



Business Continuity Policy

East Birmingham Community Forum (EBCF)

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Business Continuity Plan

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1. Aim of the plan

This plan has been designed to prepare *EBCF* to cope with the effects of an emergency. It is intended that this document will provide the basis for a relatively quick and painless return to “business as usual” regardless of the cause.

2. Objectives of the plan

To provide a flexible response so that *EBCF* can:

- Respond to a disruptive incident (incident management)
- Maintain delivery of critical activities/services during an incident
- Return to ‘business as usual’ (resumption and recovery)

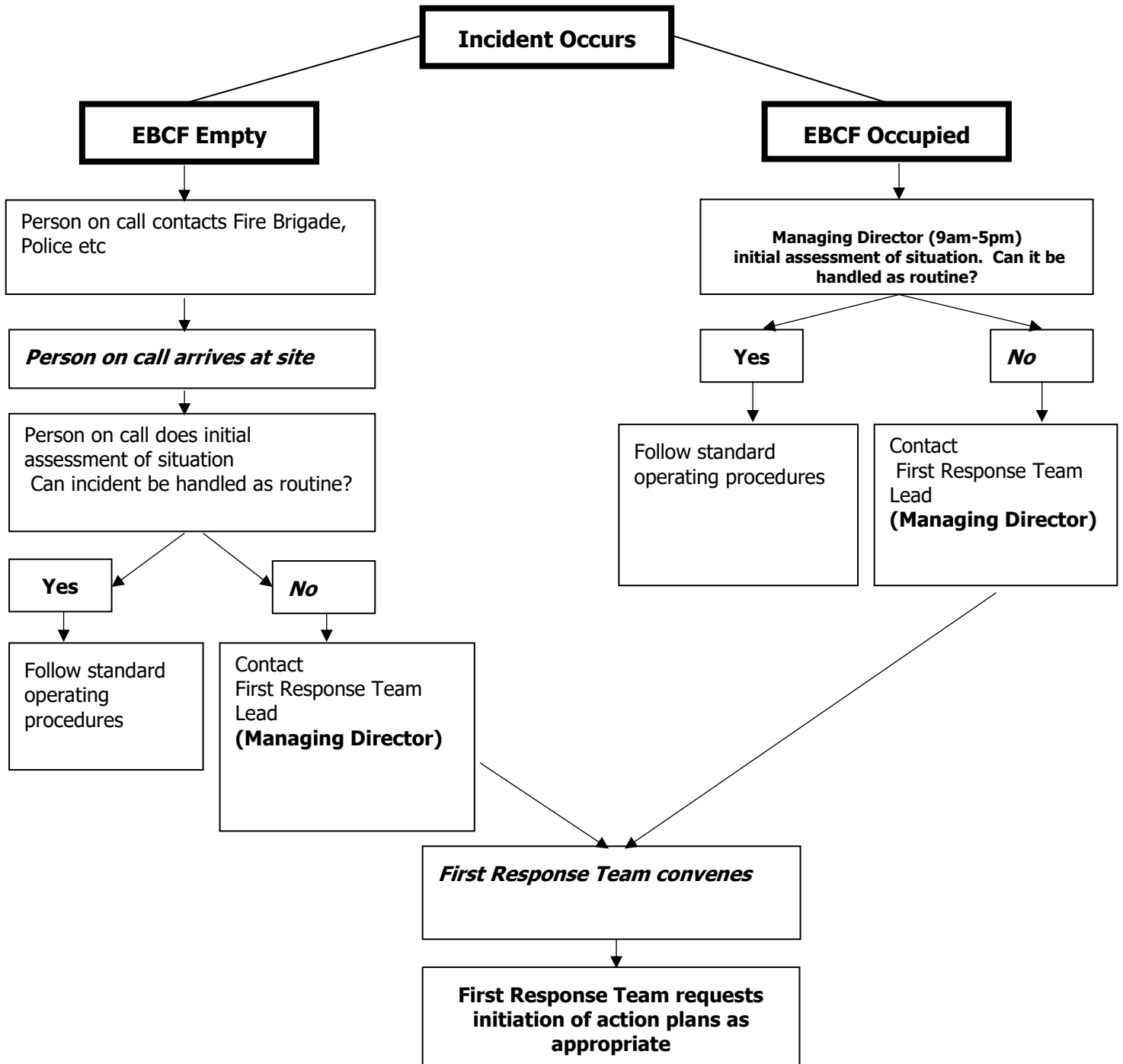
3. Business Priorities: Critical Function Checklist

Add the services / products that you identified to most important for your business to continue into the table below. This list may be used as a checklist to ensure that critical tasks are completed on time.

