



“Enabling Students to Accomplish their Academic Goal”

Business Continuity Plan

DOCUMENT CONTROL

Document Number: BCP2

Version: 1.0

Date: March 2026

Owner: Head of Quality and Operations

Approved by: Board of Directors

Next Review: March 2027

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March 2026

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1. Introduction

Bellmont College is committed to protecting students, staff, academic delivery, student support, data, premises and public confidence during disruptive incidents. This Business Continuity Plan sets out how the College will respond to, manage and recover from incidents that may affect critical academic and operational services (*BCP2 Belmont College Risk Management Policy; CAP1 Belmont College Student Protection Plan and Policy; BCP6 Belmont College Information Security and Cybersecurity Policy; HSP2 Belmont College Health and Safety Policy*). This plan explains how Belmont College will respond to incidents, protect students, maintain critical services and recover safely and proportionately.

Bellmont College currently delivers higher education provision in collaboration with Liverpool Hope University as an awarding and academic partner. Where an incident affects Liverpool Hope University collaborative provision, Belmont College will work with Liverpool Hope University to maintain academic standards, protect continuation of study and ensure appropriate communication with students (*Liverpool Hope University Collaborative Partnership Agreement; Liverpool Hope University Academic Regulations; Liverpool Hope University Student Protection Plan; LHU QH8 Liverpool Hope University Academic Quality Handbook: Academic Partnership Handbook*).

Bellmont College is also seeking OfS approval for its own funding and independent regulatory development. Future approval may change how the College funds, contracts with, supports and protects students. This plan has therefore been written to operate under the current Liverpool Hope University partnership model and to remain suitable for a future model where Belmont College may hold more direct responsibility for business continuity, student protection, public information, refunds, compensation and regulatory reporting.

The plan is informed by the current BCP1 Belmont College Risk Register, which records 25 active risks across strategy and growth, finance, partnership, academic quality, student outcomes, compliance, safeguarding, data protection, cyber and IT, people and capacity, business continuity, student protection, reputation, governance, facilities and Access and Participation Plan priorities. It is particularly informed by residual red and amber risks, including strategy and growth, cyber and IT, APP continuation, wellbeing and hardship, APP data and evaluation, financial resilience, academic quality, student outcomes, partnership confidence, compliance and student protection risks. (*BCP1 Belmont College Risk Register*)

2. Purpose of the Plan

The purpose of this plan is to ensure that Belmont College can act quickly, calmly and consistently during disruption. The plan gives staff a clear response structure, protects

students from avoidable disadvantage and supports recovery to normal operations as soon as reasonably possible.

- protect health, safety, wellbeing and safeguarding arrangements for students and staff
- maintain teaching, learning, assessment, student support and registry services wherever reasonably possible
- protect academic standards, records, data and evidence during disruption
- communicate accurately, consistently and sensitively with students, staff, Liverpool Hope University and other stakeholders
- support continuity of study and student protection measures
- ensure incidents are logged, reviewed and used to strengthen future resilience
- link continuity actions to risk management, student protection, consumer protection, complaints and refunds or compensation where relevant

3. Scope

This plan applies to all critical functions of Belmont College, including academic delivery, assessment administration, student support, safeguarding, wellbeing, admissions, registry, finance, IT systems, data, facilities, staffing, communications, governance and partnership operations (QGP1 Belmont College Quality Handbook; RAP1 Belmont College Recruitment, Selection and Admission Policy; LTP9 Belmont College Attendance, Retention and Submissions Policy; BCP7 Belmont College General Data Protection & Regulation (GDPR) Policy).

The plan applies to incidents that significantly disrupt normal operations or create a risk to student safety, wellbeing, continuation of study, academic quality, regulatory compliance, data security, financial sustainability or partnership delivery. It applies to all staff, contractors, consultants, academic partners and third parties acting on behalf of Belmont College.

4. Link to the Risk Register and Risk Management Policy

This plan is the operational response to major or escalating risks identified through the BCP2 Belmont College Risk Management Policy and BCP1 Belmont College Risk Register. The risk register identifies likely disruptive scenarios and the controls that should reduce their likelihood or impact. The Business Continuity Plan is activated when those controls are not sufficient to protect critical services through normal operations.

