



Business Continuity Planning Guidance and Templates

Owner: John Duffy, Registrar & Secretary
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Document control

| Date | Version | Author | Changes |
|---|----------------|--------------------|--|
| <i>To be populated as document is altered and updated</i> | | | |
| Feb 13 | 03 | Marion Richards | Guidance amended to include business recovery. Templates amended to make them more user-friendly |

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1.0 Introduction

The University of Sussex 'Emergency Response and Business Continuity Management Policy defines the University's commitment to:

- effective planning for the management of, and response to emergencies;
- the maintenance of operations during potential business interruptions; and
- development of a framework that allows business recovery in the shortest time frame possible.

Together these strategies improve the resilience of the University.

Copies of all relevant plans, including Local Emergency Response and Business Plans and the University's Emergency Response and Business Continuity Plan, plus contact details of incident team members are held in the Security Office.

In the event of any possible emergency or business interruption, Security will be contacted on (01273) 873333 (extension 3333 on the internal phone network).

In addition, all plans are maintained on the *EcoCampus* electronic Document Control System at <http://www.loreus.com/web/>

1.1 Purpose

The purpose of business continuity planning is to ensure that only minimal disruption to staff and business processes occurs after or during an unplanned incident or situation that has the potential to interrupt the University's core activities. It should be remembered that these core activities encompass more than teaching and learning. Business recovery plans are in place to ensure that recovery activities can be undertaken efficiently, maximising the efficient use of resources and reducing the potential impact of the incident or business interruption. University and local business continuity plans have the following objectives:

- To safeguard the reputation of the University;
- To protect University assets and equipment;

- To maintain University revenue;
- To contribute to the continuity of teaching, research and commercial activities.

1.2 Assumptions

- It is expected that staff with the ability to work from home will have all necessary equipment (laptop or PC, remote access etc) available to them.
- UoS relies on a number of third party suppliers for delivery of key services, such as waste collection. Local and central business continuity planners should establish the emergency and contingency arrangements of these third parties with respect to the services they provide.
- It is expected that responsible persons will regularly exercise, maintain and review business continuity plans in order to ensure their effectiveness in responding to the consequences of emergencies and business interruptions, so mitigating the potential impacts on the business priorities of the University.

1.3 Stakeholders

The stakeholders of the University are as follows. School and service business continuity plans should record information and contact details of relevant stakeholders. The template in Appendix 1 of this guidance should be used to capture this information.

| Internal | External |
|--|---|
| Senate Council Senior Management Group Professional Services Group All staff All students & USSU Brighton & Sussex Medical School Institute of Development Studies Independent businesses on campus Tenanted cottages Insurance Officer Leaseholders – (consider the impact of University business interruptions on their activities and the impact of their business interruptions on the University) | East Sussex County Council Brighton & Hove City Council Utilities The Keep AMEX Stadium Brighton Aldritch Academy Rail Station Buses Lewes District Council South Downs National Park Authority South Downs Joint Committee Local residents (Falmer village) East Sussex Fire and Rescue Service Environment Agency Brighton University Southern Water Services Insurers – Zurich Insurance and UM Services Ltd |

2.0 University Incident Management Team (UIMT)

US has formed a University Incident Management Team of senior staff with overall responsibility for business continuity planning, in particular:

- Utilisation of risk assessment and business impact analysis to ensure the University's business continuity plan contents are relevant and appropriate;
- Determining and documenting appropriate contingency arrangements;
- Determining and documenting appropriate recovery activities;
- Ensuring adequate resource is available for the implementation of the University's business continuity plan;
- Making the plan available to staff, arranging training where needed;
- Creating and implementing a review and testing schedule to ensure the plan is kept up to date.

Key staff and their contact details are listed in Appendix 1 of this guidance.

2.1 Local Incident Management Team (LIMT)

Schools and services should appoint their own local incident management team to coordinate emergency response (where appropriate), business continuity and business recovery activities.

See the Emergency Response Planning guidance for more information on the composition and purpose of these teams.

