

Business Continuity Plan

Ratification Date: 20/07/21

Signed: AJHawkins

Review Date: 12/09/25

Date of next review: September 2026

Version Control

Version	Date	Changes
1	20/07/21	
1.1	20/07/22	Update staff responsibilities and contacts
1.2	20/07/23	Full review; Updated staff responsibilities and contacts, updated landlord details
1.3	06/11/23	Reformatted document and update to contingency re site
1.4	14/06/24	Update to include East Anglia contact details p2 and p4; addition of EA alternative site p7, P31
1.5	04/09/24	Updated Suffolk Fire Safety contact details; reference and contact details for WMP removed
	12/09/25	Review, no amends

Review

This policy is reviewed annually to ensure compliance with current regulations. Approved and reviewed by The Board of Directors.

Key staff involved in the Business Continuity Plan: CEO Andy Hawkins; COO Dave Smith; COO East Anglia Richard Henwood

Liminal Education	
IN AN EMERGENCY	
1	IF APPROPRIATE, CALL THE EMERGENCY SERVICES ON 999 (OR 112)
2	CONTACT THE COO – DAVE SMITH ON: - 07889 451425 COO – EAST ANGLIA RICHARD HENWOOD ON:- 07444 123585
3	ALTERNATIVELY CONTACT THE CEO/DSL ON: - Andy Hawkins – 07488 301198 Sarah Hawkins – 07359 106663
4	GO TO THE EMERGENCY ACTIONS CARD COMMENCING ON PAGE 10

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i) Distribution List

Name	Job Title	Contact Details
Dave Smith	Chief Operating Officer	davesmith@liminalcic.org.uk
Richard Henwood	Chief Operating Officer East Anglia	richardhenwood@liminalcic.org.uk
Andy Hawkins	Chief Executive Officer	andyhawkins@liminalcic.org.uk
Sarah Hawkins	Student Wellbeing and Welfare Manager, Designated Safeguarding Lead	sarahhawkins@liminalcic.org.uk
Rachel Hatton	SEND CO	rachelhatton@liminalcic.org.uk

ii) Storage

A hard copy of this Business Continuity Plan (BCP) can be found in the following places:

- H&S file in the main office – H&S File (at the front)
- Off-site copy – COO and CEO secure location

The electronic version of this BCP is located here:

- Staff share drive – Policies PDF

All copies of this document which contain personal information and contact details must be kept secure at all times, whether paper based or electronically stored.

1.0 Preface

1.1 Description

This document is the Business Continuity Plan for the Liminal Education Ltd and provides an outline of the steps to be taken to effect recovery. This document should be used to assist recovery of operations and continuation of work, following a major incident or situation which gives rise to significant business interruption.

The aim of this plan is to ensure that Liminal Education can continue to meet its Core Objectives, react appropriately and expedite recovery in the event of a major incident or situation which gives rise to significant business interruption, which threatens personnel, premises or the operational structure of one of its academies and requires special measures to be taken to restore a normal service.

The sections in this BCP cover functional recovery, BCP ownership and the relationship with the major incident management process. In addition, there are key third party and internal contacts specific to Liminal Education.

This plan may be implemented, in whole or in part, on the authority of Liminal Education's Chief Executive Officer.

1.2 Document Purpose

It is not intended that this BCP should be used for all disruptions at Liminal Education. Minor disruptions should be resolved using routine management procedures. Appropriate Incident Management Teams will be activated for disruptions that are classified as major incidents.

The allocation of resources during the management of a major incident, such as workstations or meeting facilities, is subject to change by the IMT. The actual requirements will be determined based upon the operational priorities prevailing at the time, and the expected duration of the major incident. This Business Continuity Plan outlines the base requirements of Liminal Education.

