



Working Together

Business Continuity Plan

January 2018

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Distribution List

This document and all amendments are distributed as follows:

	Copies
Borders College	
Principal	1
Vice Principal – Corporate Services	1
Vice Principal – Curriculum and Student Services	1
Director of Business Improvement and Performance	1
Facilities Manager	1
Assistant Facilities Manager	1
Health and Safety Manager	1
Head of ISLT	1
Head of HR and Development	1
Head of Student Services	1
Head of Finance and Procurement	1
Head of Business Development	1
Learning and Teaching Development Director	1
Head of Faculty – Care and Access	1
Head of Faculty – Construction Engineering and Landbased	1
Head of Faculty – Creative Sport and Business	1
Head of MIS	1
Principal’s Office	1
Reception Desk (Scottish Borders Campus)	1
Reception Desk (Centre for Business Development Hawick)	1
Reception Desk (Centre for Landbased Studies)	1
Reception Desk (Centre for Business Development Edinburgh)	1
Jedburgh Learning Centre	1
Tweedbank Construction Hub	1
Helpdesk	1

In addition, this Plan will be available on the College intranet.

Section 1 Introduction

1.1 Purpose

There is the potential for the operation of the College to be disrupted by a range of risks which could impact upon the business of the College in the short, medium or long term.

For the purposes of Business Continuity Planning, the College considers that three key risks require to be addressed:

1. Failure or inability to use all or part of the **College's ICT systems**;
2. Loss or inability to use **College Premises**;
3. Loss of key **Personnel**.

Whilst it is hoped that risks never materialise, all possible precautions should be taken and to this end the College has drawn up this Business Continuity Plan.

The Business Continuity Plan (BCP) is designed to ensure the continuation of vital services and functions that support the running of Borders College in the event that any form of business interruption occurs. The plan should help provide an effective solution which will assist senior management to recover all critical processes and services at any given Borders College location, within pre-determined designated time frames.

The Plan should not be considered in isolation, but should be used in conjunction with the College's Emergency Plan, Evacuation Plans and other Health and Safety guidance.

1.2 Aims and Objectives

The aim of this plan is to enable the business of Borders College to cope with the effects of Service disruption. This will be achieved through delivery of the following objectives:

- Definition and prioritisation of the critical functions within the services;
- Analysis of risks to the service;
- Determination of critical equipment needs;
- Documented local procedure for a response to an emergency/service disruption;
- Identification of key contacts during an emergency;
- Enabling the rapid transfer of business operations to pre-determined recovery site(s). These may or may not be at the same location depending on the scale of the disaster.

1.3 Scope

This plan applies to all functions that are specific to the College and within the remit of the Principal.

The BCP will encompass all facilities and locations for which Borders College is responsible. The Vice Principal – Finance and Corporate Services is responsible for strategic Business Continuity matters within Borders College, whilst the Facilities Manager is responsible to the Vice Principal – Finance and Corporate Services for all operational aspects of the College Business Continuity arrangements.

Key departments and functions have produced Disaster Recovery Plans (DRPs). The combination of the BCP and the DRPs will represent a comprehensive plan for each particular Campus/Department/Building.

Evacuation procedures and disaster prevention methods (such as physical security, access control, security guard assignment instructions, environmental controls, fire detection methods, fire suppression methods, general housekeeping etc.) are not documented in detail in this document but are maintained by the Facilities Department. The Facilities Manager has responsibility for the maintenance and testing of such procedures and methods.

In preparing this plan the College has considered the scope of the College accommodation, the activities undertaken, the types of disaster which might be faced and functions critical to the continuation of activities.

In responding to any incident, the College will establish an Incident Management Team who will prepare the immediate response to a disaster and will establish a Business Continuity Team to oversee the recovery from a disaster.