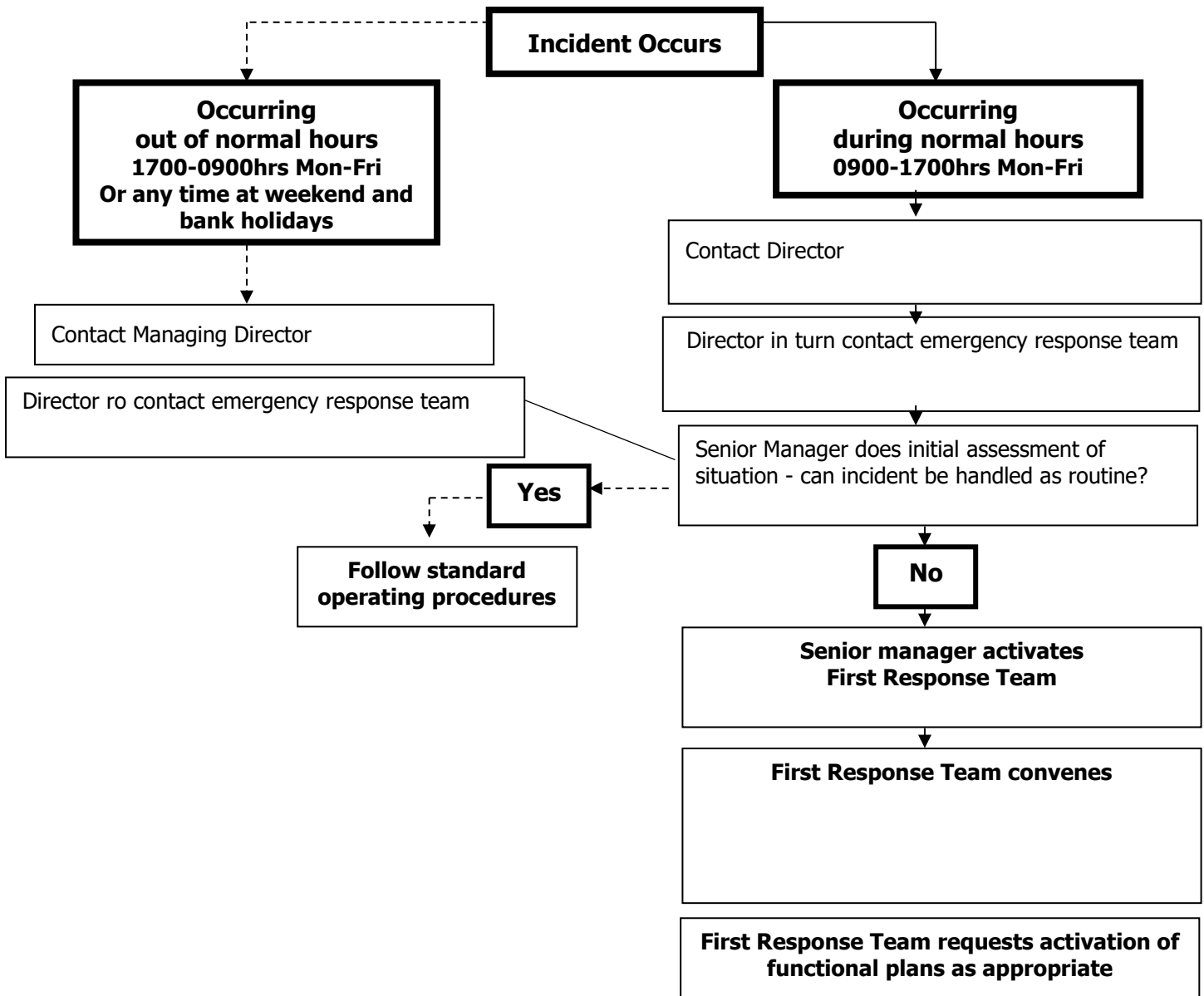
| Priority | Critical function | Timeframe | Page |
|----------|---|-------------------|------|
| 1 | Delivery or training | Within 90 minutes | 14 |
| 2 | Operational management and Internal Quality Assurance | Within 24 hours | 15 |
| 3 | Partnership contract review | Within 48 hours | 16 |
| 4 | Business development and engagement | Within 48 hours | 17 |
| 5 | Financial processing and External audit compliance | Within 5 days | 18 |