Key staff and their contact details should be noted in the planning template in Appendix 1 of this guidance.

2.2 Insurer's Major Loss Team

In the event that a major incident has resulted in a large property loss, support to enable a speedy return to business is crucial. The Insurer's Major Loss Team provide close support and assist in the key decision making process which is paramount in mitigating the loss and urgently progressing matters to a Business As Usual state. The MLT methodology is deployed on cases valued over £250,000, and typically includes:

- Immediate post-loss site visits;
- Attendance at key meetings;
- Assistance with loss mitigation measures and incident management to minimise business interruption;
- Proactive claims management driving down cycle times;
- Development of alternative and innovative settlement solutions, including temporary accommodation.

The Major Loss Team should therefore be considered a critical element of the University's business continuity and recovery process, and are engaged via the University's Insurance Officer, or, if unavailable, via the contact details provided in Appendix 1. K of this guidance.

3.0 Notification

The University Local Incident Management Team leader (the Incident Controller) will determine if the University Business Continuity Plan is to be invoked once informed of any incident that creates a business interruption.

If the Plan is invoked:

During core hours (8:30 – 5:30 Monday to Friday) :

University Incident Management Team to be mobilised.

Outside of core hours:

University Incident Management Team contacted by incident controller and mustered to campus or other location.

All other staff contacted via external media, including local television/radio, Twitter, UoS website, text messaging, etc.

Schools and services should record their own arrangements for communicating and responding to business interruptions.

4.0 Risk identification and evaluation

Detail on external and internal hazards or threats that could interrupt 'business as usual' in the University is given in the Emergency Planning Guidance.

Business or organisational interruptions arising from these situations can impact on the following:

| | |
|-----------------------|-----------------------------|
| University operations | Partners |
| Research | Reputation |
| Staff | Financial control |
| Students | Legal/regulatory compliance |
| Leaseholders | Contractual obligations |

4.1 The risk can be evaluated according to the likelihood of the risk being realised and the seriousness of the outcome if it does.

Guidance on assessing likelihood is given below at 4.2. Guidance on assessing consequence is given at 4.4.

4.2. Risk Likelihood Table

| Unlikely | Possible | Likely | Almost Certain |
|---|---|---|---|
| Do not expect it to happen/recur but it is possible it will do so. (0 to 20% chance of occurrence) | Might happen or recur occasionally. (21 to 50% chance of occurrence) | Will probably happen/recur but it is not a persisting issue (51 to 80% chance of occurrence) | Will undoubtedly happen/recur, possibly frequently (81 to 100% chance of occurrence) |

4.3 Risk Treatment

4.3.1 Issues with a high likelihood and a high consequence should be managed and monitored proactively, eg dangerous equipment is monitored constantly and subject to planned preventive maintenance to minimise the risk of catastrophic failure.

4.3.2 Low consequence risks with a high likelihood, eg slips and trips, are generally well understood and routinely managed, eg with good housekeeping.

4.3.3 Low likelihood, low consequence issues are generally monitored but tolerated.

4.3.4 Low likelihood, high consequence risks are best suited to emergency response and business continuity planning. For example, the risk of total power failure resulting in loss of critical safety functions or research data can be minimised by having well-engineered and maintained systems, back-up generators, off-site research data/sample storage.