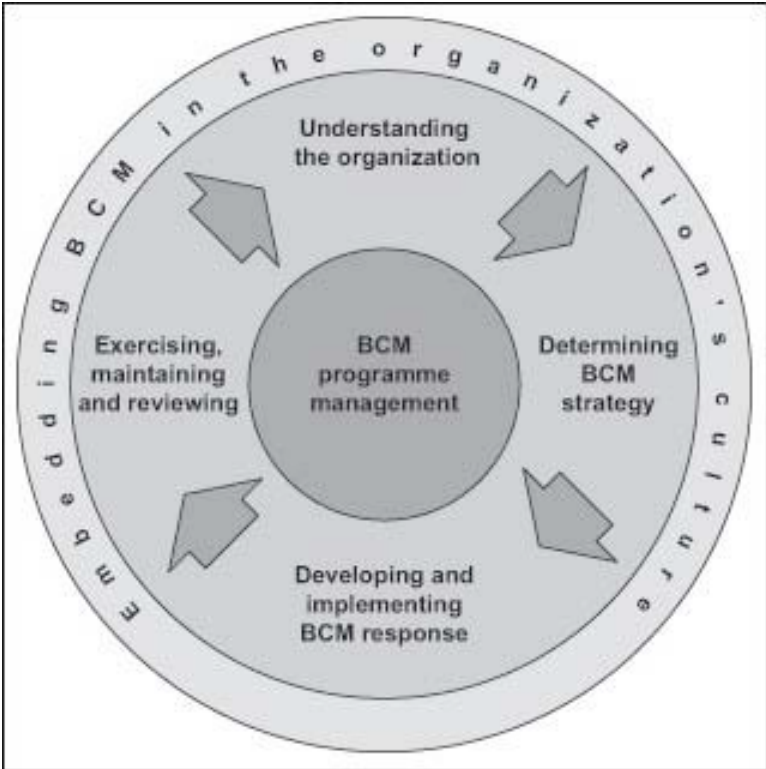
The Business Continuity Team is also responsible for the establishment of a strategic and operational framework to implement and ensure the continued operation of services and curriculum delivery after an incident. To this end, the Business Continuity Team will identify potential incidents which threaten the College and develop strategies and procedures in order to provide a framework to allow the continued operation of the College and effective responses to situations.

All members of staff, contractors and support third parties involved in implementing any aspect of the BCP should be fully conversant with their role.

The Plan will be kept under regular review and will be subject to periodic testing when deemed necessary by College Management. In addition, the Plan should be tested when there has been any major revision of College procedures or if there is any significant change to the general environment or personnel.

1.4 Methodology

The methodology adopted by Borders College follows guidance laid out in the Business Continuity Standard (BS25999). This standard establishes the process, principles and terminology of Business Continuity Management (BCM), providing a basis for understanding, developing and implementing business continuity within an organisation and to provide confidence in business to business and business to customer dealings.



Section 2 Definitions

2.1 Business Interruption

A “**business interruption**” is defined as any unwanted incident which threatens staff, buildings or the operational procedures of the organisation which requires special measures to be taken to restore things back to normal. For the purpose of this plan the following scales of business interruptions have been determined:

The term “**minor business interruption**” is defined as a business interruption affecting only one function, where no additional resources are required to manage the response. e.g. email not working for 1 day.

The term “**moderate business interruption**” is defined as a business interruption affecting one or more functions, where management of the response is maintained at senior team level.

The term “**major business interruption**” is defined as a business interruption that requires a Principal/Senior Leadership Team response and activation of the Business Continuity Plan.

Business interruptions may result either from natural or human causes and can be defined by the following classes:

Types of Interruption	Examples of Cause
Loss of Equipment	Breakdown, fire damage, vandalism, accident, water damage, theft etc.
Loss of Premises	Unable to access due to hazards, industrial action, storm damage, arson or other fire damage, terrorism, etc.
Loss of People	Injury, sickness, industrial action, evacuation, prolonged adverse weather conditions, flu pandemic, supply chain failure, etc.
Loss of Services	Power, heating, air conditioning, postal, water, communications, etc.
Loss of Information	Complete hardware failure, software failure, accidental corruption, deliberate corruption, breach of college firewall, etc.