Risk Register theme	Continuity implication
Strategy, growth and financial sustainability	Enhanced recruitment monitoring, cash-flow scenarios, student protection measures, communication with

	students and Board of Directors oversight may be required.
Access and Participation Plan, student outcomes and engagement	Targeted academic, wellbeing, hardship, careers, progression and early-alert support may be required where students face continuation, attainment or progression risks.
Cybersecurity, IT and data protection	Alternative systems, safe access instructions, data protection controls, deadline adjustments and recovery testing may be required.
Academic quality, teaching and support	Alternative teaching, assessment adjustments, moderation plans, learning support, quality monitoring and Liverpool Hope University liaison may be required.
Operational, facilities and health and safety disruption	Temporary relocation, online delivery, revised timetables, safety controls and accessibility checks may be required.
People and capacity	Key-role cover, temporary teaching or professional services support, workload management and staff wellbeing support may be required.
Partnership, governance and reputation	Liverpool Hope University liaison, stakeholder communication, public information control, assurance logs and Board of Directors oversight may be required.

5. Critical functions and recovery priorities

During disruption, Belmont College will prioritise functions that protect people, maintain learning and assessment, preserve records and support students. Recovery priorities may vary depending on the incident, but the following functions are treated as critical.

Critical function	Continuity priority
Health, safety, safeguarding and wellbeing	Immediate protection of students, staff and visitors (<i>HSP2 Belmont College Health and Safety Policy; HSP1 Belmont College Safeguarding and PREVENT Policy; SWP4 Belmont College Mental Health and Wellbeing Policy</i>).
Teaching and learning	Maintain delivery through campus, online, blended or alternative arrangements (<i>QGP1 Belmont College Quality Handbook; Liverpool Hope University Academic Regulations</i>).
Assessment and academic standards	Protect assessment integrity, records, moderation and academic decisions (<i>CAP5 Belmont College Academic Appeals Policy; Liverpool Hope University Academic Regulations</i>).
Student communications	Provide clear, timely and accurate updates (<i>QGP6 Belmont College Information Governance, Public Information and Transparency Policy; CAP2 Belmont College Consumer Protection Policy and Implementation Framework</i>).

Registry and student records	Protect attendance, engagement, enrolment, assessment and student status records (LTP9 Belmont College Attendance, Retention and Submissions Policy; BCP7 Belmont College General Data Protection & Regulation (GDPR) Policy).
IT, VLE and data security	Maintain or restore systems, protect data and provide alternatives (<i>BCP6 Belmont College Information Security and Cybersecurity Policy; Liverpool Hope University Information Security Policy</i>).
Liverpool Hope University partnership liaison	Coordinate academic standards, student protection and programme continuity where Liverpool Hope University provision is affected (<i>Liverpool Hope University Collaborative Partnership Agreement; LHU QH8 Liverpool Hope University Academic Quality Handbook: Academic Partnership Handbook</i>).
Finance and fee administration	Maintain payment, refund and compensation controls where disruption affects students (<i>CAP4 Belmont College Fees, Refunds and Compensation Policy; Liverpool Hope University Regulations for the Payment of University Fees and Other Financial Arrangements</i>).

6. Activation triggers and incident levels

The Business Continuity Plan may be activated when an incident threatens critical services, the safety or wellbeing of students and staff, academic delivery, data security, student protection, partnership obligations or regulatory compliance. The CEO normally authorises activation. In the CEO’s absence, the Head of Quality and Operations may activate the plan and inform the CEO and Board of Directors Chair as soon as possible.

- loss of access to College premises caused by fire, flood, security issue, building failure, health and safety concern or local emergency
- IT system failure, cyber attack, ransomware, phishing, data breach, VLE failure or loss of student record access
- significant staff absence, loss of key staff or inability to deliver scheduled teaching and assessment
- public health emergency, severe weather, transport disruption or civil emergency
- material Liverpool Hope University partnership change, awarding body issue, regulatory instruction or academic continuity concern
- financial or operational event that may affect continuation of study or student protection
- incident creating reputational, safeguarding, wellbeing, equality or public confidence risks

Incident level	Description	Expected response
Level 1 - Local disruption	Short-term issue affecting one class, room, system or service.	Managed by a local lead with notification to the relevant manager. Record kept.
Level 2 - Managed incident	Issue affecting a programme, service area or group of students.	Senior Management Committee or nominated incident lead coordinates response. Students receive targeted communication.
Level 3 - Major incident	Significant disruption affecting critical functions, data, safety, regulatory compliance, Liverpool Hope University obligations or many students.	Bellmont College Policy activated. CEO leads. Board of Directors Chair and Liverpool Hope University informed where relevant.
Level 4 - Strategic crisis	Severe or prolonged incident with major student protection, financial, reputational, regulatory or partnership implications.	CEO and Board oversight. Formal recovery plan, external liaison and possible reportable event assessment.

