



Continuity Plan 2019

(Updated November '19)

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1) Introduction

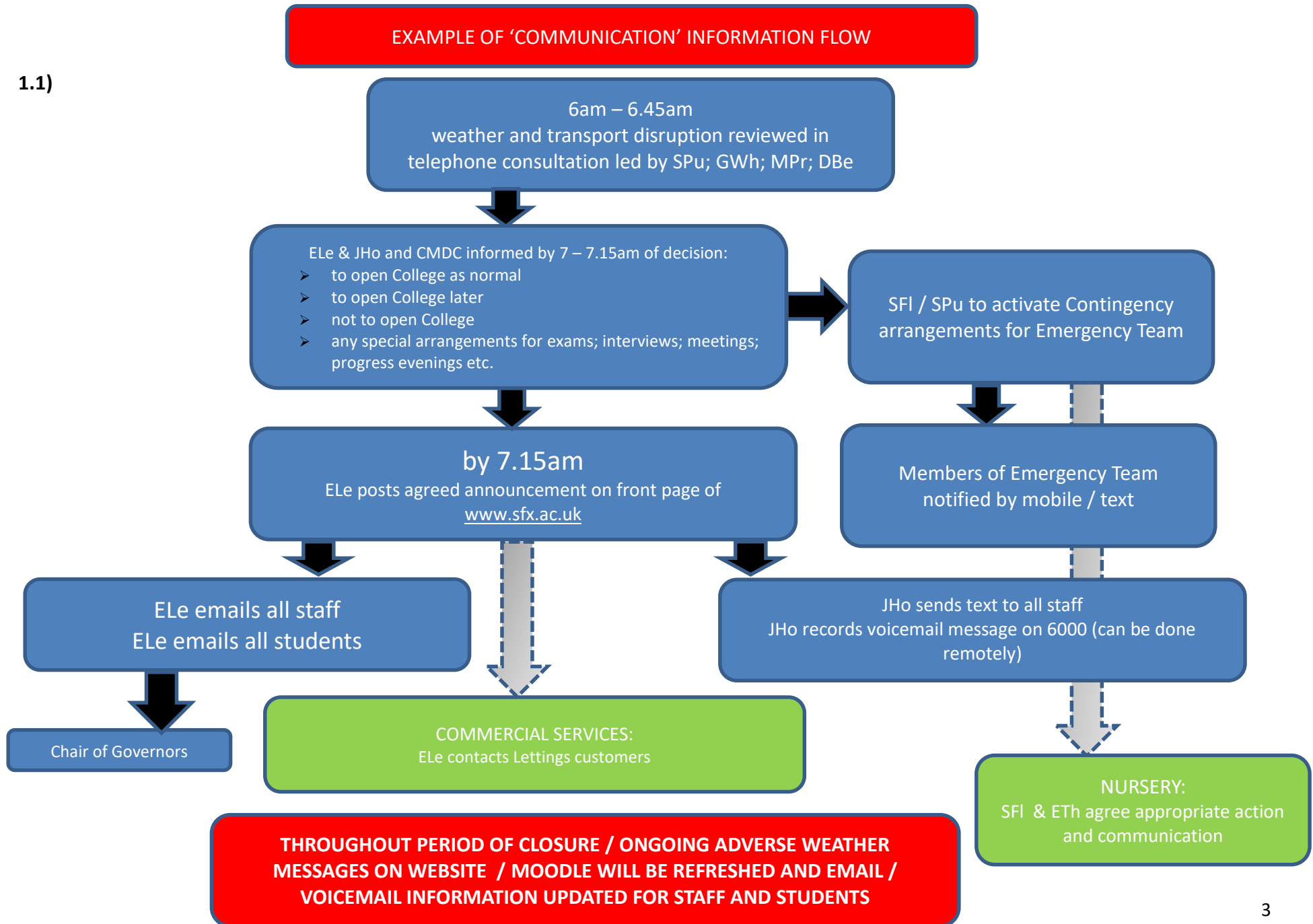
The College Continuity Plan is a document which outlines how the College would continue to operate in the event of both a serious crisis or short-term closure and all members of staff are therefore asked to familiarise themselves with the content of the plan.