2.2 Business Continuity Plan (BCP)

Specific procedures which, when initiated, provide alternate methods of operation when normal resources have been destroyed, damaged, and/or rendered inaccessible due to a disaster or serious incident.

2.3 Initial Evaluation Team (IET)

Those persons nominated by the Borders College responsible for the assessing damage to property and assets, providing to the Incident Management Team (IMT) any initial assessment regarding potential impact. Members of the Emergency Services will be responsible for advising the IMT when it will be permissible for members of the IET to enter any building, or part of, following fire, structural damage etc.

2.4 Incident Management Team (IMT)

The IMT will be drawn from the College Senior Leadership who will be responsible for overall management of any disaster or serious incident.

2.5 Disaster Recovery Plans (DRP)

Documents that contain specific disaster recovery plans for a particular Department/Building to facilitate appropriate responses to any disaster or serious incident. The DRP supplements the instructions in the overall Plan.

2.6 Incident Management Room

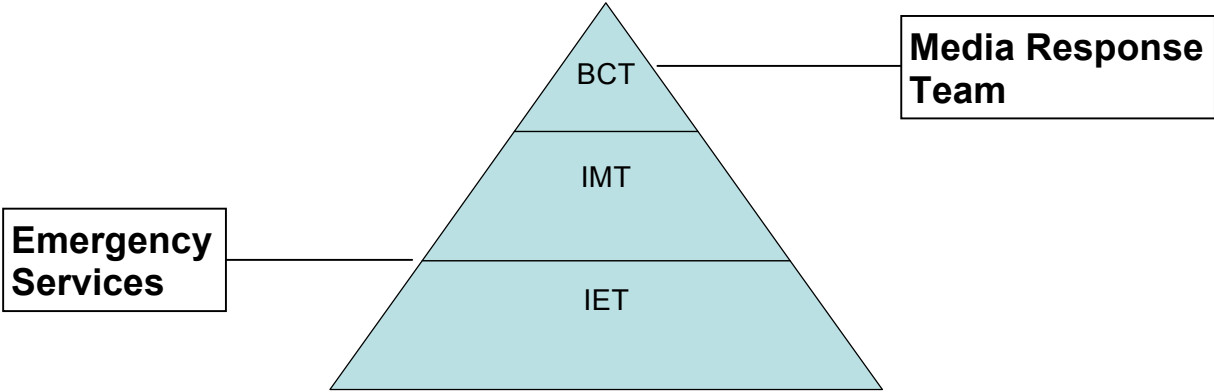
The location from which the IMT implements any recovery process. Requirements for the formation of the Incident Management Room are shown at **Appendix A**.

2.7 Business Continuity Team (BCT)

The BCT will be drawn from College management and other staff not deployed as members of the IMT. The BCT will support and, where applicable (i.e. policy decisions, strategic planning etc.), advise the IMT. They will normally be responsible for media relations. The BCT will be led by the Principal or appointed deputy.

Administrative support to the Business Continuity Team will be provided by the Executive Team Administrative Staff, supplemented as necessary by staff from the Finance, MIS and HR/Payroll departments.

2.8 Team Structure



Section 3 Incident Notification

3.1 Site Security / Alarm Activation

Within Borders College, out of hours alarm monitoring for all sites is undertaken by a contracted monitoring company, who forward all alarm activations to the relevant emergency service for response. Depending on the nature of the incident, either the Facilities Manager or another member of the Facilities Department will be required to attend the relevant building should it be necessary.

Any Borders College employee involved in any form of emergency call-out procedure who is likely to be informed by either the Emergency Services or the alarm monitoring company should be fully aware of the contents of the Business Continuity Plan (BCP) and relevant Disaster Recovery Plan (DRP), and with the procedures for entering and checking of all College premises.

During working hours any alarm activation will normally be actioned by Facilities Staff under procedures set down by the Facilities Manager.

