Foreword

This Business Continuity Plan provides procedures and guidance for the management of disruptive incidents, which may adversely affect priority activities at the University of Sussex.

The intention of this plan is to ensure that the University will have the capability to continue its highest priority activities, to an acceptable level during and after disruptive incidents.

Should the University be affected by disruption, Schools and Services will be expected to continue to provide the necessary resources for teaching, study, research and administration, as well as suitable accommodation, catering and welfare facilities and services, when it is reasonable and practical to do so.

This plan will provide a framework to enable the University’s management to oversee the response to and recovery from a disruptive incident, with particular attention given to the highest priority activities, in challenging circumstances.

This plan will align with the University’s approved command and control arrangements when responding to (and recovering from) such incidents as defined in the Incident Response Protocol. Within this context, it is acknowledged that decision making may be undertaken by incident commanders outside of the University’s normal governance and reporting processes, in order to support a timely response to associated risks and issues as they arise. All decisions will be recorded and reviewed during the incident de-brief process.

The University’s Schools and Professional Service Divisions are expected to prepare for incidents by assessing the potential impact of disruption and maintaining local plans to respond to incidents. These plans may involve temporarily suspending certain activities in order to maintain essential services to acceptable levels. Those Schools and Divisions with responsibilities for higher risk or business critical activities will prepare specific plans to deal with interruptions, to enable recovery to commence within an acceptable time.

Heads of Schools, Senior Academics and Professional Services Directors will be consulted throughout the business continuity planning process and the University will liaise with external partners and key stakeholders when necessary.

This plan will be reviewed annually by the Director of Planning and Performance with oversight from the University Executive Group.
Business Continuity Management - Policy Statement

Business continuity can be defined as “The capability of an organisation to continue the delivery of products or services at pre-defined acceptable levels following a disruptive incident”. (BCI Good Practice Guidelines 2018)

The aim of the University’s Business Continuity Management (BCM) Programme is to identify the main threats, which have the potential to disrupt priority activities and to develop measures which protect against interruptions, facilitate a response to incidents and support recovery.

The objectives of the University's BCM Programme are to:

- Improve resilience within the University's people, assets, systems and infrastructure
- Develop contingency arrangements that are safe and secure for all personnel
- Facilitate the co-ordinated recovery of priority activities
- Support incident response and recovery with effective communications

By implementing the BCM programme, the University will be better prepared to effect a coordinated response to disruptive incidents.

The University's Schools and Professional Services will be expected to identify potential threats to their operations, examine the impact of disruption and make local plans for responding to incidents in order to improve resilience. The University's approach to procurement aims to ensure that such standards are expected where services are provided by contractors or third party suppliers.

All staff are expected to recognise and detect the risk of disruption to the core activities of their School or Division and report any concerns to management. Managers are expected to evaluate these risks, design and maintain business continuity plans to cope with disruption and agree response and recovery procedures with service providers and all team members.

These arrangements may involve certain staff performing temporary roles, at different times or in alternative locations. During disruptive incidents, staff may be asked to consider such changes to their normal working arrangements, to support the University throughout the recovery process. The University will ensure that any proposed alternative working arrangements are safe, secure and fit-for-purpose.

The University will strive to continually improve resilience across the institution, which should serve to reduce the impact of disruptive incidents.

The intention is for business continuity planning to become embedded in to the routine management activities that take place within the University’s Schools and Professional Services.

Professor Adam Tickell
Vice-Chancellor
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<thead>
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<th>Date</th>
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<tbody>
<tr>
<td>1</td>
<td>Revised Business Continuity Plan introduced</td>
<td>September 2018</td>
</tr>
<tr>
<td>2</td>
<td>Minor text edits</td>
<td>January 2019</td>
</tr>
<tr>
<td>3</td>
<td>Web Version Amends</td>
<td>June 2019</td>
</tr>
</tbody>
</table>
INTRODUCTION

1.1 Background

Within any organisation, normal business can be disrupted at any time. These disruptions can be caused by:

- the loss of personnel – e.g. due to illness or industrial action
- the loss of access to facilities, equipment or premises – e.g. due to fire or severe weather
- the loss of infrastructure – e.g. power outage, IT failure, fuel shortage
- an interruption to the supply chain – due to any of the above or external influence

Those responsible should therefore prepare for disruption by identifying where their School, facility or service may be vulnerable, by assessing the likelihood and impact of interruptions and devising and documenting 'local' plans to respond and recover effectively.