Although much of the document concentrates on senior management responsibilities and resource issues, several aspects of the plan are relevant to all members of staff and these are summarised below:

- a) **Communication with Staff/Students** – Lines of communication with staff and students are based on a combination of messages on the website, email and telephone (see “Example of Communication Information Flow” diagram on page 3 for arrangements based on the closure of the College due to ‘adverse weather’).
- b) **Who is authorised to speak for the College?** In the event of a serious incident the Team leaders (Principal, Senior Business Manager or Associate Principals) are the ONLY persons nominated to liaise with the media – see page 13. On no account shall any other member of staff contact the media without authorisation from the Chair of the Governing Body.
- c) **Continuation of College Business** – In the event of a serious crisis or short-term closure many members of staff may be asked to work from home, however a Crisis Management Team (CMT) will be in operation and members of this team will be asked to attend College if practical to do so. All members of staff should continue to monitor messages on the website, College phone system and email.
- d) **Examinations Information** – See page 19 for important information on coursework and examinations.

It should also be noted that the Continuity Plan is a general document, outlining the way in which the College will approach a short or long-term crisis, set-back or system failure. As such, it is supported by a range of more detailed plans at department level – e.g. the IT disaster management plan, fire risk procedures, Health & Safety procedures etc. All of these documents should be consulted as appropriate to the needs of the ‘continuity’ situation.

1.1)



2) Objectives

The two main objectives of this Continuity Plan are:

- a) To avert, or to minimise the effects of a disaster.
- b) To bring the College back into full operation with minimum disruption.

3) The Crisis Management Team (CMT) & Management of an Incident

The CMT has ultimate responsibility for the development, implementation and monitoring of the Continuity Plan. Core membership is as set out in Section 9 (page 7).

4) Implementation

As soon as possible after a major incident the Principal will assess the situation to determine if the Continuity Plan needs to be put into effect.

If the Principal is no longer able to undertake the duties of the post, or is unavailable at the time of the incident, the Senior Business Manager will 'deputise' as Team Leader until such time as the Principal returns or the Governors appoint a successor. If the Senior Business Manager is unable to undertake these duties then team leadership will pass in turn to the Associate Principal Ethos and Student Welfare and then to the Associate Principal Curriculum, until the Principal or "Deputy" are able to resume overall responsibility.

5) Effects of a Major Incident

- The inability of the College to meet its contractual obligations to deliver its teaching programme to students and/or external fee paying clientele.
- Prosecution and litigation
- Adverse publicity

6) Types of Major Incidents

Large-scale incidents that should be considered significant include:

- Loss of Key Staff
- Fire

- Flood
- Explosion
- Serious adverse weather condition
- Vandalism
- Sabotage
- Theft
- Loss of confidential information/Data Protection issue/Loss of IT/MIS
- Extortion
- Serious accident
- Serious Assault
- Armed or Dangerous Intruder
- Bomb Threat
- Pandemic
- Notifiable disease

In some instances, these incidents can be due to natural-causes e.g. severe weather, while in other cases, equipment failure, progressive deterioration or human error or involvement may be the cause. They have the potential to lead to the following losses, which are likely to have a major impact on the operation of the College.

Loss of:

- Control
- Expertise
- Buildings
- Equipment
- Facilities
- Data
- Personnel
- Reputation
- Funding
- Income

7) Critical Losses

Some departments and facilities are considered to be crucial to the functioning of the College in either the short or long time. They include:

Critical Buildings/Facilities	Critical Losses
Essential Building Services (Electricity, Water and Gas)	Power, Lighting, Heating, Hot Water Services, Catering, Security Systems and Fire Alarm System, Data Services and Communications, Passenger Lifts.
Integrated Student Services (ISS) /Foyer	Reception, ISS, Fire Alarm System, Public Address System, Intruder Alarm, Security Gates, Estates Department, Student Records.
Principal's Office, Professional Services (HR) and MIS Data Services, internal corridor ground floor	Principal's Office, HR/Staff Records, College Information and Data system (MIS) Student Records (Physical Archives), Commercial Services Governance Records Lettings Agreements Corporate contracts, Estates Office, Computer Server Room
Xavier Block (Ground Floor)	Finance Department, Strategic Director of Financial & Physical Resources' Office (Funding & Finance records)
I.T. Rooms and Servers – Back up System	Communication systems
Examinations Department	Examination Papers/Store
Nursery	Loss of Income/Child Care Services

In some instances, the loss of individual rooms or services may not in itself be crucial; however, the loss of a number of similar facilities may constitute a crisis.