Procedures are to be reviewed periodically by the Facilities Manager and any changes communicated to the Senior Management Team and other relevant staff.

3.2 Business Continuity – Identification and Notification

Any identified problem likely to cause any interruption to normal services should be referred to a member of the Executive Team.

The Executive member contacted by site security or other relevant person will decide whether the situation may require the invocation of the BCP. If it does the member will contact as many IMT Members as possible to discuss the situation and to agree an initial action plan.

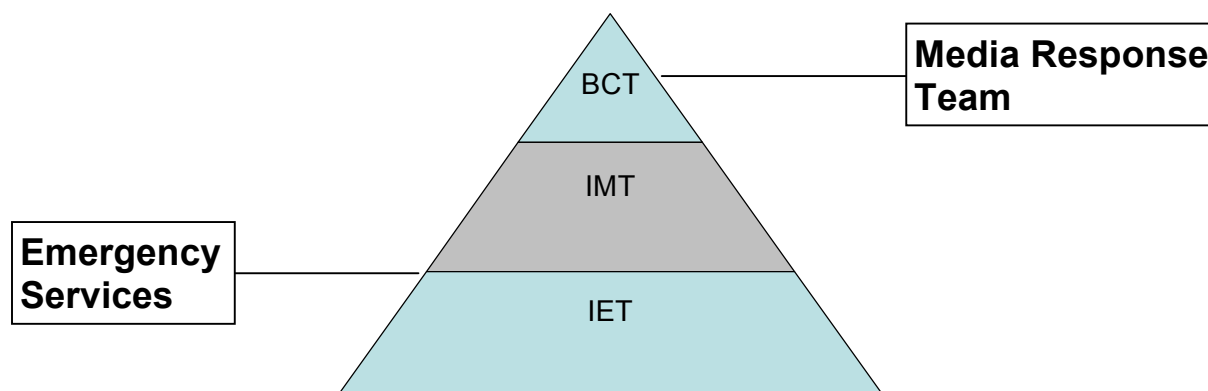
If insufficient information is available, the IMT will ask the person initiating the call who is involved with the situation to provide more information. If additional staff or expertise is required those involved will contact the required people using their callout procedures documented in their Disaster Recovery Plan (DRP). The IMT may decide to contact these people directly thus releasing on-site staff to concentrate on the task in hand.

The information obtained should be sufficient to perform an initial evaluation of the situation.

In addition to the information of the IMT it will be necessary to ensure that, from the outset, adequate administrative support is in place to facilitate the accurate recording of all actions undertaken by the IMT. This will normally be provided by the Facilities Department Staff supplemented, as necessary, by Administrative Staff.

The IMT are to ensure the Principal, or in his/her absence designated Deputy, are advised of the situation and actions being taken at the earliest possible opportunity.

Section 4 Incident Management



4.1 The Incident Management Team (IMT)

The IMT will normally be drawn from the following members of staff or their nominated deputies:

Vice Principal – Finance and Corporate Services
Facilities Manager
Assistant Facilities Manager
Health and Safety Manager
Head of ISLT
Head of HR and Development
Head of Student Services

Contact details are given in the College's Business Continuity and Emergency Plan packs.

The IMT is to be supplemented as necessary by relevant staff; however care should be taken that the IMT does not subsume the role of the BCT.

4.2 Incident Management Team Action List on Notification

This list defines the actions that should be taken by the IMT on initial notification of an incident.