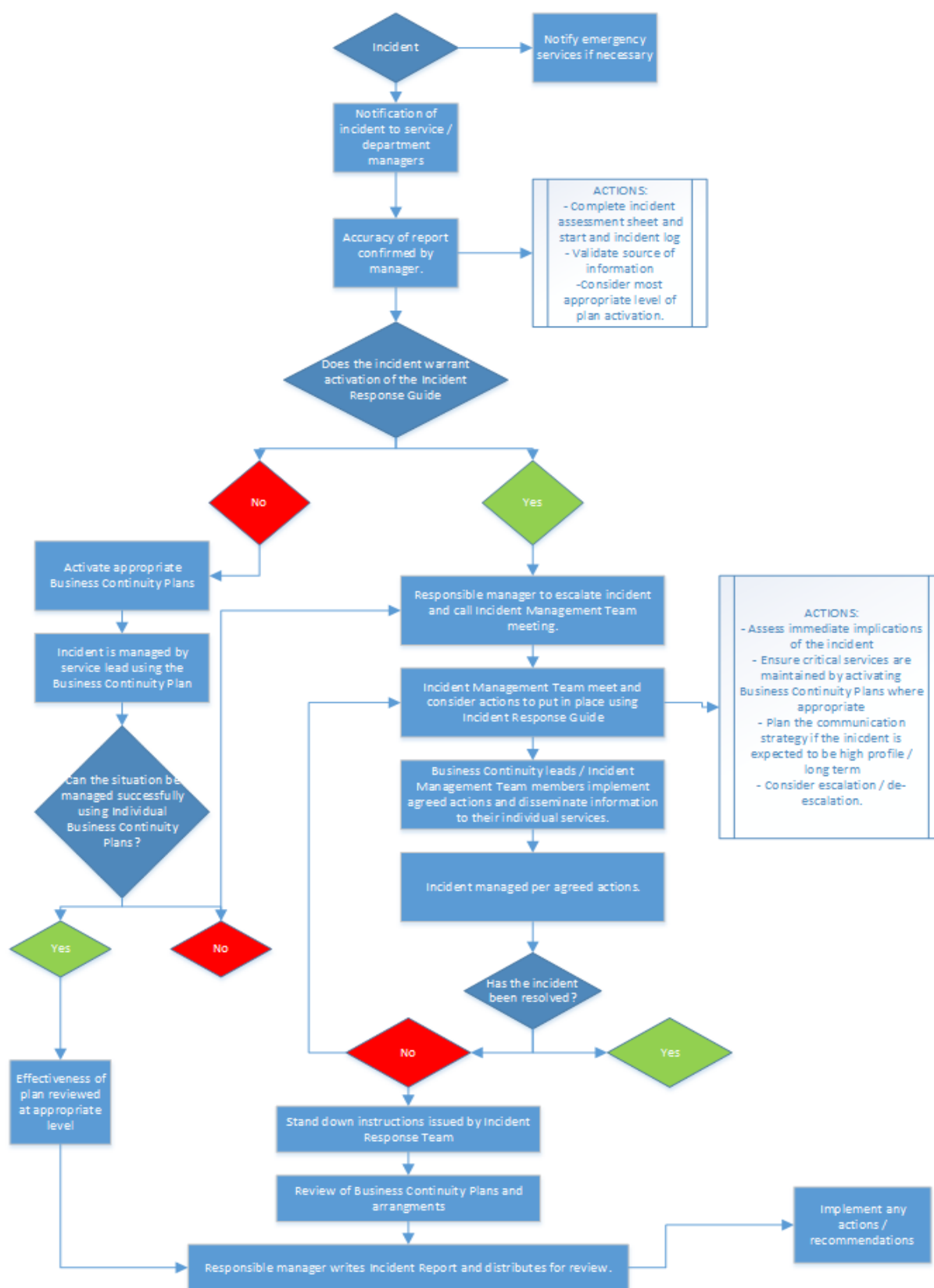
1.3 Definition of Terms

This document uses the following terms and abbreviations; their definitions are below:

Term	Definition
Business as Usual	The normal status of Liminal Education operations.
Incident Management Team (IMT)	The senior management team which will assemble in response to a major incident.
Incident Response Guide	The plan used by the IMT to respond to a major incident; 'the Emergency Actions Card.'
Major incident	A disruption which the IMT will be called out to respond to. See appendix C for escalating to the Incident Management Team.
Maximum Data Loss	The maximum amount of IT data (measured in time) which may be lost between the previous good backup and the point of IT service failure.
Recovery Time Objective (RTO)	The timeframe during which the process or IT service must be recovered to minimal capability, in order to prevent an unacceptable impact on Liminal Education .
Maximum Acceptable Outage (MAO)	The timeframe during which the process must be recovered to full capability, in order to prevent an unacceptable impact of loss upon Liminal Education.