8) Risk Assessment

In order to minimise the possibility of a major incident occurring, the Senior Business Manager, Associate and Assistant Principals, Heads of Faculty, Heads of House and departmental managers shall ensure as far as is practicable, that any perceived risks have been determined, assessed and registered on the Health and Safety Section within the Shared Area of the network - the Health and Safety Coordinator (GWh) can offer assistance if required. There will also be separate disaster recovery plans for key areas (such as IT) and separate policies regarding 'safety and security' such as the student 'search and restraint' policy and the College 'lock-down' procedures which will be updated (and tested) on an annual basis.

9) The Crisis Management Team Details

Name	Title	Areas of Responsibility	Ext.
Stella Flannery	Principal	Team Leader	6001
Sally Plumb	Senior Business Manager	Finance, Estate & Data Management (Deputy Team Leader)	6009
Ciaran Graham	Associate Principal	Ethos & Student Welfare	6047
Graham Thompson	Associate Principal	Curriculum	6030
Jessica Hardy	Senior Head of House	Student Welfare	6329
Bernie Griffin	Assistant Principal & Head of Faculty 3	Curriculum	6065
Liz Haskins	Assistant Principal	Student Welfare	6095
Anna Griffiths	Head of Faculty 4	Curriculum	6331
Ashley Hall	Head of Faculty 1	Curriculum	6057
Aaron Takyi	Head of Faculty 2	Curriculum	6081
Jacqui Houston	Director of HR and SSMC	Cross College support staff functions (SSMC) and Human Resources	6005
Michael Atkinson	Director of MIS	MIS	6082
Shah Ali	Executive Director	Business Partnerships, IT, T-levels, T&L Innovation	6068
Margaret Searle	Head of Finance	Finance	6075
Gary White	Head of Exams & Health & Safety Co-Ordinator	Examinations, Health & Safety	6080
Mark Preece	Estates Manager	Building/Engineering etc.	6017
Eleanor Lewis	Clerk to the Governors	Informing Governing Body Commercial Services	6062
The Crisis Management Team may co-opt or invite other key staff as required.			

Other Key Staff

Name	Title	Ext.
David Berry	Deputy Estates Manager	6018
Rizwan Ali	IT Support Engineer	6024
Tommy Yorke	Senior IT Infrastructure Engineer	6064
Franklyn Sonoiki	Security Guard	6018

9.1) Management of Short-Term College Closures

The College may be disrupted due to events outside of our control, which will necessitate closure for part of a day or more. Such events include:

- Power failure
- Water failure
- Failure of Heating Services
- Severe snow or other hazardous weather conditions
- Serious Security risk
- Other

Information to staff and students regarding the current situation will be relayed via the college answer phone service and College website.

During these times, most staff will be sent home or requested to stay at home until further notice. However, it may be necessary to call on a number of key staff, and/or other members of the Crisis Management Team to remain at or attend college to help oversee the remedial action and to maintain essential services as determined at the time.

Key Staff required to attend (if reasonably practicable) under such circumstances may include members of the following departments, though this list is not exhaustive and particular arrangements will be made on the day or as conditions dictate.

- Members of the CMDC
- Estates (Full time staff only)
- Examination Staff
- IT/MIS (Technical Services) Staff
- Integrated Student Services (ISS) Staff
- Professional Services Staff (HR & Finance)

For this group of staff, (unless previously agreed) messages left on the website or College answer phone regarding the temporary closure will not apply and communications will take place via mobile phones and/or College email.