Situation	Action
College Manager, Facilities Staff, Site security or other authorised person notifies a member of the IMT because of a potential or actual incident situation.	Contacted IMT member decides if the situation is potentially disastrous. Log opened.
Insufficient information available to decide if a disaster situation exists.	Contacted IMT member asks those involved with the situation for more information or regular status reports.
Insufficient staff or experts available to answer IMT questions.	Involved staff will use their DRP to contact staff so that IMT requests can be satisfied.
Contacted IMT member believes situation could have significant impact for Borders College.	Contact other members of the IMT and decide on an initial action plan.
Potential incident affects the operational running of any Borders College facility or service.	Evaluate potential scale of disaster and decide on action plan.
IMT decide that incident is of such magnitude that the BCP requires invoking.	IMT consultation with relevant experts to confirm decision.
IMT and the on site experts agree that BCP is invoked.	Authorised member of the IMT invokes the BCP.
The relevant Heads of Faculty or Department/College Managers of affected Centres/Services are contacted by the IMT.	IMT contacts all relevant personnel/managers to advise them of the situation.
Business Continuity Plan invoked.	IMT decide where the incident will be managed from, identify task managers, assign tasks, authorise the use of resources, agree timescales for the task, identify reporting frequency, and start maintaining an Incident Log.

Business Continuity Plan

Incident affects network services.	IMT decide on action plan to restore network services in consultation with Head of ISLT.
Equipment replacement contracts to be invoked.	Authorised IMT member invokes any equipment replacement contracts or invokes third party agreements.
IMT identifies task managers who will form the necessary Initial Evaluation Team (IET).	<p>Task Managers will utilise their DRP to ensure the sufficient resources are in place to carry out their tasks and to guide them.</p> <p>Staff who are contacted are to be told:</p> <ul style="list-style-type: none">• What incident has occurred?• Where required personnel are to report.• Where the Control will be located.• Who will report?• When to report.• What to bring.
Task Managers or members of IMT have difficulty in contacting members of staff.	Ensure that HR Department is involved so that central contact records can be utilised.

4.3 Incident Management Team Additional Action Lists

The following lists are provided as a guide to the actions which may be required. As the nature of any incident cannot be predicted exactly, such a list can never be presented as comprehensive.

Recovery Phase – Action List

- Ensure that a log of decisions made, together with ALL significant events is kept.
- Ensure that all members of the IMT are aware of the nature of the incident and have all the available information, which they require in order that accurate decisions can be made.
- Ensure that responsibilities within the IMT have been clearly assigned.
- Ensure that wherever possible, all members of staff, Students and visitors have been accounted for and are receiving required assistance.
- Identify the impact of the incident on any business requirement.
- Using the IET, conduct a detailed analysis of the problem and if there is physical damage determine any equipment, facility, or service that must be repaired or replaced to restore normal service operations.
- Where any partial restoration of normal services can be implemented identify its limitations.
- Obtain an initial estimate for how long it will take to restore normal services.
- Using the recommendations obtained from the IET; identify the strategy for providing the best service possible and any actions require to gradually improve it.
- Authorise the necessary specialists to carry out the required actions and ensure that they are able to requisition the necessary resources, place purchase orders and spend money where necessary.
- Ensure that any contracted third parties services are providing all necessary help.

- Ensure that, where applicable, Borders College managers are liaising with staff and, where necessary, students to overcome any identified problems or that, where necessary, problems have been prioritised.
- Ensure that items requiring decisions from the IMT are prioritised and that the required decisions are made.
- Identify those persons who will manage the Restoration and Return to Normal Services processes. Depending on the scale of the incident/interruption this may require two separate teams each with clear responsibilities.
- Notify all appropriate funding bodies, organisations, local authorities etc, of the disaster/interruption, its potential effect on student requirements together with immediate action plans.
- Decide on a restoration strategy, taking into account the immediate needs of both full and part time students.
- Ensure that building facilities and computing systems are recovered on a prioritisation basis.
- Identify problems caused to students and other affected groups and seek resolution from within the IMT.
- Ensure that all members of the IMT are kept up to date with situation reports. If there is any significant change in the situation (either for better or worse) they should be updated with the information. When receiving any report it should include the following information in order that any subsequent release of information authorised by the IMT to the media is accurate:
 - Where the incident has occurred;
 - What has occurred (including damage, injuries);
 - When the incident occurred;
 - What the immediate implications are for Borders College;
 - What actions are in hand; and
 - How long the situation is likely to last for.