7. Incident response structure

Bellmont College uses a clear incident response structure so that decisions are made quickly and responsibilities are understood. The structure can be scaled depending on the seriousness of the incident.

Role / group	Responsibilities during an incident
CEO - Incident Director	Authorises activation, provides strategic leadership, approves closure or major operational decisions, confirms escalation to the Board and external stakeholders.
Head of Quality and Operations - Continuity Lead	Coordinates the continuity response, maintains the incident log, checks student protection and quality implications, coordinates Liverpool Hope University and regulatory liaison where required.
Senior Management Committee	Coordinates cross-college actions, allocates resources, monitors impact, approves recovery priorities and ensures communication is consistent.
Head of Academic Programmes / Programme Coordinator and Team	Maintains academic delivery, assessment continuity, timetable changes, teaching cover, wellbeing, student academic support and Liverpool Hope University academic liaison.
Head of Professional Services and team	Coordinates student support, registry, admissions, wellbeing, finance administration (where appropriate) and student-facing service continuity. Ensures messages are accurate, approved, logged and issued to the correct audiences through appropriate channels.

Head of IT and Human Resources	Manages IT recovery, cybersecurity response, staff availability, workforce communication, access control and data security actions.
Facilities / Health and Safety Lead	Manages building access, safety controls, emergency services liaison and temporary premises arrangements.
Student Representatives	Support two-way communication and help identify student concerns, accessibility issues and communication gaps.

8. Crisis communications

During disruption, communication must be timely, accurate, accessible and consistent. Messages to students must explain what has happened, what is being done, what students should do next, where support is available and when the next update will be provided (*QGP6 Belmont College Information Governance, Public Information and Transparency Policy; CAP2 Belmont College Consumer Protection Policy and Implementation Framework; SWP2 Belmont College Equality, Diversity and Inclusion Policy*).

- Students will normally be contacted through college email, Moodle or the VLE, SMS where available, website updates, online meetings or programme-level communication channels.
- Staff will be contacted through college email, Teams, telephone cascade or emergency communication channels.
- Liverpool Hope University will be contacted where the incident affects collaborative provision, academic standards, assessment, student protection, partnership obligations or public confidence.
- External stakeholders may include OfS, OIA, emergency services, local authority, insurers, IT providers, placement providers, sponsors or professional bodies where relevant.
- All significant communications will be logged for audit and post-incident review.

9. Continuity measures

Continuity measures will be proportionate to the incident and the needs of affected students. The measures below are not automatic or exhaustive; they provide a practical menu of actions that can be selected and adapted by the incident response team.

9.1 Academic continuity

Bellmont College will seek to maintain learning, teaching and assessment wherever reasonably possible. Where changes affect Liverpool Hope University awards, Belmont College will liaise with Liverpool Hope University before implementing changes that may

affect academic standards, assessment integrity or award requirements (*QGP1 Belmont College Quality Handbook; Liverpool Hope University Academic Regulations; LHU QH5 Liverpool Hope University Approval of Modification to Existing Provision; LHU QH6 Liverpool Hope University Process for the Withdrawal or Suspension of Courses*).

- temporary online or blended delivery
- revised timetables or alternative teaching spaces
- temporary teaching cover or associate tutor support
- adjusted assessment deadlines where permitted
- alternative assessment or submission arrangements where approved
- additional academic support and recorded guidance
- teach-out or transfer planning where continuation is at risk

9.2 Student support continuity

Student support will continue during disruption as far as reasonably possible. Particular attention will be given to disabled students, students with wellbeing needs, students with caring responsibilities, commuting students, students in financial hardship and students nearing completion (*SWP2 Belmont College Equality, Diversity and Inclusion Policy; SWP4 Belmont College Mental Health and Wellbeing Policy HSP1 Belmont College Safeguarding and PREVENT Policy*).