2.0 Response

2.1 Initial Actions Flow Chart



2.2 Initial Alternative Meeting Point

Identified immediate alternative location for Liminal Education to manage the incident from, if primary location is:

Edit Education, Bizspace, Planetary Road, Willenhall, WV13 3SW

For East Anglia immediate alternative location for Liminal Education to manage the incident from, if primary location is:

The Bee Hive
Unit 1
35-37 Lower Cliff Road
Gorleston
NR31 6AB

2.3 Business Recovery Team

Incident Management Team

The individual Liminal Education's Incident Management Team is comprised of suitably experienced staff members and experts from relevant disciplines who are able to understand and manage the likely impact of a major incident in order to minimise disruption to the operation of Liminal Education

- The CEO
- The COO
- Student Wellbeing and Welfare Manager
- SENDCO

Incident Management Team Emergency Actions Card. The major incident Emergency Actions Card for use by the Incident Management Team is provided in Section Three. This includes:

- Stage 1 – Immediate Actions required;
- Stage 2 – First 24 hours;
- Stage 3 – 24 hours to 2 weeks;
- Stage 4 – Post Incident.

Person/Groups Responsible for the Actions

The following staff have been nominated to undertake relevant roles as part of their emergency action plan. Alternatively, these may be determined on the day by the CEO depending upon the nature and scale of the incident and the personnel available at the time. Roles are outlined in the table below:

Role	Name	Job Title	Responsibilities
BCP Lead	Dave Smith	COO	• Plan activation in consultation with, CEO and staff on site and/or Incident Management Team.

			• Contacting, calling-out and relocating the Business Recovery Team. • Briefing and keeping the Business Recovery Team informed. • Ensuring that all Business Recovery Team events, issues, expenditure, etc. are recorded. • Assessing the impact on your critical services. • Managing contacts with clients and service providers. • Addressing the service / team's critical service issues. • Carrying out business recovery tasks. • Responding to IMT priorities • Keeping the IMT regularly informed
Deputy BCP Lead	Rachel Hatton	SENDSCO	• Assume roll of lead in Dave Smith's absence • Roll call • Building sweep • Contact staff
Site	Andy Hawkins	CEO	Liaising with landlord and contractors
Communication	Sarah Hawkins	Student Wellbeing & Welfare Manager	Pupil Lead, Parent contact Arrange meetings
Communication	Andy Hawkins	CEO	Website
Communication	Rachel Hatton	SENDSCO	Staff/visitor Lead
Emergency First Aid	Dave Smith	COO	Assess, direct first aiders, liaise with emergency services
Technology	Andy Hawkins	CEO	ICT/Data retrieval/Network

Liminal Emergency Contact List

Details of each emergency contacts are listed in Appendix A. It should be noted that such personal information will be subject to the General Data Protection Regulation and personnel should be reminded that their details contained in this list may only be shared with the Emergency Services, Local Authorities and other organisations responding to an emergency situation.

It is imperative that details of the actions undertaken, and the decisions made during an emergency situation are recorded for use during any subsequent inquiries. Templates of such documentation can be found from section 4.0 onwards in the Business Continuity Plan.

2.4 Training and Exercises

The CEO and COO are responsible for ensuring that personnel with roles and responsibilities under this plan are properly trained and the plan tested at regular intervals.

The Incident Management Team will be responsible for maintaining and testing the Plan.

2.5 Review and Maintenance

The COO will be directly responsible for the overall handling, coherence and effectiveness of the Emergency Action and Business Continuity Plan. The COO is for ensuring that an annual review of the Liminal Education's Emergency Action Card is carried out and that any changes identified are incorporated. They will keep the CEO updated at all times.