9.2) The Role of the Crisis Management Team

To manage a major incident by:

- Implementing alternative strategic arrangements contained within Departmental Emergency/Disaster Recovery Plans, Business Interruption Plans or College Health and Safety Policies. E.g. Bomb Threat, Power Failure/ IT failure etc.
- Ensuring statutory compliance with regard to RIDDOR (see College RIDDOR Policy available on the Staff Shared Area)
- Ensuring adequate resources are available to implement emergency plans
- Informing where applicable:
 - Chair of Governors and Governing Body
 - Diocese
 - Parents or next of kin
 - Insurance Company
 - Education & Skills Funding Agency (ESFA)
 - Wandsworth LA
 - Media
 - Police
- Organising assistance for parents to visit hospital etc.
- Enlisting the help of trained counsellors for stress or bereavement support
- Instructing Lawyers
- Maintaining adequate records

9.3) Specific Responsibilities of the Crisis Management Team

Principal:

- To oversee and facilitate the action plan.
- To disseminate information via the media.
- To report under RIDDOR (in accordance with RIDDOR policy).
- To inform appropriate bodies or HR.
- To appoint Lawyers.

Senior Business Manager / Associate Principals:

- To assist with the recovery process by assuming specified delegated tasks as determined by the Team Leader or Deputy Team Leader.

Clerk to the Governors:

- To keep the Chair of Governors and Governors informed.
- To relay written communication regarding the current crisis to the website and eST Dashboard managers.

Assistant Principals:

- To implement pre-determined departmental emergency plans and to deputise, as appropriate, for Associate Principals.

Senior Business Manager and Head of Finance:

- To set up emergency budgets and to monitor spending.

Estates Manager and Health & Safety Co-ordinator:

- To isolate and make safe building services.
- To prevent unauthorised access to areas of danger.
- To liaise with emergency services and specialist contractors.
- To procure temporary buildings; services or alternative accommodation.
- To appoint building consultants/surveyors.
- To report to the HSE under RIDDOR (In accordance with RIDDOR policy).

Director of HR and SSMC:

- To liaise with all support staff areas as required.

- To record news bulletins and information regarding the current crisis on the college telephone answering service.
- To activate 'call divert' on the college telephone system.
- To respond to diverted telephone calls made to the college (Clerk to Governors as back up)

10) Responding to a Crisis

- Out of Normal Hours – If the crisis concerns security of the college or the building fabric, e.g. fire or flood, the call is likely to be taken by a member of the Estates staff* via the alarm monitoring company or the police. The Estates staff member will assess the situation and attempt to contact the Estates Manager. If the Estates Manager is unavailable, the Estates staff member will contact either the Principal, Senior Business Manager or Associate Principals.
- The Principal, Senior Business Manager, Associate Principals and Estates team shall maintain the home/mobile telephone numbers of all members of the CMT and in periods of College closure will have access to the Principal/ Associate Principals' 'rota of availability'.
- * It should be noted that *no* member of the Estates Team or CMT is retained to be 'on call' during out-of-normal working hours, however the Senior Business Manager and Associate Principals operate several periods of holiday cover during the year and are committed, wherever possible, to attend the College in the event of a serious incident.

11) Implementing the Action Plan

a) Evacuation & Emergency Action

The procedures for safe evacuation of the premises and the alerting of the emergency services are as set out in the College Emergency Evacuation Procedures available on the Staff Shared Area. This is also available as part of the published 'Health & Safety Policy'.

b) Immediate security of buildings and salvage arrangements

The Estates Manager will arrange for the immediate security of the damaged areas, including arranging for temporary cover of exposed areas and storage of furniture, equipment etc. The Estates Manager will also supervise all salvage and recovery work, bringing in specialist firms where necessary e.g. salvage of books, electrical and electronic equipment etc.

c) Suppliers and Contractors

The Finance Department is required to keep a list of suppliers who may make deliveries to or who service the College so that they may be contacted to advise their staff/suspend or redirect delivery of supplies if necessary. The Estates Manager

maintains a list of Specialist Authorised Contractors who may be called upon to assist with refurbishment or emergency repairs.

d) Insurance

The Head of Finance shall notify the insurance company as soon as possible after the incident (and normally before any salvage work has begun).

e) Alternative Control Centre

Church of the Ascension, Malwood Road, Balham Hill London SW12 8EN	Contact: Dan Francis (Operations Manager) 020 8675 8626 office@ascensionbalhamhill.org.uk
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f) Telephones

To arrange alternative communications, send an email to Support@spitfire.co.uk followed by a phone call on "02075013030". This is to authenticate the source of the request.