4.3 Risk Consequence Scoring Table

| Area <i>Scale</i> | Staff Affected | Operational / Project Difficulties | Damage to Reputation | Financial Control | Legal or Regulatory Obligation | Contractual Obligation | Direct or Indirect Cost (including cost of non-productive staff) |
|-----------------------------|--|---|---|--|---|---|---|
| Low Score 1 | Non-critical activities only affected. | Disruption requiring minimal work to catch up | Negative reports within local community | Any loss of financial control recovered in month | Failure to meet informally stated standards - a minor breach with minimal effects and quickly rectified | Contractual remedy possible | £10,000 to £50,000 |
| Medium Score 2 | Non-critical activities and some effect on critical activities | Disruption requiring extra work to catch up | Negative reports in one national publication and regional press | Loss of financial control recovered next month | Failure to meet regulatory or legal obligations – a more serious breach with a risk of prosecution / litigation | Legal action possible | £50,000 to £500,000 |
| High Score 3 | Substantial effect on critical activities in one section | Disruption requiring significant extra work to catch up | Negative reports in multiple national publications | Loss of financial control recovered in year | Failure results in legal action. Serious breach with likely prosecution. Expensive to correct. | Legal action likely | 500,000 to £1M |
| Very High Score 4 | Critical activities in multiple sections affected | Disruption to multiple areas requiring significant extra work to catch up | Significant negative media attention on international scale | Loss of financial control delays year end process or impacts on subsequent years | Failure results in suspension of operations. Very serious breach with significant fines or penalties possible. | Multiple legal actions and termination of contract likely | Over £1M |

5. Business Continuity Process

Schools with high risk materials or activities and Services which are key to the normal functioning of the University are expected to develop their own business continuity plans. Low risk areas do not have to have their own plans in place but should be familiar with the University's business continuity arrangements. Heads of Schools in lower risk areas must also let the University Registrar know if they have any unique materials, equipment or spaces that, if lost or damaged, could seriously affect their ability to conduct their teaching, collaborations and/or research.

Depending on the scale or potential impact of the business interruption, the Local or University Incident Management Team will lead the response to the incident that has occurred and determine the appropriate action to be taken. For local interruptions (Level 1 incidents), the Incident Controller of the LIMT will decide whether to invoke their business continuity plan and when the UIMT should be informed. The UIMT will decide if the University Business Continuity Plan should be invoked. This will involve the following stages:

- Obtain all information from personnel on site and assess risk to personnel / business processes;
- Determine whether the risk can be contained;
- Take advice from the emergency services and / or regulators
- Determine whether the local business continuity plan should be invoked and whether the business interruption has consequences for the entire University (level 2 and level 3 incidents). If so, the UIMT incident Controller should be informed. The UIMT will decide if the University's Business Continuity Plan should be invoked;
- Use notification processes to contact and inform staff;
- Instigate recovery activities as deemed appropriate, including the Insurer's Major Loss Team;
- Use checklists where appropriate;
- Ensure that local & specific recovery plans are followed as appropriate;
- Review actions taken and remedying impact at key intervals, changing actions if necessary.

Following assessment of the incident, the team may need to notify other key parties, especially the University Insurance companies.

5.1 Suspension of teaching, research and other core activities (scaling down of operations)

Wherever possible the University should remain operational unless staff shortages or other local factors such as a failure in the transport networks or critical infrastructure make it impossible to continue operating.

The UIMT and/or the LIMTs of schools and services will identify parameters and trigger points upon which the full or partial suspension of teaching, research and other core practices should be considered.

The following steps are part of a process called 'Business Impact Analysis' (BIA). Templates are provided in Appendix 1 for schools and services to complete.

1. Identify the core activities of the school and service and the resources required
2. Consider the ways in which the loss of one or more of the resources required could impact on these activities.
3. Consider the risk of these events occurring and how serious their effect would be on the core activities.

The trigger criteria that could lead to the suspension of teaching, research and other core activities will include but are not restricted to:

- severe shortage of lecturing and professional services staff;
- loss of one or more buildings;
- severe shortage of support staff;
- severe disruption to public transport network;
- power cuts or other utility failure;
- inability to maintain satisfactory standards of health and safety or security.

The University will plan in advance what will need to remain open and what levels of operation will be maintained based on appropriate parameters identified through the business impact analysis. This has to be in context of what time of year the incident may occur, such as term-time versus out-of-term, winter versus summer.