4. Process for dealing with disruptive incidents

**INCIDENT FLOW CHART(Activation)
(On-Site Incident)**



**INCIDENT FLOW CHART (Activation)
(Off-Site Visits Incident)**



5. First response team

The First Response Team are a group of people who would be either first on the scene of an incident/disaster or asked to invoke the emergency plan in the event of an incident. The team consist of the following personnel who would undertake the key activities detailed below:

Managing Director - (First Response Lead)

Will coordinate and direct actions to be taken following determination of the incident/disaster and initial assessment of the scale of any incident/disaster.

Will be responsible for invoking the relevant emergency action plans, directing members of the first response team, communicating and interfacing with the emergency services and informing and keeping the principal and SLT members up to date with ongoing events.

Functional Plans

Functional Plans developed in a number of areas will be the second stage of the emergency plan to be invoked, as appropriate, following disaster/incident assessment, the extent of damage and any operations being made safe by emergency services.

These areas have key roles to play in communicating with staff, students and key stakeholders detailing any incident/disaster and what impact this will have on ongoing operations.

Each manager detailed against these areas will be instructed to invoke their action plans as appropriate by the First Response Commander.

This plan will be reviewed and updated by the Managing Director on behalf of the First Response Team on an annual basis.

6. Methods of communication

Staff and learners can communicate securely through a variety of different means including email, text, direct messaging through our learning platforms and phone calls. Learners also have access to key contacts within the organisation in the event they are unable to get in touch with their delivery tutors.

| Method Of communication | Key contact at EBCF |
|-------------------------|----------------------------------|
| Email | Director |
| Text Message | Director |
| Telephone | Director of Education and Skills |
| Social Media | Business Supporting Officer |

7. Maintaining Accessibility

7.1 Supporting transportation needs

In the event of a change to operating circumstances, EBCF will support and manage transport requirements. The first stage in this is to ensure that suitable alternative delivery locations have been selected and agreed for use. All agreed alternative sites for delivery have access to key transport links including bus and train services.

The First response team will communicate the changes to venues and transport links using the methods listed above (section 5). Support will be provided for any learners who may require it, in order for them to continue their learning.

EBCF also have access to local taxi services that can be used to ensure that all delivery sessions can be accessed by all learners. A list of agreed taxi firms can be found in section 9.10.

7.2 Online Provision

All students have access to our online platform; MS Teams, which allows access to remote learning and the mitigation of any disruption.

These systems will be made immediately available inline with the action checklist (Appendix A) to ensure ongoing access to learning resources and portfolios.

Delivery staff have access to IT equipment, mobile phones and laptops to support the continuation of delivery and to remove any barriers to learning.

8. Operating locations

EBCF operates from several locations within the West Midlands Area, depending on the employer and learner needs. Below are the planned delivery locations and the alternative locations to be used in the event that these venues are no longer accessible.

| Planned Operating Location | Agreed Alternative Venue in case of event |
|----------------------------|---|
| EBCF Alum Rock Road | <i>Enterprise Centre (EBCF)</i> |
| EBCF Summerfield Centre | <i>Enterprise Centre (EBCF)</i> |
| | |
| | |
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| | |

9. Emergency Pack Contents

As part of the recovery plan for the organisation, key documents, records and equipment are held off-site at 260-262 Dudley Road, Ladywood, Birmingham, West Midlands. B18 4HL in an emergency pack. This pack may be retrieved in an emergency to aid in the recovery process.

The contents of the emergency pack comprise the following:

Documents:

- A copy of this plan, including key contact details
- Insurance policy

Records:

- Computer backup tapes and / or disks
- Financial records

Equipment:

- Spare keys
- Torch and batteries

10. Business system Back up

10.1 Server Backups

There are three levels of backup in operation for the Servers.