Section 3.0 Emergency Actions Card

Any problems call: 07623 910065 for advice and assistance from Staffordshire County Council

STAGE 1 – IMMEDIATE ACTION REQUIRED

Serial	Action	Contacts/Comments	Person/Group Responsible	Date/Time Completed	Initis
1	Any member of staff who becomes aware of an actual or potential major incident or issue should:				
1.1	Establish/assess, where possible, the nature of the loss of service, the likely cause and likely timescale of recovery.		COO/CEO		
1.2	Evacuate the premises, if appropriate.	- Ensure everyone safe (including joint users and visitors); - Restrict access to the affected areas.	COO Site Staff Roles & Responsibilities as evacuation procedures		
1.3	Obtain a copy of pupils, staff and family contact lists.	Ensure a method to communicate is available.	COO		
1.4	Complete and maintain the appropriate Incident Documentation.	See Section 4.0 onwards of the business continuity plan.	COO/nominated person		
1.5	Record the details of casualties and obtain relevant information.		First Aid Lead		
1.6	Injury Considerations.	- Who is accompanying injured person(s) to hospital; - Provide accommodation; - Provision of immediate transport, assistance, and counselling.	First Aid Lead, COO to delegate Teaching / Support Staff		

			Transport: Liaison with referring agencies via COO Assistance: Emergency First Aider Counselling: Student Wellbeing & Welfare Manager		
1.7	COO, in consultation with the CEO, is to decide on further action dependant on incident being inside or outside Liminal Education time.	i.e. decide whether to transfer to neighbouring academies and schools; send children home; arrange transport and notify parents.	COO/CEO		
1.8	Establish priorities for salvage and advise emergency services and recovery team.	These might include key documentation and equipment.	COO/CEO		
1.9	Notify relevant emergency contacts of the incident.		COO		
1.10	Dependant on time scale and nature of incident continue to stage 2 or to post incident checklist .		Incident Management Team		

STAGE 2 – FIRST 24 HOURS					
Serial	Action	Contacts/Comments	Person/Group Responsible	Date/Time Completed	Initis
2.1	Establish/assess, where possible, the nature of the loss of service, the likely cause and likely timescale of recovery.	- Consider whether the incident can be managed locally; - Consider whether the incident requires the implementation of any special contingency arrangements; - Declare an emergency situation, if necessary.	COO Senior Leadership Team		
2.2	Activate the Liminal Education Incident Management Team, if appropriate.	- Consider suitable location for Team to manage the incident; - Consider calling for Civil Contingencies Emergency Vehicle. This can be done through the County Council.	COO		
2.3	Establish notification procedures.	- Staff – Text, Social Media, email, web site, meeting; - Parents – Text, Social Media, email, web site, meeting; - Keep all staff and people involved up to date; - CEO, COO and Chair of LAC.	COO, Student Wellbeing & Welfare Manager , SENDCO		
2.4	Ensure that the CEO is kept fully informed and updated on the ongoing situation.		COO		
2.5	Complete and maintain the appropriate Incident Documentation.	See Section 4.0 onwards of the business continuity plan.	COO/designated support		
2.6	Establish media communication.	Where applicable	CEO		

2.7	Establish priorities for salvage.	Notify Emergency Services (documentation, equipment etc.).	COO/CEO (assets / admin)		
2.8	Make alternative arrangements for examination groups, if appropriate.	Support from exam partner Ascentis	CEO		
2.9	Record Financial expenditure.	To be communicated to the CEO	COO		
2.10	ONGOING INCIDENT CHECKLIST – STAFF				
2.10.1	Hold a staff briefing session as soon as possible.	Select an appropriate location to do so. Consult with the CEO.	COO/ SLT		
2.10.2	Ensure all health & safety risks have been identified and are being managed.	Consult CEO	COO		
2.10.3	Communications.	Provide written information regarding the incident and how it will affect the Liminal Education.	COO		
2.10.4	Consider rotas and timetables.	- Staff Rota; - Pupil timetables (exam issues).	SENDSCO, DSL		
2.10.5	Allocate staff at set locations to meet pupils returning to the site.		COO		
2.11	ONGOING INCIDENT CHECKLIST – PREMISES				
2.11.1	Premises check list.	- Obtain building plans; - Walk through the building to amend and then mark on them the areas which have been affected by the incident; - Note any relevant amendments (obstacles, toilets, fire escapes etc); - Communicate to staff and pupils. - Consult Operations Manager if required.	COO		