Explain that you have a power outage or flood etc. and ask for a good will divert. The Team Leader may authorise the temporary hire of mobile phones for essential staff in addition to those already held by Senior Managers. The Senior IT Infrastructure Engineer should be contacted immediately so that he may contact the Supply Company to reinstate the system as quickly as possible or install additional lines at the Control Centre.

g) Key Contact Lists

The Director of HR shall keep up-to-date contact lists (work & home phone numbers and addresses of individuals and next of kin) of all staff and should be able to access student records in case of an emergency.

h) Course Sponsors & Commercial Clients

The Clerk to the Governors will keep a list of course sponsors and commercial clients to be contacted in case of an emergency and will be responsible for communications with these clients and for negotiating any alternative arrangements.

i) Contact arrangements and emergency numbers

If the College or part of the College is closed with no immediate alternative accommodation available, then the staff and students affected shall be advised to stay at home. Staff and students are expected to seek regular information bulletins regarding the immediate situation by visiting the College Website/SFX Dashboard or by dialling the College directly to listen to a recorded message which will relay up to date advice and instruction. If appropriate, The Team Leader will set up a help desk at the

Control Centre where students and staff can talk to someone on the phone or in person during working hours. Enquiry staff should be ready to offer useful information e.g. telephone numbers of Local Hospitals, Cruse, and Samaritans etc.

Key staff may need to be issued with temporary mobile phones (see 'f' above).

j) Internal Communications

The Team Leader will be responsible for the format and content of all internal communications to students and staff concerning the incident and its aftermath. Members of staff deputed to give out information should be well briefed, with a written statement provided to them by the Team Leader available for reference. A meeting of all staff should be arranged if possible on the same day to give information on the incident. Students should then be briefed in their class groups if appropriate. Questions should be answered as straightforwardly as possible. Only the facts should be presented, without speculation on the causes or consequences of the incident; in particular no blame should be attributed. If questions arise to which there are as yet no answers, this should be acknowledged honestly. Regular news bulletins should be issued, including up-to-date information on the location and contact numbers of all displaced staff and alternative teaching accommodation.

k) External Publicity

The Team Leaders (Principal, Senior Business Manager or Associate Principals) are the only nominated persons for media liaison. ***On no account shall any other member of staff contact the media without authorisation from the Chair of the Governing Body.***

The Clerk to the Governors will be kept abreast of developments in order to keep Governors up-to-date.

l) Alternative Accommodation

The Senior Business Manager and Estates Manager shall be responsible for procuring alternative accommodation. The Team Leader and Senior Business Manager will be responsible for assessing the amount and type of accommodation required, and the equipment needs. This information will be provided to the Estates Manager who may instruct Local Chartered Surveyors; he will also be responsible for any special storage and transport arrangements.

All furniture and equipment shall be clearly labelled prior to removal.

m) Office Re-scheduling

Where possible, alternative office space will be allocated to staff on the basis of priorities agreed by the Team Leader. Practical office reallocations if necessary will be the responsibility of the Associate Principal Curriculum and Senior Business Manager.

n) Examinations arrangements – see appendix 3

o) Temporary Staff

If temporary staff are required the Senior Business Manager and Director of HR & SSMC, should be contacted with all the relevant details so that they may contact an appropriate agency.

p) Counselling

If the incident has involved violence, injury, loss of life, or other stressful situation, the Team Leader will make arrangements for Counselling advice to be available for staff and students via the College Chaplain, College Counsellor or other external agencies.

q) Extra Travel Costs

If students have to pay extra travel costs to attend another site, then arrangements will be made to provide assistance with these costs. The Finance Department will calculate the additional cost involved and will make arrangements to make payments to students through the control centre.

r) Budget

An emergency budget will be available to cover additional costs associated with the emergency. The Team Leader will have discretion to use this budget in consultation with the Senior Business Manager. The Head of Finance is responsible for making any necessary arrangements for bank overdraft or loan, pending settlement of insurance claims.