- remote student support appointments
- wellbeing and safeguarding check-ins
- reasonable adjustments to communication or deadlines where appropriate
- signposting to Liverpool Hope University or external services where applicable
- clear advice on attendance, withdrawal, interruption, transfer and complaints routes
- support for students affected by digital exclusion or access barriers

9.3 IT, cybersecurity and data continuity

IT and data incidents are high-priority continuity risks because they may affect teaching, assessment, student records, privacy and public confidence. Belmont College will manage these incidents alongside information security and data protection controls (*BCP6 Belmont College Information Security and Cybersecurity Policy; BCP7 Belmont College General Data Protection & Regulation (GDPR) Policy; Liverpool Hope University Information Security Policy' Liverpool Hope University IT Systems Acceptable Use Policy*).

- isolate affected systems where necessary
- activate backups or alternative systems
- issue safe access instructions to staff and students

- use alternative submission or communication arrangements
- protect and evidence decisions relating to personal data
- assess whether external notification is required
- review lessons learned and update cyber controls

9.4 Workforce continuity

Where staff absence or workforce disruption affects delivery, Belmont College will prioritise essential roles and services. Academic cover will be arranged with attention to subject expertise, student support and assessment continuity.

- temporary teaching cover or adjusted timetable
- redeployment of staff to critical functions
- use of trained associate lecturers or temporary support
- prioritisation of registry, student support, IT and safeguarding functions
- clear staff communication and workload management
- support for staff wellbeing during prolonged incidents

9.5 Facilities and premises continuity

Where the College premises are unavailable or unsafe, Belmont College will prioritise safety, communication and alternative arrangements. Health and safety controls will be implemented before any return to premises (*HSP2 Belmont College Health and Safety Policy; Liverpool Hope University Health and Safety Policy*).

- temporary room changes or relocation
- online or blended learning
- revised timetables
- restricted access to unsafe areas
- temporary administrative working arrangements
- additional support for students affected by travel, disability or caring responsibilities

9.6 Financial and student protection continuity

Where disruption affects continuation of study or the services students reasonably expected to receive, Belmont College will first seek to preserve continuation through mitigation. Where continuation cannot reasonably be preserved, fee, refund and compensation matters will be considered fairly and proportionately (*CAP1 Belmont College Student Protection Plan and Policy; CAP4 Belmont College Fees, Refunds and Compensation Policy; Liverpool Hope University Regulations for the Payment of University Fees and Other Financial Arrangements*).

- review continuation options before financial redress

- identify whether Belmont College or Liverpool Hope University fee arrangements apply
- record decisions and supporting evidence
- communicate refund or compensation routes clearly
- monitor financial impact through Senior Management Committee and Board where material

9.7 Partnership and regulatory continuity

Where disruption relates to the Liverpool Hope University partnership or affects regulatory confidence, Belmont College will work with Liverpool Hope University and relevant stakeholders to protect students and maintain academic standards (*Liverpool Hope University Collaborative Partnership Agreement; LHU QH8 Liverpool Hope University Academic Quality Handbook: Academic Partnership Handbook; Liverpool Hope University Student Protection Plan*).

- joint review of academic impact
- agreement of communication responsibilities
- review of teach-out or transfer options
- assessment of whether a reportable event or external notification is required
- review of public information and student contract implications

10. Student protection during disruption

Student protection is central to this plan. Belmont College will seek to ensure that students can continue and complete their studies wherever reasonably possible. Student protection measures may include alternative delivery, revised timetables, additional academic support, teach-out, transfer support, alternative assessment arrangements, enhanced wellbeing support and clear information about complaints or financial redress (*CAP1 Belmont College Student Protection Plan and Policy; CAP3 Belmont College Complaint and Appeal Policy and Procedure; CAP4 Belmont College Fees, Refunds and Compensation Policy*).

Where Liverpool Hope University collaborative provision is affected, student protection arrangements will be considered with reference to both Belmont College operational arrangements and Liverpool Hope University academic governance and continuation responsibilities (*Liverpool Hope University Student Protection Plan; Liverpool Hope University Academic Regulations; LHU QH6 Liverpool Hope University Process for the Withdrawal or Suspension of Courses; Liverpool Hope University Student Transfer Policy*).

The incident response team must consider whether particular groups of students are disproportionately affected and whether reasonable adjustments, targeted support or alternative communication formats are required.