5.2 Risk Mitigation and Business Continuity

Areas for consideration when looking at managing the full or partial suspension of teaching, research and other core activities include:

- identifying the core services which must be maintained;
- identifying critical service trigger points to indicate when operations are being affected;
- how to operate with potentially high rates of staff & student absence;
- identifying a central source of communication;
- lines of authority/ succession planning;
- financial risks and business recovery;
- student and staff healthcare, provision of healthcare service;
- admissions, including staff absences, processing of applications, interviews;
- residential services and associated functions/services;
- teaching, including alternative non-contact methods e.g. e-learning options, covering for staff absences such as using recently retired lecturers;
- provision of specialised work areas, buildings, equipment or materials
- student progression and awards including examinations;
- provision of student financial and other support;
- provision of salaries, in the event of closure or failure of systems;
- working with Unions and Human Resources to agree appropriate local staff flexibilities and working practices (for longer term disruptions);
- availability of suitably qualified staff to maintain operations/ deliver services and provision;
- availability of staff to open/ close buildings and associated security and insurance issues, including access control systems;
- providing heating and buildings services if Estates & FM staff are absent;
- making alternative provision if lack of support staff;

- alterative catering services;
- continuation of teacher training courses in the event of school closures and the inability to complete placements;
- arrangements for research students, including continuation of work and impact on field work;
- making arrangements for placement students;
- arrangements for marketing and recruitment, including open days and other major events, such as graduation ceremonies;
- managing the loss of meeting and conference facilities;
- managing the loss of childcare facility;
- managing the loss of local social, sports and recreation facilities;
- managing the loss of buildings, including student residences.

Schools and Professional Services will need to ensure that for each of their areas of activity, there are arrangements for any areas which would represent a high risk in the case of unplanned staff absence. In most cases these will already be an integral part of how such activities are currently run.

5.3 Examinations

The failure of the University to assess the academic standard of students would have a long term detrimental impact on the reputation of the institution and the potential career progression of the students affected. Consideration will be given to:

- providing information about the arrangements in place to mitigate the impact on students and to secure academic standards. This will be particularly important to students if the timing of a major incident is such that it could impact on arrangements for graduation;
- reminders to students of the procedures for mitigating circumstances if students miss examination or assessment deadlines. It is expected that the institution will wish to maintain normal procedures as far as possible.

6.0 Resources

6.1 Plans

A copy of all related Plans (excluding personal contact details) will be maintained by Security in York House and on the *EcoCampus* Document Control System for which passwords will be provided to Incident Management Team members. The system does not rely on University network access. Personal contact details will only be held by Security.

6.2 Recovery Site

In the event that the Falmer campus facilities are partially inaccessible key staff will be instructed to relocate to other buildings on campus as appropriate (the Falmer Sports Complex and the Northfield Social Centre are on the perimeter of the Campus and have IT/Coms connectivity). Other staff will be asked to work from home, and the remainder (non critical staff) will be asked to go home and wait for further instructions.

In the event that the Falmer campus and/or facilities are completely inaccessible, key staff will await the guidance of the Insurer's Major Loss Team, who may be able to provide emergency accommodation, depending on the severity and likely duration of the loss. Alternative locations may include the American Express Community Stadium and the University of Brighton.

7.0 Evaluation

Incident Management Teams will assess their performance and the effectiveness of recovery actions at defined intervals during an incident, and during the business continuity phase. The evaluation intervals have been determined as:

| <i>Event</i> | <i>Evaluation Period</i> |
|-----------------------|--|
| <i>One off event</i> | <i>After the event</i> |
| <i>Minor incident</i> | <i>At the beginning and/or end of each day</i> |
| <i>Major incident</i> | <i>At least once a day</i> |
| <i>Disaster</i> | <i>Every 2-3 hours</i> |

During the review, the Incident Management Team will consider:

- Are the recovery actions working?
- Is the situation under control?
- Are the resources available appropriate?
- Are other actions needed?

The University or Local Incident Management Team incident controller will instigate additional actions as appropriate.

8.0 Business Recovery

Business Recovery (BR) is part of the Business Continuity Planning process and is undertaken in the immediate aftermath of a business interruption.

8.1 The Business Continuity plan identifies the various contingency measures that can be put in place after a business interruption to enable the University to continue its operations as far as is practicable. However, some of these measures may be short term arrangements that will not support operations in the long term.