The University of Sussex is a leading higher education and research institution situated in the city of Brighton and Hove. The majority of activities are centred on the University’s Falmer Campus, which boasts award-winning architecture and is situated in the beautiful South Downs National Park.

The University has twelve Schools providing education and research opportunities to more than 17,000 students, approximately 5,000 of whom live on Campus. More than 2000 staff are employed within the University's Schools and Professional Services to deliver high quality education and research programmes and providing an excellent student experience.

The following services are available 24/7:

- Security (York House)
- Campus and Residential Support (York House and in each Hall of Residence)
- The University Library (during term-time)

In addition, senior management will be available to respond to urgent incidents, which may arise outside of normal office hours and away from the main campus.

The generic procedures within this Business Continuity Plan are intended to enable an effective and co-ordinated response to a disruptive incident involving the University's premises, students, staff, contractors or suppliers.

Heads of Schools and Professional Services Directors are required to formulate and maintain specific 'local' business continuity plans. These plans should contain the details of all staff, contractors, resources and suppliers who are critical to service delivery and procedures to define the local management arrangements for coping with disruption to their normal operations. Duplicates of essential materials, equipment and data should be stored in a secure, alternative location. Alternative working arrangements (e.g. remote working) should also be considered, where applicable.

A Business Continuity Plan Template is provided in Part 2 of this document. Those responsible for preparing BC Plans should also refer to the following documents:


UoS Business Continuity Plan (Web Version)

This Version: June 2019

Date of Next Review: June 2020
1.2 Aim of the Business Continuity Plan

The aim of this plan is to enable University staff to prepare for disruption and make informed decisions, which support the continuity of priority activities during incidents.

1.3 Objectives

The objectives of this Business Continuity Plan are to provide a framework for incident managers which will:

- Manage the impact of disruptive events
- Facilitate the co-ordinated recovery of priority activities
- Continue to provide essential services, giving priority to the most critical activities
- Develop alternative arrangements that are safe and secure for all personnel

1.4 Scope

This plan provides a framework to enable senior management to deploy resources which support business continuity at the University of Sussex during the response to (and recovery from) disruptive incidents, as outlined in the University’s Incident Management Protocol.

Part 1 of this plan contains the procedures for the strategic management of disruption and Part 2 contains templates to assist the University’s Schools and Professional Services in preparing specific local (tactical and operational) business continuity plans. During a major incident, the procedures within this plan should complement (but not supersede) those specified within the University’s Emergency Management Plan.

1.5 Assumptions

In the formulation of this plan, it is assumed that the Heads of Schools and Professional Services Directors have examined the risk of disruption to their priority activities and that mitigation measures have been identified, agreed, documented and shared in local BC Plans.

With support from the Risk and BC Manager, Heads of Schools and Professional Services Directors will undertake a Business Impact Analysis to examine how disruption could affect the fulfilment of strategic objectives, compliance with statutory obligations or potentially damage the University’s reputation and financial performance.

Information from these BIA’s will be collated by the Risk and BC Manager and key activities (critical functions) will be given strategic priority for recovery based on the information provided. This process will be overseen by the Director of Planning and Performance.

For this plan to be invoked, it is assumed that an incident is likely to interrupt the University’s activities for more than one working day and that a normal operational response undertaken by the affected Schools and/or Services will be insufficient to enable recovery in the required time. Higher risk activities may require a more urgent response and will be subject to specific plans. Where staff shortages are referred to, the assumption is that at least a 50% reduction in normal staffing levels will be experienced and this will have a noticeable impact on the education, research and the student experience.
1.6 Distribution

This version of the University BC plan is available on the University website.

1.7 Audit & Review

These business continuity arrangements are subject to periodic inspection by the University’s internal auditors and will also be shared with the University’s insurers.

The Risk & Business Continuity Manager will review the BC Plan annually and the Director of Planning and Performance will notify UEG of any amendments. Updates may be issued in the light of any disruptive incidents, changes to the University’s governance, structure, priorities or activities, or following any major alterations to the Campus environment.