11. Recovery and restoration

Recovery begins when the immediate incident is stabilised and the College can move from emergency response to planned restoration. Recovery may be immediate or phased depending on the extent of disruption.

1. Confirm that the incident is contained and that it is safe to restore services.
2. Prioritise critical teaching, assessment, student support, registry, IT and safeguarding functions.
3. Communicate recovery timelines and any ongoing limitations to students and staff.
4. Review missed learning, assessment deadlines, support needs and backlog activity.
5. Agree with any continuing student protection, refund, compensation or complaint routes.
6. Update the Risk Register and committee action logs.
7. Report outcomes to Senior Management Committee, Quality Committee and the Board where appropriate.

12. Post-incident review and learning

After any significant incident, Belmont College will conduct a post-incident review. The review is not intended to allocate blame. It is intended to understand what happened, what worked, what did not work, how students were affected and what needs to change.

Review question	Evidence to consider
What happened and when?	Incident log, timeline, emails, IT logs, building reports, staff reports.
Who was affected?	Student lists, staff lists, equality and accessibility impact, programme-level impact.
Were communications effective?	Messages issued, timing, channels, student/staff feedback.
Did continuity measures work?	Academic delivery records, assessment data, support logs, registry data.
Were students protected?	Student protection actions, complaints, support requests, refund/compensation considerations.
What must change?	Action plan, Risk Register update, policy amendment, training or system improvement.

13. Testing, training and review

The Business Continuity Plan will be tested at least annually through scenario-based exercises. Testing should be proportionate and should use realistic scenarios from the Risk Register, including cyberattack, premises loss, major staff absence, Liverpool Hope University partnership issue, VLE failure, student records disruption, public health incident and course continuation risk.

- The Head of Quality and Operations coordinates testing and records outcomes.
- Senior Management Committee reviews test findings and assigns actions.
- Quality Committee reviews academic continuity and student protection implications.
- The Board receives assurance that continuity planning is effective.
- This plan is reviewed annually or sooner following a major incident, test outcome, regulatory change, Liverpool Hope University partnership change or material Risk Register update.

14. Implementation through Belmont College committees

Business continuity is implemented through the College committee structure so that operational response, student protection, academic continuity and governance assurance remain connected.

Committee / Body	How it implements this plan
Board of Directors	Provides strategic oversight of resilience, student protection, financial sustainability, material incidents, risk appetite and major incident learning.
Audit and Risk Committee	Reviews incident evidence, continuity controls, audit, internal control, financial sustainability, cybersecurity, business continuity risks and follow-up actions.
Academic Committee	Receives academic assurance where disruption affects academic standards, assessment, student outcomes, quality governance or partner academic responsibilities.
Senior Management Committee	Coordinates operational response, activation, resource allocation, communication approval, recovery planning and cross-departmental actions.
Quality Committee	Reviews academic quality impact, student protection, complaints themes, public information and evidence that students are not unfairly disadvantaged.
Learning and Teaching Committee	Coordinates teaching, assessment, timetable, academic support, learning resources and programme-level continuity arrangements.

Recruitment, Admissions and Registry Committee	Maintains admissions, records, student status, attendance, engagement, communications and data integrity during disruption.
Student Staff Committee	Provides student voice, identifies emerging concerns and tests whether communication and mitigation are working for students.
Professional Services	Maintains student support, wellbeing, safeguarding, finance administration, registry, facilities support and student-facing guidance.
Liverpool Hope University partnership routes	Are used where disruption affects collaborative provision, academic standards, awards, student protection, shared information or partner assurance.

Appendix A. Activation quick guide

Question	If yes, consider
Is there immediate risk to health, safety, safeguarding or wellbeing?	Activate urgent response and notify CEO/Head of Quality and Operations immediately.
Is teaching, assessment or student support significantly disrupted?	Activate Level 2 or above response and inform relevant academic and professional services leads.
Is a core IT system, student record, VLE or data system unavailable or compromised?	Activate IT/cyber response and consider data protection notification requirements.
Are students at risk of not continuing or completing as expected?	Activate student protection review and consider Liverpool Hope University liaison.
Does the incident affect Liverpool Hope University collaborative provision, academic standards or awards?	Inform Liverpool Hope University through agreed partnership channels.
Could the incident create regulatory, legal, public confidence or media concern?	Escalate to CEO, Senior Management Committee and Board of Directors Chair; assess external notification requirements.
Is the incident likely to continue beyond one working day or affect many students?	Set up incident response group, communication schedule and recovery plan.