8.2 The objective of BR is to return the University to a recovered status equal or nearly equal to that extant before the interruption.

8.3 An essential part of BR is to identify and learn the lessons from the whole experience. It is also important to maintain communications with stakeholders, addressing any concerns they may have and keeping them briefed about the actions you are taking.

8.4 The BR team will support the University after an incident to recover the critical dependencies that allow it to return to long term BAU. The team should:

- Help develop recovery plans
- Coordinate and deliver recovery options
- Ensure both plans and actions taken are communicated to stakeholders
- Recover, or facilitate the recovery of those parts of the business they are responsible for, according to their responsibilities and/or expertise

- Record the progress of the recovery progress for future lessons to be learned and ensure progress and lessons learned are communicated to relevant parties
- Ensure that the University recovers in a time that does not exceed the previously agreed 'Maximum Tolerable Period of Disruption' for each critical function

Templates for identifying the BR team and the resources they may require are provided in Appendix 2.

9.0 Training and Awareness

9.1 Training

Staff involved in emergency response and business continuity are offered training and will be supported to develop their plans.

9.2 Staff Awareness

Staff awareness of the plan will be refreshed at the following intervals:

| | |
|---|--|
| University Incident Management Team | <i>Thrice-yearly Business Continuity Group meetings</i> |
| Local incident management teams | <i>Undertake an annual test, review and update</i> |
| Management | <i>Discuss and review and local management meetings. Undertake a test every two years.</i> |
| Key staff (who may be relocated or asked to work from home) | <i>Participation in testing and exercising events</i> <i>Updated copy of plan received annually</i> |
| Other staff and students | <i>Participation in testing and exercising events</i> <i>Updated copy of plan received annually</i> |
| New starters | <i>Guidance available on Intranet</i> <i>Induction process to include explanation of continuity and recovery plan aims and contents</i> |

10.0 Testing, Maintenance and Review

The Business Continuity Manager is responsible for ensuring that plans for BC and BR are sufficiently tested and maintained.

10.1 Testing

The Business Continuity Manager will instigate an annual test of the University Business Continuity plan. This will encompass one of the following: a document review, a walkthrough/desktop exercise or full invocation. The tests will be scheduled to ensure that key team members are available and fully involved. In addition, consideration will be given to a surprise invocation of the test once per two years.

Schools and services should make their own arrangements for testing their plans but will be supported by the Business Continuity Manager.

10.2 Maintenance and Review

- Plans should reflect the current core activities of the University and schools and services within the University.
- Plans must be updated if significant changes occur and after an invocation, incorporating the lessons learned from a review of the response to the interruption and the recovery of BAU.
- Staff lists and contact details should be kept up-to-date.
- The results of testing should be recorded and plans revised accordingly. The Business Continuity Manager will update the University BCP and all changes will be logged in the version control at the beginning of this document. Incident Controllers are responsible for ensuring that their plans are maintained.

The Business Continuity Group (core members of the University Incident Management Team) meet at least once-per-term to discuss possible risks or threats to the University and to ensure that suitable contingency and recovery measures are in place.

11. University-wide critical functions, contingency arrangements and responsible persons

| | <u>University Business Critical Activities/Function</u> | <u>Ownership</u> | <u>Current Status</u> |
|---|---|------------------|-----------------------|
| Definition: activities that must be delivered during a disruption, even at a reduced level, to ensure business can survive. | | | |
| 1 | <p>Building opening, security and access control</p> <p>1. Devise strategy for mitigating against loss of key staff, including identifying alternative (transferable) staff for security and premises assistant duties, reducing variety of tasks undertaken, transferring tasks to others in short term.</p> <p>2. Ensure Schools aware of security and access control procedures, and aware of reporting procedures for concerns</p> | Dir EFM | In place |
| 2. | <p>Safety of premises</p> <p>1. <u>Fire safety</u> – all staff to be reminded of need to be vigilant to minimise risk of fire occurring and to ensure fire doors not wedged open</p> <p>NOTE : East Sussex Fire and Rescue Service advise if service is affected by external factors such as extreme weather, businesses should assume a</p> | Dir H&S | In place |