s) Incidents off-site

A log of off-site incidents, where relevant to issues of continuity planning at the College should be maintained by the Team Leader, Deputy Team Leader or members of the Crisis Management Team

t) Expressions of Sympathy

A representative from the College should visit the injured in hospital and fellow staff and students should be encouraged to send cards and messages.

u) Funerals

Burial rites will vary according to religious faith and family wishes. A number of faiths require funerals to take place within 24 hours of death. A member of staff should therefore be appointed to swiftly make enquiries about burial customs and determine

if flowers are acceptable, and whether female and male representatives from the college, including students would be welcome to attend.

v) Assembly or Memorial Services

Consideration should be given as to whether it would be appropriate, following a suitable period, to hold a memorial service. It may also be appropriate to consider some lasting memorial, and/ or to mark anniversaries.

w) Monitoring

Staff should receive advice on how to look for signs that the distress caused by the incident is having a continuing effect on a member of staff or a student's performance. Staff and students should be asked to keep alert to differences in behaviour in one another and signal if they have any concerns that an individual may be suffering from stress related to an event. A member of staff should be designated to keep contact with anyone who has been injured to monitor their progress and re-entry into the College.

x) Record Keeping

The Team Leader shall ensure that an accurate written record of events is compiled for future reference. Each member of the CMT should be encouraged to keep a diary during the crisis that notes specific times that actions were instigated and completed. Diaries can then be used during team meetings to confirm specific action or instruction and help to provide crucial information for the final report.

y) Remote access to college network and online resources

Provided that the college IT network system is fully functional and the internet access is not disrupted, staff will be able to access the college system remotely:

- Online widely available resources

Accessible by the following URL links below and using any standard web browser:

Resources available:

- ✓ SFX Intranet – <https://intranet.sfx.ac.uk> – internal only
- ✓ SFX Dashboard – <https://portal.sfx.ac.uk> – external only
- ✓ SFX Moodle – <https://moodle.sfx.ac.uk> – internal/external
- ✓ SFX Webmail – <https://webmail.sfx.ac.uk> – internal/external

- VPN Resources

Only accessible by the following URL link below and using any standard web browser:

<https://vpn.sfx.ac.uk>

Username <type college username>

Password <type college password>

Resources available

- ✓ SFX Dashboard
- ✓ SelectHR
- ✓ User documents
 - User HomeDrive
 - DepartmentPrivateFolder
 - DepartmentPublicFolder
 - Admin Folders

COPIES OF CONTINUITY PLAN

The Principal shall ensure that all relevant staff hold an extra copy of the Continuity Plan and all contact lists at home.

APPENDIX 1: CHECK LIST

For Action Following Major Incident

Item no	Item description	By whom	Done ✓ or N/A
1	Secure damaged area	Estates Manager	
2	Contact salvage firms	Estates Manager	
3	Set Up Emergency Budget	Senior Business Manager	
4	Contact Insurers	Head of Finance	
5	Establish Control Centre & Helpdesk	Estates Manager/Team Leader	
6	Notify – Police, HSE, EFA, Chair of Govs, Diocese, Next of Kin, Media, Oliver House	Team Leader/Clerk to the Governors/ Senior Business Manager	
7	Set up information bulletins on Dashboard, Website and recorded telephone message	Team Leader assisted by Senior IT Infrastructure Engineer, Director of HR & SSMC and Clerk to the Governors	
8	Set up separate briefing meetings for staff & students	Team Leader	
9	Contact staff and students	Team Leader/Associate Principals/Assistant Principals	
10	Hire mobile phones	Senior IT Infrastructure Engineer	
11	Prepare public statement	Team Leader	
12	Procure alternative accommodation	Estates Manager/Senior Business Manager	
13	Hire temporary staff	Senior Business Manager/Director of HR & SSMC	
14	Course team meetings to discuss course and exam arrangements	Associate Principal and Assistant Principal Curriculum/ Head of Examinations	
15	Arrange counselling	Team Leader/ Director of HR and SSMC /Chaplain/College Counsellor	
16	Arrange to pay extra student travel costs	Team Leader/Finance/Bursary Department	
17	Maintain written record of events	Team Leader/CMT	
18	Newsletter to students and staff	Team Leader	