1. All servers have a full backup taken followed by incremental backups.
2. All SQL servers perform local daily backups with a weekly expiry date. This is to provide a quick restore option for individual databases.
3. The Mail (Exchange) and SQL Servers are backup up on a weekly cycle to create restore appropriate points. A backup history for the SQL Servers and to clear the Exchange logs on the mail servers.

All management communication between system and cloud backup runs through secure channels with SSL encryption. backups are ran with advanced security features - integrated anti-ransomware, crypto mining protection and antivirus

10.2 Recovery Procedures

Systems & Operations

It is assumed a disaster has occurred and the Business continuity plan is to be put in effect. This decision will be made by the officer in charge.

In the case of a plan to continue operations at the affected site(s), the following general steps must be taken:

- Determine the extent of the damage and if additional equipment and supplies are needed.
- Obtain approval for expenditure of funds to bring in any needed equipment and supplies.
- Notify local vendor marketing and/or service representatives if there is a need of immediate delivery of components to bring the computer systems to an operational level even in a degraded mode.
- If it is judged advisable, check with third-party vendors to see if a faster delivery schedule can be obtained.
- Notify vendor hardware/software support personnel that a priority should be placed on assistance to add and/or replace any additional components.
- Order any additional electrical cables needed from suppliers.
- Rush order any hardware or media that may be needed.

Use of Alternative Sites

If the main site is destroyed, support of critical administration/curriculum computing activities will be given from an alternate site/sites. Additional computer systems will be brought in as needed.

Some steps necessary in this process are listed:

- Determine the priorities of client needs and upgrade computers.
- Set up for operations support.
- Coordinate installing additional equipment and moving support personnel.
- Coordinate restoring any network communications available (ISDN, Dial up, Broadband).
- As production begins, ensure that backup procedures are followed and periodic backups are stored off site (cloud based system).
- Provide a protective environment for all disks/back-ups.

10.3 Disaster recovery (DR)

We are able to regain use of critical systems and IT infrastructure as soon as possible after a disaster occurs. In preparation, we have performed an in-depth analysis of our systems and created a formal document to follow in times of crisis.

This document is our disaster recovery DR plan.

The DR plan sets out events that are serious in nature, such as natural disasters, but also that can be caused by systems or technical failures or by humans carrying out an intentional attack.

11. Emergency contact numbers,

11.1 First response Team

| Name | Job Title | Office Contact | Mobile Contact |
|----------------|-----------|----------------------|----------------|
| Shafayet Khan | Director | shafayet@ebcf.org.uk | 07970 648881 |
| Zaighum Sharif | Director | zaighum@ebcf.org.uk | 07866 725293 |
| Saika Parveen | Manager | saika@ebcf.org.uk | 07760 422091 |
| Suliman Khan | HR | suliman@ebcf.org.uk | 07907 185372 |
| Jamie Hall | Director | jamie@ebcf.org.uk | 07854 492442 |
| | | | |

11.2 Agencies/ Authorities

| Provider | Telephone | Email | Contact |
|----------------------------------|---------------|-------|---------|
| DfE | 0370 000 2288 | | |
| West Midlands Combined Authority | 0121 200 2787 | | |
| Health & Safety Executive | 0300 003 1747 | | |

11.3 Emergency Services (Local)

| Service | Telephone | Email | Contact |
|------------------------------|-----------|-------|---------|
| Medical Advice - NHS Choices | 111 | | |
| Ambulance Service | 999 | | |
| Police | 999 | | |
| Fire 7 rescue Services | 999 | | |
| | | | |
| | | | |
| | | | |

11.4 Transport

| Company | Telephone | Email | Contact |
|----------------------------------|---------------|-------|---------|
| Bus Company: Arriva | 0344 800 4411 | | |
| West Midlands Railway | 0333 311 0039 | | |
| Taxi Company: Galaxy Cars | 0121 327 1919 | | |
| Taxi Company: Alum Rock Taxis | 0121 272 7571 | | |
| | | | |

12. Process for Review

The Business continuity plan is reviewed on an annual basis as a maximum duration. Should there be any significant changes to the business operations, an interim review may be triggered to account for the business change.