1.8 Training & Exercising

The Risk and BC Manager will develop a programme to raise awareness about Business Continuity within the institution and will work with members of the University’s Incident Management Group (IMG) to deliver training and exercises in this regard. The University’s Leadership Team will be briefed on the contents of this plan and best practice approaches to BCM. Heads of Schools and Professional Services Directors will be expected to brief their teams about the importance of business continuity to the University and its objectives.

The Risk and BC Manager will be responsible for exercising the University’s business continuity arrangements. In the absence of a disruptive incident, it is recommended that Schools and Professional Services review their local BC arrangements at least once a year and this can be done during routine departmental meetings.

Following an exercise or disruptive incident, the relevant Head of School or Professional Services Director will produce a de-brief report to identify any lessons and inform any future arrangements, in order to improve resilience.

1.9 Types of Disruptive Incident

1.9.1 Critical Incident – interruption which affects a small number of non-critical activities for a short period of time. Examples include single room failure, short-term outage, and small-scale evacuation. Critical incidents are expected to be managed with a local response by the affected Schools or Services, although assistance may be sought from other teams such as SEF Support Services, Security or Estates as part of their normal operations.

1.9.2 Significant Incident – disruption to core activities, the impact of which will be noticed by the Campus community. Examples include prolonged IT or utility outage, denial of access to a key building or severe weather event. Significant incidents are likely require specialist advice, additional resources, communications planning and tactical co-ordination to support response and recovery efforts.

1.9.3 Major Incident – prolonged disruption to critical activities which may affect the University’s objectives. Examples include the loss of a major building, prolonged industrial action or an outbreak of life-threatening infectious disease. Such incidents will require strategic management, crisis communications and close liaison with external partners to support recovery.
1.10 Business Impact Analysis (BIA)

The Business Impact Analysis (BIA) forms a key part of the Business Continuity planning process. Heads of Schools and Professional Services are expected to undertake a BIA to identify their priority activities and examine the impact of disruption on them, over time. The impact of such interruptions will be assessed according to the University’s:

- Reputation
- Financial performance
- Operational Delivery
- People

Information from the Business Impact Analysis will be used to identify activities to be given strategic priority for recovery following a disruptive incident. The BIA should also inform decision making as to which activities could be temporarily suspended to allow the most critical functions to continue or resume operations during and after disruptive incidents.

1.10.1 Priority Activities

The prioritisation of activities, processes and resources will be described as follows:

- **Priority 1**: Essential activities requiring initial resumption to commence within 24 hours to safeguard the University’s reputation and strategic objectives. These activities should have specific, adequately resourced incident response plans and defined contingency arrangements, which will be owned by the Head of School or Professional Service Director and agreed by the UEG.

- **Priority 2**: Activities requiring resumption and recovery to commence within 48 hours in order to resume essential services to the University community. Local BC plans will be invoked by the Head of School or Professional Service Director to coordinate the required response.

- **Priority 3**: Activities with a recovery time objective of more than 48 hours. Whilst the impact of disruption upon activities may not be noticeable immediately, productivity and performance may decline over time, which will negatively impact on objectives. A backlog of incomplete work may accumulate as a result of resources being allocated to the recovery process. Therefore, local (team level) business continuity plans should be developed, shared and maintained.

- **Priority 4**: Non-essential activities which may be suspended indefinitely to support any of the above.

Priority 1 and 2 activities will be examined and ranked during the BIA process and specific, local contingency plans will be developed by the risk owners.

Priority 3 and 4 activities will be considered in local BC planning processes, so as to identify and agree suitable alternative working arrangements.
1.11 Dependencies

During the Business Continuity planning process, Schools and Professional Services will be required to identify and note their key dependencies on other services, such as ITS or Estates, as well as contractors or suppliers. Where such dependencies exist, procedures for responding to incidents should be pre-agreed, specified in BC plans and given due consideration when setting business continuity objectives.

1.12 Vulnerability

The University is heavily reliant on the availability of more than ninety buildings and associated infrastructure operating from its Falmer Campus. This includes the operation of:

- accommodation for approximately 6000 students
- teaching and study spaces such as lecture theatres, seminar rooms and the Library
- controlled research areas e.g. laboratories containing hazardous or unique materials
- offices, meeting rooms and specialist work spaces for staff and tenants
- catering and retail outlets
- the ACCA, sports facilities and the Meeting House
- the Medical Centre, Pharmacy and Nursery
- the wider campus estate, including the road/footpath networks and car parks

The Campus is situated within the Southdown’s National Park. Given its topography and built environment, certain areas of the Campus may be susceptible to surface water flooding, following heavy rainfall.