2.11.2	Reallocate space	• Parking; • Student areas; • Staff working areas etc.	CEO/COO		
2.11.3	Review procedures for:	• Site Security; • Health & Safety; • Fire Prevention; • Flood Protection; • Site Security; • Consult Operations Manager if required.	COO		
2.11.4	Review lettings and joint use arrangements.	Contact lettings. Discuss changes.	CEO		
2.12	ONGOING INCIDENT CHECKLIST – PUPILS / PUPILS				
2.12.1	Notification.	• Hold session to pass on information, maps and timetables. • Consider appropriate locations to do so. • Communicate changes.	SENDSCO		
2.13	ONGOING INCIDENT CHECKLIST – PARENTS/GUARDIANS				
2.13.1	Hold parents/teachers meetings.	• Issue information sheet; • Letters issued via pupils; • Plan further meetings where required; • Update web site.	COO/ Student Wellbeing & Welfare Manager		
2.13.2	Change the message on the answer-phone regarding changes to student attendance, etc.		CEO to delegate		

2.13.3	Provide notices around the site perimeter regarding progress.		COO to delegate		
2.13.4	Update information to users, directors and local stakeholders.	- Pupils, staff, parents, CEO and LAC members; - Instigate communications plan, which covers such things as notice boards, newsletter, web sites, reception points, social media.	CEO to delegate		

STAGE 3 – 24 HOURS TO 2 WEEKS					
Serial	Action	Contacts/Comments	Person/Group Responsible	Date/Time Completed	Initis
3.1	Review Stages 1 and 2.		Incident Management Team		
3.2	Identify most urgent ongoing issues.	Liminal Education will need to focus particularly on key educational needs.	COO Senior Leadership Team		
3.3	Identify useable facilities on site, or if there are no usable facilities on site, ensure accessibility to alternative provisions.		COO		
3.5	Review welfare support for pupils, parents and staff.	Establish counselling where required.	CEO/COO		
3.7	Establish supply cover for teaching/non-teaching staff.	In consultation with the CEO	CEO/COO		
3.8	Check/reschedule examination arrangements.	Liaison with Ascentis/any other awarding bodies	CEO		
3.9	Update information to Liminal Education users and local community.	- Pupils, staff, parents, CEO; - Implement a communications plan, which covers such things as notice boards, newsletter, web sites, reception points.	COO/delegate		

3.10	Formalise the revised transport arrangements.		COO/delegate		
3.11	Review services/deliveries to site.	In consultation with the CEO	COO		
3.12	Prepare inventory to furnish alternative accommodation.	Obtain support from CEO	COO		

STAGE 4 – POST INCIDENT

Serial	Action	Contacts/Comments	Person/Group Responsible	Date/Time Completed	Initis
4.1	Once the incident is nearing closure, when circumstances permit, plan for its stand down.	Continue communication with key stakeholders.	Incident Management Team		
4.2	Consider a phased process with the acknowledgement that certain activities may have to continue for some time e.g long term clean up.	Continue communication with key stakeholders.	CEO		
4.3	Notify all contacted officers that the incident is closed.		COO		
4.4	Ensure that all personnel are accounted for.		COO		
4.5	Arrange de-briefs for all staff involved including partners where applicable	- Hold debrief immediately; - Internal structured de-brief within two weeks; - Inter-Agency structured de-brief as required.	CEO/COO		
4.6	Complete and retain all documentation related to the incident in accordance with the Compliant Records Management Policy.	- Incident Notification Forms; - Incident Log Sheets; - All completed Action Cards; - All other paperwork/associated documentation relevant to the incident including electronic records.	COO		

4.7	Review all risk management documentation which relates to the incident.	Obtain support from the COO and Operations Manager as required.	CEO		
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4.0: Incident Assessment Sheet Template

Note: The criteria in the table below should be used as a guide when assessing the incident and some points may not be relevant depending on what has happened.