Stage 1: Needs Analysis:

Identify all issues that trigger a review

- a) Significant changes to business operating practice
- b) Significant changes to the business operating function
- c) Working with new providers / funders
- d) Development of new provision
- e) Changes to legislation or law
- f) Changes to key contacts

Stage 2: Plan the appropriate course of action

- a) Log the issues for a later review or development,
- b) Address the problem through mechanisms other than the policy process or
- c) Proceed with a review.

Stage 3: Research

Analyse any relevant information that could inform the review based on the need analysis.

Consider the implications of the review and identify the potential impact on policies, stakeholders, administration and systems.

Stage 4: Consultation

Consult with the relevant stakeholders on the findings of the needs analysis and research undertaken.

Stage 5: Drafting

Stakeholders will be consulted on the changes to the Plan and contribute to the draft revision of the plan.

Stage 6: Final consultation

Stakeholders consulted regarding the policy. If agreed then the policy can be approved, if not further revisions are to be made and resubmitted.

Stage 7: Approval

The plan is submitted for final approval by the Managing Director and should a Communication and Implementation Plan produced.

Stage 8: Implementation and Communication

The plan is approved and a record of progress against the Communication and Implementation Plan is to be kept.

Stage 9: Maintenance and Review

The update Log to be updated by throughout implementation of the plan.

13. Critical Function Analysis and Recovery Process

| Priority: | 1 | Critical function: | Continued Delivery of Training |
|--|---|--|--------------------------------|
| Responsibility: <i>(role responsible for leading on this activity, plus deputies)</i> | | Director of Education and Skills (Primary) Compliance Director (secondary) | |
| Potential impact on organisation if interrupted: | | Inability to deliver training inline with employer requirements and learner timetables. Loss of income Reputational damage Loss of future income/orders | |
| Likelihood of interruption to organisation: | | Possible | |
| Recovery timeframe: <i>(how quickly must this function be recovered to avoid lasting damage)</i> | | 90 Minutes maximum duration | |
| Resources required for recovery: | | | |
| Staff <i>(numbers, skills, knowledge, alternative sources)</i> | | Director, apprenticeship Manager, Pre-employment manager, delivery and assessing staff. | |
| Data / systems <i>(backup and recovery processes, staff and equipment required)</i> | | Data system back-ups and cloud-based access within 60 minutes Equipment acquisition and distribution (laptop, delivery resources, stationary and printing) | |
| Premises <i>(potential relocation or work-from-home options)</i> | | Relocation to delivery premises and/or home working arrangements to be in place. | |
| Communications <i>(methods of contacting staff, suppliers, customers, etc)</i> | | Email and telephone MS Teams Also see Section 10 Contact Lists. | |
| Equipment <i>(key equipment recovery or replacement processes; alternative sources; mutual aid)</i> | | Server system IT equipment Delivery resources | |
| Supplies <i>(processes to replace stock and key supplies required; provision in emergency pack)</i> | | All stock sourced is locally available to ensure replenishment can be done so promptly to avoid further disruptions | |

14. Critical Function Analysis and Recovery Process (continued)

| | | | |
|--|----------|--|---|
| Priority: | 2 | Critical function: | Operational management and Internal Quality Assurance |
| Responsibility: <i>(role responsible for leading on this activity, plus deputies)</i> | | Director of Education and Skills Head of Quality | |
| Potential impact on organisation if interrupted: | | Unable to complete day to day operational activities relating to recruitment, delivery and quality assurance. Quality not assured Impact on learner recruitment and organisation of future courses Poor stakeholder feedback Reputational damage Loss of future income/orders | |
| Likelihood of interruption to organisation: | | Possible | |
| Recovery timeframe: <i>(how quickly must this function be recovered to avoid lasting damage)</i> | | 24 hours | |
| Resources required for recovery: | | | |
| Staff <i>(numbers, skills, knowledge, alternative sources)</i> | | Director of Education and Skills Head of Quality Administrator Lead Quality Assurer | |
| Data / systems <i>(backup and recovery processes, staff and equipment required)</i> | | Data system back-ups and cloud-based access within 60 minutes Equipment acquisition and distribution (laptop, delivery resources, stationary and printing) | |
| Premises <i>(potential relocation or work-from-home options)</i> | | Relocation to delivery premises and/or home working arrangements to be in place. | |
| Communications <i>(methods of contacting staff, suppliers, customers, etc)</i> | | Email and telephone MS Teams Also see Section 10 Contact Lists. | |
| Equipment <i>(key equipment recovery or replacement processes; alternative sources; mutual aid)</i> | | Server system IT equipment Delivery resources | |
| Supplies <i>(processes to replace stock and key supplies required; provision in emergency pack)</i> | | All stock sourced is locally available to ensure replenishment can be done so promptly to avoid further disruptions | |