Restoration Phase – Action List

This document assumes that any independent organisation or service provider to Borders College, which occupies any Borders College facility, has an adequate business resumption plan that mirrors that of Borders College. The nominated lead for Business Continuity should hold a copy of any such business resumption plan.

During the Restoration Phase it will be necessary to consider the following:

- Identification of any specialist agency to ensure that an accurate damage assessment is completed as quickly as possible.
- For all Borders College owned material, decide whether it should be scrapped, restored, replaced or stored for a later decision. The requirements of any insurance policy should be taken into consideration prior to any decision is made (i.e. a qualified insurance assessor's decision).
- Ensure that security rules are followed for any materials which are scrapped, restored or moved. In particular, ensure that any sensitive information is properly protected and disposed of (i.e. Data Protection requirements, student and staff records etc.)
- Identify any specialist restoration contractors required. In particular, contractors specialising in clear-up situations following a flood or fire.
- Agree on whether to restore the facility to its original configuration, rebuild the facility with a new configuration or satisfy Borders College needs by some other method.

Business Protection – Action List

Recovery Phase

Under the direction of the IMT and working in consultation with the Emergency Services, Borders College's Facilities or contracted security staff will:

- Identify those persons who are allowed access to the incident area and restrict access to anyone else.
- Ensure that adequate protection is in place at the Incident Management Room including some form physical access control.
- Identify any required physical access control systems rendered ineffective and where applicable implement alternative physical protection methods including where necessary the use of contract guards.
- Determine as quickly as possible whether any personal data has been compromised and whether all data can be adequately safeguarded from unauthorised exposure. Advise the IMT and ensure that the required levels of protection are implemented.
- Direct the removal of valuable equipment and records to a safe location.
- Manage all physical security requirements to protect Borders College information and property. To prevent any risk of looting, where appropriate, ensure that physical guards are available to protect the area and that adequate security lighting is available at night. If necessary consider the temporary installation of CCTV.
- Where appropriate ensure that security or administration staff implements a policy of stopping and searching vehicles going off-site to ensure that staff or contractors are not removing items without permission.
- Prevent unauthorised access to or disclosure of data, information, and property at the damaged and any alternative sites. Ensure that any alternative sites have implemented access control having first identified those with a need to enter.
- For sensitive information (staff details, student records etc), ensure that the correct handling rules are being followed.
- Ensure that required any IT access control software used by any affected Service is still fully operational else implement the necessary physical controls to restrict access to equipment.

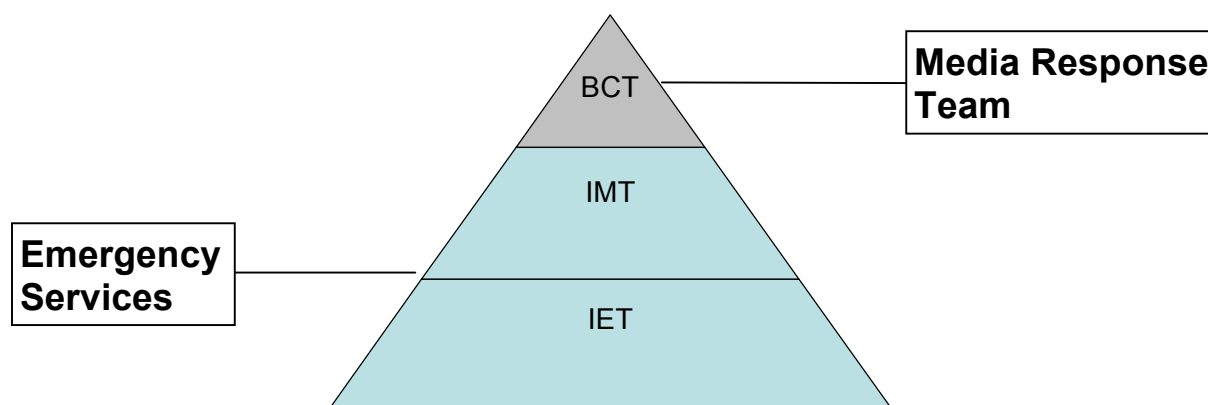
- Ensure that audit logs are being used, where available, and that they are being checked for violations.
- Ensure that any temporary staff members have the necessary authority/permission to carry out their function.
- Ensure that all items being transported to a temporary location are protected and accounted for.
- Make staff aware of the need to report any actual or potential security breaches. Ensure that these are logged, investigated and actioned.
- Confirm that IT backup policies are being followed and that the correct items are being transferred to a backup store.
- Check that the restoration plans contained adequate contingency and fallback arrangements so that any recovered service will not be affected by any relocation to the new permanent facilities.

