - A review of premises capacity to assess capacity to deliver
  - Are they used to best effect?

- Is equipment up to date?
- Improvement/upgrade review
- **People**
  - Staff review
  - Organisational review
  - Use of training and development plans, and work assessment and supervision to ensure professional development
  - The capacity of staff to deliver – including tutor feedback, minutes of team meetings, observations
- **The management team**
  - Who are they?
  - Strengths and weaknesses – skills, knowledge and capacity
  - Training needs

## Basic Assessment Methodologies

The management process includes:

- 1. Planning team** of the CEO, key staff and subcontractors and define roles/responsibilities. *Deliverables:* Outline project plan
- 2. Define aims and objectives**
- 3. Define Project Scope and develop a work plan** to seek agreement with all stakeholders
- 4. An Initial Plan that** allocate tasks with timescales to the project team, co-ordinated by the CEO
- 5. Define resources, staffing and capacity to deliver. Include income and expenditures planning to forecast cash-flow requirements. A risk assessment of the weakest areas of delivery.**
- 6. Obtain Stakeholder buy-in through** consultation. Conduct a phase-exit review to ensure that the project is ready to move into the next phase
- 7. Publish and distribute the Project Plan to** all stakeholders, in line with the communications plan
- 8. Prepare progress reports using** monitoring information to review recruitment and delivery against targets, and recommendations for improvement. This includes an income and expenditure review
- 9. Project evaluation** by the CEO producing reports with information about which areas of the project are of concern and where problems are likely to occur in the future

10. Use monitoring analysis, with the support of the project team, to plan adjustments to help reduce risks, accommodate project changes, or to compensate for activities that have not occurred on schedule, and then republish the plan
11. Final project report produced by the CEO, including achievement of project objectives. CEO closes the project, including audited account, archiving of the project materials, and a lessons-learned document, and a project team celebration will be held

## Value For Money

The GLOBAL evaluates VfM through the economy, efficiency and effectiveness through the lifetime of the contract focusing on the learner journey and the financial expenditure:

- **Economy:** The project will monitor payments of staff, tutors and sub-contractors so that they reflect the market rate for the delivery of training. Staff and freelance tutors will be monitored for their time spent and activity on the project using workplans, individual supervision and team meetings. The sub-contractors' contract lays out the terms and conditions of delivery and costs per learner. This is monitored by the finance officer, who reconciles invoices against attendance records and learner achievement, and at monthly progress review meetings with all team members
- **Efficiency:** The GLOBAL uses team meetings and sub-contractor meetings to manage the most effective use of time in the delivery of contract outputs. This is supplemented by the finance officer, who produces monthly budget summaries, reconciled against forecast spend.
- **Effectiveness:** quality reviews of delivery of training through; session observations, team meetings, sample audits conducted by the Quality Officer, review of learner progress records, monitoring of learner achievement against targets, annual evaluation and self-assessment

GLOBAL implements VfM as follows:

- Integrating VfM principles into GLOBAL management, planning, review and decision-making processes
  - b. Adopting recognised good practice
- Undertaking VfM studies into areas of activity identified as worthy of review
- Benchmarking GLOBAL's activities against other similar activities and organisations where this is considered useful
- Responding to opportunities to enhance the economy, efficiency and effectiveness of GLOBAL's activities

- Demonstrating to internal and external observers that the achievement of VfM is sought in all activities undertaken
- Ensuring that all staff recognise their continuing obligation to seek VfM as part of their routine activities

<b>Reviewed by</b>	Compliance & Quality Assurance Administrator
<b>Reviewed</b>	Annually, before start of a new academic year
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**Reviewed: Signed:** B Levy..... **Date:** 05/06/25

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