15. Critical Function Analysis and Recovery Process (continued)

| | | | |
|--|----------|---|-----------------------------|
| Priority: | 3 | Critical function: | Partnership contract review |
| Responsibility: <i>(role responsible for leading on this activity, plus deputies)</i> | | Director of Education and Skills | |
| Potential impact on organisation if interrupted: | | Inability to complete funding partner review in a timely manner. Late/delayed payment of contract delivery Impact on cashflow and ability to pay bills etc Reputational damage and possible loss of future work/income | |
| Likelihood of interruption to organisation: | | Unlikely | |
| Recovery timeframe: <i>(how quickly must this function be recovered to avoid lasting damage)</i> | | 48 Hours | |
| Resources required for recovery: | | | |
| Staff <i>(numbers, skills, knowledge, alternative sources)</i> | | Director of Education and Skills Head of Quality Administrator IT | |
| Data / systems <i>(backup and recovery processes, staff and equipment required)</i> | | Data system back-ups and cloud-based access within 60 minutes Equipment acquisition and distribution (laptop, delivery resources, stationary and printing) | |
| Premises <i>(potential relocation or work-from-home options)</i> | | Relocation to delivery premises and/or home working arrangements to be in place. | |
| Communications <i>(methods of contacting staff, suppliers, customers, etc)</i> | | Email and telephone MS Teams Also see Section 10 Contact Lists. | |
| Equipment <i>(key equipment recovery or replacement processes; alternative sources; mutual aid)</i> | | Server system IT equipment Delivery resources | |
| Supplies <i>(processes to replace stock and key supplies required; provision in emergency pack)</i> | | N/A | |

16. Critical Function Analysis and Recovery Process (continued)

| | | | |
|--|----------|---|-------------------------------------|
| Priority: | 4 | Critical function: | Business development and engagement |
| Responsibility: <i>(role responsible for leading on this activity, plus deputies)</i> | | Managing Director Director of Education and Skills | |
| Potential impact on organisation if interrupted: | | Inability to engage with clients and facilitate their training needs Reputational damage possible loss of future work/income | |
| Likelihood of interruption to organisation: | | Possible | |
| Recovery timeframe: <i>(how quickly must this function be recovered to avoid lasting damage)</i> | | 48 Hours | |
| Resources required for recovery: | | | |
| Staff <i>(numbers, skills, knowledge, alternative sources)</i> | | Managing Director Director of Education and Skills | |
| Data / systems <i>(backup and recovery processes, staff and equipment required)</i> | | Data system back ups and cloud-based access within 60 minutes Equipment acquisition and distribution (laptop, delivery resources, stationery and printing) | |
| Premises <i>(potential relocation or work-from-home options)</i> | | Relocation to delivery premises and/or home working arrangements to be in place. | |
| Communications <i>(methods of contacting staff, suppliers, customers, etc)</i> | | Email and telephone MS Teams Also see Section 10 Contact Lists. | |
| Equipment <i>(key equipment recovery or replacement processes; alternative sources; mutual aid)</i> | | Server system IT equipment Marketing materials | |
| Supplies <i>(processes to replace stock and key supplies required; provision in emergency pack)</i> | | Replace Marketing materials – sourced locally to enable 48 hour turn around on replacement. | |