Appendix B. Continuity scenario matrix

Scenario	Linked risks	Immediate response	Linked policy/procedure
Cyber attack or data breach	CYB1, DATA1, IT1	Isolate systems, protect data, activate backups, provide alternative access	BCP6 Belmont College Information Security and

		and communicate safe routes.	Cybersecurity Policy; BCP7 Belmont College General Data Protection & Regulation (GDPR) Policy
Student recruitment, retention or continuation shortfall	STR1, FIN1, SO1, APP1, APP3	Increase monitoring, review financial forecasts, protect student support, activate early-alert interventions and report to Senior Management Committee and Board of Directors.	BCP2 Belmont College Risk Management Policy; CAP1 Belmont College Student Protection Plan and Policy
Course delivery or academic quality disruption	AQ1, AQ2, SO1, APP2, APP4	Review delivery, assessment, moderation, externality, student support and attainment gaps; liaise with Liverpool Hope University where required.	QGP1 Belmont College Quality Handbook; Liverpool Hope University Academic Regulations
Loss of premises or facilities disruption	H&S1, BC1	Move to alternative rooms, online learning or temporary premises; communicate health and safety arrangements.	HSP2 Belmont College Health and Safety Policy; CAP1 Belmont College Student Protection Plan and Policy
Major staff absence or loss of expertise	PEO1	Deploy cover, revise timetables, use associate tutors, prioritise critical functions and support staff wellbeing.	QGP1 Belmont College Quality Handbook
Liverpool Hope University partnership or reputational concern	PAR1, PAR2, REP1, GOV1	Coordinate with Liverpool Hope University, control public information, review student protection and brief the Board of Directors.	Liverpool Hope University Collaborative Partnership Agreement; Liverpool Hope University QH8 Liverpool Hope University Academic Quality Handbook: Academic Partnership Handbook

Public health or severe weather event	BC1, H&S1, SP1	Move to remote delivery, protect wellbeing, communicate regularly and review accessibility impacts.	BCP3 Belmont College Business Continuity Plan
Student records or registry disruption	REG1, DATA1, IT1	Protect records, validate data, use temporary record controls and communicate status implications.	LTP9 Belmont College Attendance, Retention and Submissions Policy; BCP7 Belmont College General Data Protection & Regulation (GDPR) Policy
Material programme change, suspension or closure	SP1, PAR1, PAR2, FIN1, AQ1	Use teach-out, transfer and student protection processes; consult students and liaise with Liverpool Hope University.	CAP1 Belmont College Student Protection Plan and Policy; Liverpool Hope University QH6 Liverpool Hope University Process for the Withdrawal or Suspension of Courses
Access and Participation Plan data or evaluation weakness	APP6	Maintain the APP dashboard, data dictionary, evaluation templates and reporting cycle; escalate gaps through Senior Management Committee and the Board of Directors.	ISP086 Belmont College Access and Participation Plan; QGP1 Belmont College Quality Handbook
Careers, progression or employer engagement disruption	APP5	Provide alternative career-readiness, mentoring, networking and destination-tracking support for affected student groups.	QGP1 Belmont College Quality Handbook

Appendix C. Incident log template

Field	Information to record
Incident reference	Unique incident number and short title.
Date/time identified	When the incident was first identified or reported.
Reported by	Name, role and contact details.
Incident level	Level 1, 2, 3 or 4 and reason for classification.

Students/staff affected	Programmes, cohorts, services, groups or locations affected.
Immediate actions	Safety, safeguarding, IT, academic, communication or premises actions already taken.
Decisions made	Decision, decision-maker, time and rationale.
Communications issued	Audience, channel, time, message summary and next update.
Liverpool Hope University/external liaison	Who was contacted, when and why.
Recovery actions	Actions, owners, deadlines and evidence.
Post-incident review	Lessons learned and changes to controls, policies or risk register.

Bellmont College Business Continuity Plan					
Version	Date	Author(s)	Amendments	Approved by	Next review
1	March 2026	Head of Quality and Operations	New Document	Board of Directors	March 2027