Date:		Time:	
Major Incident trigger points.			Incident (Tick)
1. Have there been fatalities or multiple serious injuries suffered by any members of staff or third parties on Liminal Education-related activities or is there significant risk of these occurring?			
2. Are there other serious staff or third party welfare implications affecting many people? E.g.: • Critical illness. • Displacement / Loss of contacts. • Trauma / Kidnap.			
3. Will provision operations be significantly interrupted? E.g.: • Exclusion from site • Failure of key processes. • IT /communications disruption.			
4. Is the provision's reputation under serious threat?			
5. Is there intrusive media involvement?			
6. Is a major commissioning relationship or partnership under threat?			
7. Is there a threat of serious liquidated damages or other financial claim?			
If any of the above can be ticked, contact CEO immediately. The Director on Call can be contacted via 07623 910065.			
Assessment criteria			
1. Expected duration:			
2. Health and safety:			

3. Impact on people (welfare, transport):
4. Impact on buildings and property (security, cordons):
5. Impact on IT and communications (network, telephony):
6. Impact on operations/ frontline services
7. Possible future outcomes:
8. Potential for escalation or spread:
9. Potential for media involvement:
10. Implications for reputational damage:
11. Insurance implications

12. Other						
Stakeholder list						
		All Staff	Local community	Media	Regional partners	Executive
	Emergency Services	Schools		Volunteer Organisations	Local Businesses	National Government
	Commissioned Service Providers	Other	Other	Other	Other	Other

5.0: Incident Log Sheet Template

This form should be used as a log of events which have occurred following the incident.

[illegible]

6.0 Recovery Priorities

6.1 Process recovery template

Prioritise your recovery based on process Recovery Time Objectives. Remember that Estates & Facilities and Information Services may be recovering also, and may need to focus on their own recovery. As such, it may not be appropriate to start recovery immediately.

Process	Process Owner	Recovery Time Objective	Maximum Acceptable Outage
[Communications to / with Parents and / or Guardians]			
[Examinations]			
[Catering]			
[Delivery of curriculum]			
[Extra-curricular clubs]			

6.2 Critical Process Recovery Strategy Template For processes identified as critical, a recovery strategy needs to be devised. The below table should be used to determine such strategies. The emergency action cards starting on page 12 of the Business Continuity Plan should be developed to assist you in achieving the minimum recovery requirements for each critical process, within their recovery time objective timescales.	Recovery Timescales					
	½ day	1 day	3-5 days	1-2 weeks	3-4 weeks	1 month +
Recovery Strategies						
What are the key tasks that need to be prioritised?						
Where else can the process be conducted? Examples to consider: - An undamaged part of the building (possibly replacing a lower priority service) - Somewhere the process is already conducted (another site) - A temporary alternate site - Work from home						
What are the key job roles for this process and who else can do the work? Examples to consider: - What are the key job roles for this process? (e.g. must have 1 team leader available and 1 technical advisor). - Employees in another location - Employees who have formerly performed the work - Temporary members of staff, contractors or a contract service						
What can be substituted for normal technology access? Examples to consider: - A manual workaround process - Accumulate data for later input - Go where the network is not impacted						
What if a commissioned service fails to deliver? Examples to consider: - Acquire from inventory or alternate supplier - Workarounds - Do work in-house						

What if critical equipment becomes unavailable?

Examples to consider:

- Outsource to someone else's equipment
- Borrow, rent, lease, purchase
- Go where the equipment is available

What if this process cannot operate?

Examples to consider:

- Alert dependent processes
- Provide assistance (including ETA and updates)
- Divert them to an alternate source.

6.3 Resource Recovery

Allocation of resources during the management of a major incident, such as space or workstations, is subject to change by the Liminal Education Incident Management Team. The actual requirements will be determined based upon the operational priorities prevailing at the time, and the expected duration of the major incident. The following tables outline a preference model for Liminal Education. The re-provisioning of general space will be managed by the CEO; the table below outlines the strategy for providing such space. The actual availability of space may be subject to resource constraints.

Location						
Preferred Recovery Location						
Resource Recovery	Business as Usual (BAU)	½ day	1 day	3 -5 days	1 -2 weeks	3 – 4 weeks
Staff						
Teaching space						
Office workstations (includes pc, desk, phone)						
Remote Working						
Specialist Space						
Other resources						
Documentation						
Specialist IT and Hardware						
Other (e.g. specialist equipment)						

6.4 Dependencies / Suppliers Record

#	Who do you depend on	Who depends on you
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		

6.5 Critical Periods Record

#	Critical Activity	Months Expected / Scheduled	Processes Affected
1			
2			
3			

6.6 Salvage Priorities Record

#	Salvage Item and Description	Location	Comments
1			
2			

7.0 De-brief

Conduct a debrief at an appropriate time following resolution of the incident.