Business Recovery Requirements

Ensure that any plans made take full account of the Protection requirements. These will include ensuring that:

- Any temporary facilities are checked to ensure that no Borders College information or material is left after they have been vacated.
- The correct level of security has been implemented at any premises, which are used.
- Any Borders College Standing Operating Procedures (SOPs) reflect any changes made to procedures caused either by the incident or by the return to normal service strategy.
- That access control software has been correctly restored to ensure protection of Borders College information.
- Make staff aware of the need to report any actual or potential security breaches. Ensure that these are logged, investigated and actioned.
- Confirm that backup policies are being followed and that the correct items are being transferred to the backup store.
- Where appropriate carry out an audit to check that all items are accounted for.
- Any temporarily granted access permissions (either to data or buildings) are withdrawn when no longer required.

Section 5 The Business Continuity Team (BCT)



5.1 Business Continuity Team – Action List

The BCT, chaired by the Principal, will:

- Review all information provided in the IMT's initial evaluation report and develop advice for the Regional Board.
- Decide upon whether to invoke the Borders College Business Continuity Plan.
- Strategically review the overall impact of the event and balance the scale of the event with long term integrity of the College and thus, develop long-term.
- The Team will consider and agree the strategy for communication to the media presented by the Media Response Team.
- The Team will determine the legal implications and liabilities that may occur during or as a result of the incident.
- Agree and approve procedures presented by the Finance Department for paying and recording of costs associated with the incident.
- Maintain liaison with the IMT throughout the event.

5.2 Media Response Team – Action List

- Review initial “Holding” statements
- On the advice of PR Consultants decide on which statement is to be given to the press and agree with the BCT.
- Inform the IMT on Media Strategy.
- Establish Facilities for press conferences.

Section 6 Individual and Departmental Action Lists

6.1 College Principal

The Principal will:

- Handle all public relations and media contacts for Borders College.
- Ensure that all staff and students, via Vice Principal – Curriculum and Student Services, are kept informed of the situation and are being told, as an absolute minimum, that which is being released to the media.
- Working with the IMT to ensure that a consistent version of events is being released to the media.
- Contacting heads of faculties and departments, college managers and senior management to ensure that Borders College staff (including Contractors) are reminded of the following rules and advice:
 - No Borders College employee or contractor is permitted to consult with the news media, employees' relatives or any non-Borders College person regarding the status or circumstances of an emergency situation at the Borders College location, except when instructed to do so by an authorised senior member of staff.
 - If asked questions by journalists, staff should reply with “no comment” but be polite and as helpful as possible. The questioner should be referred to the Media Response Team.
 - All staff should be briefed as to the contact details of the Vice Principal – Curriculum and Student Services.
 - When answering questions over the telephone staff should ensure that they are aware to whom they are speaking before releasing any information concerning the incident.
 - Reminding faculty and department heads and college managers that any third parties, contractors etc, for whom they have responsibility comply with Borders College rules regarding contact with the media.
 - Ensure that all news agencies are aware of who the Media Manager is and from where he or she is operating from.
 - With the assistance of the HR Department be responsible for monitoring staff morale and ensuring that it is kept as high as possible through effective communication.
 - Provide an assessment of the IMT of how the Media are reporting details of the incident.
 - If necessary be responsible, in conjunction with the IMT, for the setting up of a press briefing facility.