| | | | |
|----|---|---|--|
| | <p>fire management system similar to that implemented during fire-fighter's strikes.</p> <p>2. <u>Premises defects</u> to be reported as matter of urgency and corrected.</p> <p>3. <u>Contractors</u> to be instructed to ensure safe practices and to maintain safe premises.</p> <p>4. Research projects ('overnight running') to be identified and contingencies drawn up for absence of research staff</p> | | |
| 3. | <p>Power, water, heating, lighting and maintenance</p> <p>1. Develop an strategy to ensure, wherever practicable, supplies to key business functions are maintained – eg consider: maintenance staff availability, alternative supplies, generators etc</p> | Dir EFM | In place – ensure emergency measures are tested according to schedule. |
| 4 | <p>Information Services and Telecoms</p> <p>1. Identification and assessment of ITS functions to determine key business operations and resources</p> <p>2. Development of continuity plan for maintaining key ITS infrastructure, software and communications</p> | <p>Dir ITS/ Dir ITS/ Dir EFM</p> | <p>1. In place 2. In place</p> |

| | | | |
|----|---|-----------------------|---|
| 5. | <p>Cleaning and Waste disposal</p> <ol style="list-style-type: none"> 1. Staff reminded to report build-up of all waste to minimise risks from infection and fire. 2. Develop strategies to manage waste if internal or external contractors are unavailable | Dir H&S / Dir EFM | Update reminder to all building users |
| 6. | <p>Catering - Loss of some or all catering and (food) retail business facilities</p> <ol style="list-style-type: none"> 1. Identify and assess issues likely to affect business services eg – staff availability, effects on supply chain, loss of utilities 2. Develop strategy to mitigate against key issues identified | Dir RSTS / Dir H&S | 1& 2 : underway – Commercial Operations Manager developing contingencies. |
| 7. | <p>Availability of Academic Staff</p> <ol style="list-style-type: none"> 1. Identify alternative staff to continue conventional delivery 2. Identify alternative means of delivery – e.g on-line, self-directed study | Academic Secretary | 1 and 2 : Underway |
| 8. | Residential Services | | |

| | | | |
|---|---|-----------|-------------------|
| | <ol style="list-style-type: none"> 1. Develop a strategy to ensure campus residences are maintained at safe and secure level and that arrangements are in place with local stakeholders to accommodate students if one or more of the residences becomes unavailable for any reason. 2. Develop strategies to ensure that the loss of recreational or social facilities would not have a negative impact on the student experience. | Dir RSTS | 1 and 2. Underway |
| 9 | <p>Communications</p> <ol style="list-style-type: none"> 1. Ensure communications strategy is implemented to maintain updated information to all staff, students and external partners | Dir Comms | 1. On-going |

Appendix 1 – Business Continuity and Recovery Planning Templates (refer to Emergency Response Plans where appropriate)

Name of School or Service:

Date of Plan:

Test Date:

Review Date:

1.A. Local Incident Management Team Contact List

| Team Role | Name | Work Tel. | Home Tel. | Mobile |
|----------------------------|-------------|------------------|------------------|---------------|
| Incident Controller | | | | |
| Damage Management | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Business Continuity | | | | |
| | | | | |
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| | | | | |