Debrief conducted on (date / time)

At (location)

Individuals involved in the Meeting were:

Role	Role Holder	Role	Role Holder

Additional Attendees (if required):

Name	Role	Name	Role

7.1 Debrief Points

The matters listed below should be considered but comment is not necessary under each heading.

Incident detection and escalation:
Call out:
Information available:
Communications:
Effectiveness:
Decisions made:
Response of staff:
Costs and expenses:
Training implications:

Impact on the Liminal Education:

Other comments:

7.2 Actions Arising from the Debrief

#	Action	Assigned to	Deadline
1			
2			
3			
4			
5			
6			

Appendix A: Contact List

Liminal Education Incident Management Team:					
Name	Job Title	Email Address	During Office Hours	Mobile	Out of Hours Contact Number
Andy Hawkins	CEO	andyhawkins@liminalcic.org.uk	07488 301198	07488 301198	07488 301198
Dave Smith	COO	davesmith@liminalcic.org.uk	07889 451425	07889 451425	07889 451425
Sarah Hawkins	Student Wellbeing and Welfare Manager, Designated Safeguarding Lead	sarahhawkins@liminalcic.org.uk	07968 561883	07968 561883	07968 561883
Rachel Hatton	SENDCO	rachelhatton@liminalcic.org.uk	07703 0200019	07703 0200019	07703 0200019
Richard Henwood	COO East Anglia	richardhenwood@liminalcic.org.uk	07444 123585	07444 123585	07444 123585
Landlord details		Address		Contact Information	
FSC		Stringes Close, Willenhall, WV13 1LE		Adrian Smith 07572 171991	
East Anglia – Lowestoft and Yarmouth RUFC		Old Lane, Corlton, Lowestoft, NR13 5HE		Yvonne Titterington	
Service / Team			Number		
Emergency Services			999 – emergencies 101 – local police non-emergency number 111 – NHS medical helpline. 112 – emergencies		
West Midlands Fire and Rescue Service			0300 058 9000 – general enquiries		

Suffolk Fire and Rescue Service	0800 389 5525 – safe and well 01473 260588 – general enquiries/safe and well
Insurance Provider	Building – via Landlord, FSC; East Anglia LYRUFC Other – Markel via CEO

Appendix B: Loss of ICT Action Card - Template

- Assess the situation from the provider and identify the likely length of network outage or system downtime.
- Identify a suitable manual work around.
- Identify alternative means of communication to inform senior managers and key stakeholders of the problem and identified temporary solutions.
- Use resource requirements shown in Section 6.3 to outline resources required by the team.
- Add others as required.

The Recovery Time Objective (RTO) and Maximum Acceptable Data Loss (MADL) below represent the current capability to recover from the loss of each IT service. A failure of multiple IT services may take longer depending upon resource availability.

The RTO is the timeframe during which the IT service must be recovered in order to prevent an unacceptable impact of loss.

The MADL is the maximum amount of IT data (measured in time) which may be lost between the last backup and the point of IT service failure.

Please note: The table below currently shows your requirements, not the capability of the IT department, this should be used as a reference point until IT are in a position to provide their capabilities.

[illegible]

Appendix C Business Continuity Plan Maintenance Record Template

The following form should be maintained by the BC Plan Owner as a status record of maintenance. The Business Continuity Recovery Team should also be notified and sent an updated version.

Plan updated (dd/mm/yyyy)	Updated by	Next scheduled update (dd/mm/yyyy)

INCIDENT NOTIFICATION SHEET					
1) CALL RECEIVED BY:		EMERGENCY SERVICES INCIDENT NUMBER:			
2) CALL RECEIVED FROM:					
3) DATE:		4) TIME:			
5) WHAT HAS HAPPENED?					
6) LOCATION:					
7) GRID REF:					
8) SERVICES INVOLVED:		FIRE >>>>		POLICE >>>>	
OTHERS:					
9) WHAT IS REQUESTED?					
10) SPECIALIST ADVICE REQUIRED:					
11) WHO IS OUR CONTACT POINT?		NAME:			
		TEL NO:			

12) ANY OTHER INFORMATION:

[illegible]