- Ensure that where necessary sufficient administration support is allocated and that such support may be required on a 24 hour a day basis until such time as the situation stabilises.
- Recruiting, through the HR Department, any temporary administrative staff where needs have been identified.
- Depending on the nature of the incident act as liaison with the Colleges appointed PR Consultants. Contact will only be authorised by either the Principal or a member of the SMT.

6.2 Vice Principal – Curriculum and Student Services

- Act as a focal point for all Student and Student related enquiries. Consider setting up a dedicated helpdesk dependent on the nature or scale of the incident.
- Upon direction of the IMT and in consultation with the Emergency Services, established contact with notified Next of Kin of any Student that has been injured or who has been killed.
- Ensure that all Students are aware of what assistance is available in recovering from a major incident, specifically medical and insurance assistance and where applicable, counselling.
- Liaise with members of the IMT to resolve those problems that have been identified.
- In conjunction with the SMT keep Students updated on developments.

6.3 Facilities Manager

- Co-ordinate the provision of furniture, computers and supplies for operation of the Incident Management Room during the Recovery and Restoration phase.
- Arrange the provision of emergency food, water, sanitation and shelter for those members of staff working on any the scene of any incident.
- Arrange for any transportation services as needed to support the recovery effort.
- Working with the IMT to identify, survey and equip any temporary accommodation, which is required.
- Co-ordinate with the IMT for any clean up operation that is required.

- Liaising with the ISLT Department to ensure the requirements of any equipment required to support ICT processing facilities are met.
- Recruiting any additional support staff required to speed the recovery process.
- Ensuring that all personnel accessing any Borders College site that has sustained damage observe all Health and Safety requirements.
- Where applicable staff must be in possession of appropriate safety equipment (hard hats, reflective vests, hearing protection, waterproof clothing etc.)
- At all times ensure that adequate records are maintained of any staff which for operational reasons are required to enter any damaged building. Entry to any damaged building should not be permitted until authorised by the Emergency Services or Facilities Manager.
- Staff, contractors and students should be reminded that existing Health and Safety rules are still applicable even in the event of an incident.
- The College Health and Safety Manager, must ensure that staff are not exposed to any unnecessary risks and that working conditions at both the incident site and any temporary location are acceptable.

6.4 Human Resources Department

- Ensure that all employees are aware of all relevant emergency contact numbers in order that they can obtain any required information concerning any issues in respect of the incident that may be applicable to them. General media announcements are to be released by the Marketing Department through the SMT.
- Upon directions of the IMT and in consultation with the Emergency Services, establish contact with immediate family members of any member of Borders College staff who has been injured or has been killed.
- Ensure that all Borders College employees are aware of what assistance is available in recovering from a major disaster specifically medical and insurance assistance and where applicable, counselling.
- Instruct Borders College employees how to charge overtime, expenses etc related to the incident.
- Provision of any travel expenses incurred as a result of the incident.

6.5 Finance Department

- Set up project accounting and assign a project code to the incident.
- Inform IMT how any incurred bills are to be invoiced.
- Monitor all travel expenses, labour charges, and any other costs related to business continuity.
- Co-ordinate with Borders College's Executive Team Administrative Staff and College Insurers regarding claims etc. Obtain initial indicating costs of the incident and agree with Insurance Company appointed professional loss adjusters.
- Arranging for emergency funding from central sources for necessary repairs to buildings and replacement of specialist equipment.
- The Finance Department will process all costs associated with the incident to the relevant ledger code.

Appendix A – Incident Room Requirements

Facilities which may be required:

Direct Telephone link (incoming)
Telephone (internal/outgoing)
Telephone Monitoring Equipment
Videoconferencing facilities
Television-Video-Radio
Mobile Telephones for Team members
Email access
Laptop Computers
Confidential Secretary – with shorthand ability if possible
Catering and Welfare Facilities

Appendix B Sample Incident Log

Reference				
Date				
Time				
Details of Incident/Actions Taken/Decisions Made				
Name of person making entry				