1.B University Incident Management Team Contact List

| Team Role | Name | Work Tel. | Home Tel. | Mobile |
|--|------------------|-----------|---------------------|---------------------|
| Team Leader | John Duffy | 873814 | <i>Via security</i> | <i>Via security</i> |
| Reputation Management | Rob Read | 678888 | <i>Via security</i> | <i>Via security</i> |
| | Jacqui Bealing | 877437 | <i>Via security</i> | <i>Via security</i> |
| Damage Management | Andy Jupp | 678652 | <i>Via security</i> | <i>Via security</i> |
| | Martin Green | 877077 | <i>Via security</i> | <i>Via security</i> |
| | Marion Richards | 877347 | <i>Via security</i> | <i>Via security</i> |
| | Paul MacCourt | 873303 | <i>Via security</i> | <i>Via security</i> |
| | Neil Troak | 878651 | <i>Via security</i> | <i>Via security</i> |
| | Roger Morgan | 678233 | <i>Via security</i> | <i>Via security</i> |
| Business Continuity | Allan Spencer | 678307 | <i>Via security</i> | <i>Via security</i> |
| | Carey McLaughlin | 678692 | <i>Via security</i> | <i>Via security</i> |
| Insurance – see Appendix 1. I | Christina Dale | | <i>Via security</i> | <i>Via security</i> |
| Other members may be called from the following: | | | | |
| RSTS | Charles Dudley | 678222 | <i>Via security</i> | <i>Via security</i> |
| | Karen Creffield | 678228 | <i>Via security</i> | <i>Via security</i> |
| | Lorinda Holness | 678218 | <i>Via security</i> | <i>Via security</i> |
| HR | Jane Summerville | 877083 | <i>Via security</i> | <i>Via security</i> |
| | Jackie Rymell | 873720 | <i>Via security</i> | <i>Via security</i> |
| ITS | Iain Stinson | 8040/2814 | <i>Via security</i> | <i>Via security</i> |
| | Caroline House | 678539 | <i>Via security</i> | <i>Via security</i> |
| | James Goodlet | 678425 | <i>Via security</i> | <i>Via security</i> |
| Library | Kitty Inglis | 877830 | <i>Via security</i> | <i>Via security</i> |
| | Sally Faith | 877833 | <i>Via security</i> | <i>Via security</i> |
| Academic Registry | Sharon Jones | 2667/7091 | <i>Via security</i> | <i>Via security</i> |
| Student Services | Claire Powrie | 8930/7028 | <i>Via security</i> | <i>Via security</i> |

| | | | | |
|-------------------|-------------------|--------|---------------------|---------------------|
| Helplines | Bob Stephenson | 678910 | <i>Via security</i> | <i>Via security</i> |
| | Sally Smith | 873820 | <i>Via security</i> | <i>Via security</i> |
| Chaplaincy | Dr Gavin Ashenden | 877123 | <i>Via security</i> | <i>Via security</i> |

1.C Stakeholders, Partners & Contractors Contact Details

| Role | Name | Daytime Contact Tel. | Out of Hours Tel. |
|-------------|-------------|-----------------------------|--------------------------|
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1.D Hazard and Vulnerability Table

If you have identified hazards specific to your activities you should complete an emergency response plan. If you have no specific hazards such as those listed below, but you do have factors that would make you vulnerable to a business interruption or loss (such as those in the table) then please complete your business continuity plan.

| Hazard | x✓ |
|-------------------------------------|----|
| - Hazardous chemical substances | |
| - Hazardous biological substances | |
| - Flammable or explosive substances | |
| - Unsealed radioactive sources | |
| - Sealed radioactive sources | |
| - X-ray equipment | |
| - High energy electrical equipment | |
| - Gas cylinders | |
| - Pressure vessels | |
| - Lasers | |
| - | |
| - | |
| - | |

| Vulnerability | x✓ |
|---|----|
| - Children | |
| - Patients | |
| - Disabled persons | |
| - Visitors (visiting workers) | |
| - Animals | |
| - Rare or unique artefacts or collections | |
| - Irreplaceable research samples | |
| - High water dependency | |
| - High power dependency | |
| - Staff/students working off Campus | |
| - Highly specialised equipment | |
| - | |
| - | |
| - | |

1.E Business Impact Table

Name of School/Unit/Service:

Responsible Person:

| Core Activity / Function / Essential Service | Key Objectives | Normal Location (for activity being assessed) | Critical Dependencies eg: (The following list is given as an example. Please detail any critical dependencies unique to your core activity/key objective) | Impact of Interruption | | | | | | | | | | | | | | | | Maximum Tolerable Period of Disruption |
|---|--|---|--|------------------------|---|---|----|--------------|---|---|----|---------------|---|---|----|--------------|---|---|----|--|
| | | | | Up to 1 day | | | | Up to 1 week | | | | Up to 1 month | | | | Over 1 month | | | | |
| | | | | L | M | H | VH | L | M | H | VH | L | M | H | VH | L | M | H | VH | |
| <i>Eg. Teaching</i> <i>Research</i> <i>Recruitment</i> <i>Catering</i> <i>Maintenance</i> | Eg for teaching: • enabling self-directed learning • knowledge transfer • familiarity with learning resources • formative and summative assessment to demonstrate achievement of learning outcomes | | <i>Equipment (Identify critical pieces)</i> | | | | | | | | | | | | | | | | | |
| | | | <i>Work / study / recreational / residential spaces (specify)</i> | | | | | | | | | | | | | | | | | |
| | | | <i>Staff/contractors (roles / numbers)</i> | | | | | | | | | | | | | | | | | |
| | | | <i>Students</i> | | | | | | | | | | | | | | | | | |
| | | | <i>IT equipment (hardware)</i> | | | | | | | | | | | | | | | | | |
| | | | <i>IT systems (hardware & software)</i> | | | | | | | | | | | | | | | | | |
| | | | <i>Communications (phones / radios)</i> | | | | | | | | | | | | | | | | | |
| | | | <i>Power</i> | | | | | | | | | | | | | | | | | |
| | | | <i>Water</i> | | | | | | | | | | | | | | | | | |
| | | | <i>Executive Authority(eg signing off orders / contracts)</i> | | | | | | | | | | | | | | | | | |
| | | | <i>Support services (eg maintenance / cleaning / waste disposal)</i> | | | | | | | | | | | | | | | | | |
| | | | <i>Materials / Supplies (eg liquid nitrogen / food stuffs)</i> | | | | | | | | | | | | | | | | | |
| <i>Transport (eg for commuting / travel / deliveries)</i> | | | | | | | | | | | | | | | | | | | | |

1.G Restoration of services to enable a return to 'Business As Usual'

Once the cause of the emergency or business interruption is resolved and the contingencies identified as necessary to allow the University to provide essential services are in place, the Recovery phase of the Business Continuity Plan should be invoked.

The University's ITS recovery plan is attached to the University Emergency Response and Business Continuity Plan. Specific stand-alone local arrangements for IT recovery should be documented as part of this recovery plan.

| What is to be recovered | Who is tasked with the recovery | Special Role(s) in Team (eg team leader, communications, etc) | What external help is required | How is progress reported and to whom | Remarks |
|-------------------------|---------------------------------|---|--------------------------------|--------------------------------------|---------|
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1.H Recovery Resources

Resources (external and internal) required for recovering the essential services and core functions should be allocated here. What is required can be derived from the Business Impact Assessment and the Risk/Contingency Table.

| Personnel / Company | Equipment / Services | Contacts | Remarks |
|---------------------|----------------------|----------|---------|
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1.1 Lessons to be learned

Business Continuity and Recovery should take place alongside the investigation into what has gone wrong and how could it be prevented from happening again. Some business interruptions will be down to external factors over which you have no control, but there may still be lessons to be learned from how you coped with the disruption and what went well and what did not.

Please try to reflect on the business interruption, how it was managed and identify the lessons to be learned by completing the table below

| | |
|--|--|
| Record the cause of the business interruption and whether it was within or outside your control | |
| Indicate whether the previously identified MTPD timeframes were met – if not please indicate why not. | |
| Record any elements of your plan which you feel should have been in place but were not. | |
| Indicate whether you had access to the correct people and resources to enable you to manage your business interruption as successfully as possible. If they were insufficient, please indicate what was missing. | |
| Record the significant lessons to be learned from dealing with the business interruption. | |
| Please indicate how you will communicate these lessons and, if appropriate, whether you will amend your emergency and/or business continuity plans to reflect the required changes. | |