17. Critical Function Analysis and Recovery Process (continued)

| | | | |
|--|----------|---|--|
| Priority: | 5 | Critical function: | Financial processing & External auditing |
| Responsibility: <i>(role responsible for leading on this activity, plus deputies)</i> | | Finance Director HR Manager | |
| Potential impact on organisation if interrupted: | | Inability to process payments, raise invoices and track financial activity Impact on cash flow Impacts ability to pay staff and suppliers Affects credit terms and relationships with suppliers and employees Worsens morale and perception of the business | |
| Likelihood of interruption to organisation: | | Possible | |
| Recovery timeframe: <i>(how quickly must this function be recovered to avoid lasting damage)</i> | | 5 days | |
| Resources required for recovery: | | | |
| Staff <i>(numbers, skills, knowledge, alternative sources)</i> | | Finance Director HR Manager | |
| Data / systems <i>(backup and recovery processes, staff and equipment required)</i> | | Data system back ups and cloud-based access within 60 minutes Equipment acquisition and distribution (laptop, delivery resources, stationery and printing) | |
| Premises <i>(potential relocation or work-from-home options)</i> | | Relocation to delivery premises and/or home working arrangements to be in place. | |
| Communications <i>(methods of contacting staff, suppliers, customers, etc)</i> | | Email and telephone MS Teams Also see Section 10 Contact Lists.. | |
| Equipment <i>(key equipment recovery or replacement processes; alternative sources; mutual aid)</i> | | Server system IT equipment Finance software Monitoring and tracking systems | |
| Supplies <i>(processes to replace stock and key supplies required; provision in emergency pack)</i> | | Back-up on shared drive accessible as cloud based to ensure instant access for all users. | |

18. Record of Policy Changes / Amendments

| Section | Note of changes | Revision Date | Person Responsible |
|---------------------------------|---|---------------|--------------------|
| Contents | Page numbers revised | 01/07/2022 | S. Johnson |
| 4 | Added to plan to ensure clarity in the process | 01/07/2022 | S. Johnson |
| 10 | Added to plan | 01/07/2022 | S. Johnson |
| 12 | Added to plan | 01/07/2022 | S. Johnson |
| 13,14, 15,16, 17 | Reference to MS Teams added Section reference updated from 6 to 10 for contact list | 01/07/2022 | S. Johnson |
| 6 | Moved from Section location 6 to location 10 | 01/07/2022 | S. Johnson |
| Appendix A | Learners and Apprentices referenced | 01/07/2022 | S. Johnson |
| 11.1 | Change in Emergency Contact Person | 16/07/2023 | S. Khan |
| | | 15/01/2025 | S.Khan / J.Hall |
| | | Jan 2026 | S.Khan |
| | | | |
| | | | |

APPENDIX A
Emergency Response Checklist

This page should be used as a checklist during the emergency.

| Task | Completed (date, time, by) |
|--|-------------------------------|
| Actions within 24 hours: | |
| Start of log of actions and expenses undertaken (see Appendix B Action and Expenses Log) | |
| Liaise with emergency services (see section 11.9 Contact List – Emergency Services) | |
| Identify and quantify any damage to the organisation, including staff, premises, equipment, data, records, etc | |
| Assess the key priorities for the remainder of the working day and take relevant action. Consider sending staff home, to recovery site etc | |
| Inform staff what is required of them. | |
| Identify which critical functions have been disrupted | |
| Convene those responsible for recovering identified critical functions, and decide upon the actions to be taken, and in what time-frames | |
| Provide information to: <ul style="list-style-type: none"> • Learners & Apprentices • Employers • Staff • Suppliers and customers • Insurance company | |
| Publicise the interim arrangements for delivery of critical activities. Ensure all stakeholders are kept informed of contingency arrangements as appropriate | |
| Recover vital assets/equipment to enable delivery of critical activities. | |

Emergency Response Daily Checklist

| Task | Completed (date, time, by) |
|---|-------------------------------|
| Daily actions during the recovery process: | |
| Convene those responsible for recovery to understand progress made, obstacles encountered, and decide continuing recovery process | |
| Provide information to: <ul style="list-style-type: none"> • Staff • Suppliers and customers • Insurance company | |
| Provide public information to maintain the reputation of the organisation and keep relevant authorities informed | |
| Update recovery action plan and amend actions as necessary. Communicate actions achieved and any new actions added. | |

Emergency Response Recovery Checklist

| Task | Completed (date, time, by) |
|--|-------------------------------|
| Following the recovery process: | |
| Arrange a debrief of all staff and identify any additional staff welfare needs (e.g. counselling) or rewards | |
| Use information gained from the debrief to review and update this business continuity management plan | |