All of the major transport and pedestrian routes access the site via its southern boundary. Any incident leading to the closure of one of the local major transport routes has the potential to cause significant disruption to the University’s activities.

Utilities on Campus (e.g. power, water, gas) may occasionally be interrupted and the response to such incidents will be facilitated by the Estates Division and SEF.

The University is dependent on available IT systems and network connectivity to deliver education and research programmes and support the student experience.

Schools and Professional Services should form specific, co-ordinated local plans to deal with disruption to IT systems and to communicate with users during an outage. The ITS Disaster Recovery Plan specifies the procedures and timelines for recovery in the unlikely event of a prolonged outage.
2.0 ACTIVATION, MANAGEMENT & COORDINATION

2.1 Activation - This plan will be activated in the following circumstances:

1) A sudden onset incident which interrupts urgent activities or causes significant disruption to the University for at least one working day.

Initial Action:

- If necessary, SEF will coordinate the evacuation and security of the affected part(s) of Campus, as specified in the University’s Emergency evacuation procedures.
- If strategic management is required, UIMT will convene to assess the situation and provide a statement of intended action (See Appendix 1 and 2).
- If the incident is disrupting key computer systems, IT Services will invoke their Disaster Recovery Plan and inform the relevant Schools and Divisions.
- The University Incident Management Team will invoke this plan if the incident is likely to cause significant disruption to students, staff or priority activities.

2) A foreseen incident which interrupts urgent activities or causes significant disruption to the University for at least one working day.

Initial Action:

- Advance planning and risk assessment – Heads of Schools and Professional Services Directors will assess the likely impact and consider the need to invoke local BC plans, which will contain pre-agreed alternative working arrangements and the communications strategy.
- When severe weather is expected, SEF will co-ordinate the University’s preparedness and response activities and maintain the necessary documentation.
- If prolonged industrial action is likely to disrupt priority activities, HR will take the lead in assessing the risk and initiating the University’s response activities.
- If strategic management is required, UIMT will convene a meeting to assess the situation and provide a statement of intended action. (See Appendix 1 and 2)
- Heads of Schools and Professional Services Directors will report concerns to UIMT and identify priorities for support.

2.2 Notification

The majority of emergency incidents will be reported to Security by dialling 3333 (01273 873333). The Security Control Room operates 24/7. Upon notification of an incident, Security and/or Campus and Residential Support will assign a Site Incident Manager to oversee the initial response. Incidents may also be reported from elsewhere (e.g. from those studying abroad). Please also refer to the University’s Emergency Management Plan. Estates maintenance and utilities emergencies (where there is no immediate threat to life) should be reported to the SEF Service Centre on 7777 (01273 877777).
Where there is likely to be media interest, the incident commander will notify the Director of External Relations, in accordance with the University’s Crisis Communications Plan.

IT outages should initially be reported to the IT Services Helpdesk 8090 (01273 678090).

Heads of Schools and Professional Services Directors will be responsible for notifying personnel from within their teams and maintaining local contacts lists to facilitate this. In addition, the relevant Head of School/Professional Service Director will determine when it is necessary to notify the University Incident Management Team about an incident.

The University Incident Contacts Directory contains the personal contact details for all members of UIMT, incident responders and other stakeholders.

2.3 Incident Management - Command & Control

2.3.1 Incident Response & Recovery Teams (IRRT) – BRONZE Command

In many cases, response and recovery may be managed by specialist local teams invoking their specific Emergency or Business Continuity Plans. A sample Business Continuity Plan template is available in Part 2 of this document.

Incident Response and Recovery Teams (IRRTs) will facilitate the operational response to disruptive incidents within Schools and Professional Services.