APPENDIX 2: EMERGENCY INFORMATION

EMERGENCY INFORMATION FOR TEAM LEADERS FOLLOWING A CATASTROPHIC EVENT		
LOCAL HOSPITALS		
Hospital	Address (if applicable)	Phone No.
St. George's Healthcare NHS Trust	Blackshaw Road, Tooting, SW17 0QT	020 8672 1255
King's College Hospital	Denmark Hill, SE5 9RS	020 3299 9000
Guy's Hospital	Great Maze Pond, SE1 9RT	020 7188 7188
St. Thomas' Hospital	Westminster Bridge Road, SE1 7EH	020 7188 8801
Croydon University Hospital (Mayday)	530 London Road, Croydon, CR7 7YE	020 8401 3000
COUNSELLING SERVICES		
Organisation	Comments	Phone No.
LAP – telephone counselling service 24/7	For all employees through College insurance	0330 058 4885
Samaritans	General counselling service	116 123
Cruse Croydon	Bereavement counsellors	020 8916 0855
Cruse Lambeth	Bereavement counsellors	020 7620 3999.
Cruse National Helpline	Bereavement counsellors	0808 808 1677
STAFFING AGENCIES		
Agency and Contact	Type of Staff	Phone / Email
Strategy Education Katie Raven	Teachers	01621 600 020 Katie@strategyeducation.co.uk
Reeson Education Rahul Bahal	Teachers	020 3841 0777 Rahul@reesoneducation.com
Destination Education Charlotte Martin	LSAs	020 8066 0472 Charlotte@destinationeducation.net
Reed Clapham Jeyda Ayer	Support Staff	020 7223 8484 /11528 Jeyda.Ayer@reedglobal.com

APPENDIX 3: EXAMINATIONS INFORMATION

Examinations Department Centre no. 11049

1. Security and Key Holders

There are four key holders to the secure store for examination and test materials, as permitted under JCQ regulations.

The key holders are:

- The Head of Examinations
- The Deputy Head of Examinations
- The ISS Examinations Administrator

A fourth set of keys is held in a secure key safe in the examinations office, room 244, to which the Associate Principal (Curriculum) – Line Manager for the Examinations Department – has access through a PIN code, though he would not normally be involved in the day-to-day running of the Examinations Department.

In the highly unlikely event of all four of the above personnel being indisposed simultaneously when access to secure exam materials is required, the College Principal or Senior Post Holder may access the keys by using the PIN number access, which would only be divulged to them if necessary.

2. Inability to hold a scheduled examination session due to the unavailability of the premises

Centre 11049 has only one site, so therefore provision is in place for an alternative venue.

In the event of a fire, flood or similar issue that made the centre inaccessible or closed due to health and safety reasons, examination venues would include:

- Local partner institutions such as *Christ The King SFC* and *St. Charles SFC*, both approved JCQ Examination Centres.
- The Ascension Church hall in Malwood Road, SW12 is also available *in extremis*

3. Inability to store secure materials

- In the event of the scenario outline above (point 2), if examination materials were still intact and uncompromised but it were not possible to guarantee their ongoing security (e.g. due to damage to the premises), then alternative storage facilities are available at our partner institutions (see above).
- In the case of the main examination venues at the college being unavailable (e.g. fire damage or flood) but the secure store being unaffected, as long as the overall premises were secure, then examination materials would continue to be kept in the existing secure store.

4. Emergency Evacuation (e.g. fire alarm sounded during an exam session)

- Separate procedures are in existence for this scenario. The documentation is included separately in the Examinations Department folder. It is also covered in *Examination Guidelines to Staff* (issued to staff for each examination session) and the *College Fire Policy*

5. Coursework and Examinations.

- The College is required to keep copies of all essential coursework and examination results in a fireproof safe, or a second (electronic) copy off site, to ensure that no essential information is lost in the event of a disaster. Course teams will meet as soon as possible to consider the effect of the disaster on student coursework and examination entry. This information will be disclosed to the Head of Examinations who will liaise with and be advised by the Awarding Bodies. Students should be offered individual advice sessions with a member of staff to discuss their concerns about the effects of the disaster on their work and any extra measures (advised by the Awarding Bodies) which are required to enable them to complete the course successfully.