In BC terms, the priorities will be to:

- Ensure the safety of all personnel
- Capture and record information about the incident
- Notify and liaise with other relevant schools and departments
- Invoke specific local BC plans as appropriate
- Devise alternative ways of working to support the continuity of priority activities
- Escalate to LIMT if additional resources are required to manage the disruption

2.3.2 Local Incident Management Teams (LIMT) – SILVER Command

IRRT Leaders will determine if there is a need for the tactical management of the response and recovery process. If this is the case, it may be necessary to escalate command of the incident to Local Incident Management Teams. LIMTs will be responsible for the recovery of the priority activities of an entire School or Professional Services Division.

LIMTs will facilitate the tactical response during incidents that affect the functioning of multiple departments within a School and/or Professional Services Division. During major BC incidents, LIMTs may be clustered together to co-ordinate the recovery process.

In BC terms, the priorities for LIMTs will be to:

- Protect people and assets.
- Coordinate the activities of the IRRTs.
- Ensure that resources are targeted appropriately to support the student experience.
- Provide accurate information to communicate about the incident.
- Notify the UIMT if strategic incident management is required.
- Provide updates from local specialists in order for UIMT to make decisions.
2.3.3 University Incident Management Team – (UIMT) – GOLD Command

A large-scale, University-wide response by numerous LiMTs may need to be coordinated by the University Incident Management Team (UIMT). When prolonged disruption is expected, the Chief Operating Officer and/or the Provost will decide whether to declare a major incident and convene a meeting of UIMT. Members of UIMT (identified in Section 5 of this document) will be on call to attend meetings out-of-hours as necessary.

UIMT will assume the strategic management of a disruptive incident, which affects the University’s priority activities. UIMT will examine the impact of the incident, identify immediate priorities and determine the strategy for recovery. UIMT will make key decisions to coordinate the response and recovery efforts and agree the internal and external communications strategy in line with the University’s Crisis Communications Plan.

In BC terms, the priorities for UIMT will be to:
- Make key decisions and coordinate the University’s response to a Major Incident
- Determine the strategy for recovery
- Provide information and support to all stakeholders

University of Sussex Incident Response Structure

- Crisis Communications
- Business Continuity
- Emergency Management
- IT Disaster Recovery
2.3.4 Crisis Management Team (CMT) (to assume GOLD Command if appropriate)

In the context of business continuity, a crisis can be defined as an unstable, irrational incident that creates a severe level of disruption. The impact of a crisis may exceed what could have reasonably been expected and therefore may not have otherwise been planned for. In these circumstances, the University's Crisis Management Team will be required to provide strategic leadership and safeguard the University's priorities. The Vice Chancellor will Chair meetings of the CMT and will decide on who should attend. The UIMT Leader will be responsible for notifying the Vice Chancellor when an incident escalates to this level. The Vice Chancellor will act as the University's Gold Commander during these incidents and liaise with external partners and key stakeholders as necessary.

In BC terms, the priorities for CMT will be as follows:

- Acknowledge that a crisis has occurred and inform stakeholders and partners
- Monitor reports from UIMT and agree objectives to mitigate the impact
- Support financial sustainability and resilience
- Prepare and provide media statements to protect the University’s reputation
- Monitor the fulfilment of the University’s strategic priorities during recovery

2.4 Incident Control - Administration & Logging

IRRTs and LIMTs should record all decisions, actions and the rationale behind them in their local incident log. Schools or Services leading the response and recovery efforts will be expected to provide a member of staff to maintain this document.

2.5 Stand-down

Following an incident, Heads of Schools and Professional Services Directors will report to UIMT the time at which their service levels have returned to normal. This plan will be stood down when all affected Schools and Professional Services have confirmed that significant disruption is no longer being experienced.

Suggested protocol for Stand-down

1. Affected schools/services report a return to ‘business as usual’ operations
2. IRRT/LIMT de-brief
3. UIMT/CMT de-brief
4. Completion and return of decision logs and financial reports
5. UIMT/CMT declares that incident response and recovery are complete

2.6 De-brief

A de-brief should be held following any disruptive incident. The intention is to capture any learning to reduce the likelihood of the incident occurring again, control the impact and improve the capacity to recover. The incident de-brief should raise the following questions:

- what went well?
- what didn’t go so well?
- what should be done differently in the future?
- have any gaps/vulnerabilities been identified which need to be addressed?
3.0 Communication

3.1 Internal Communications

UIMT will require an initial situation report from LIMTs regarding the impact of the disruptive incident, how they are responding and the decisions that need to be taken. Students and staff will be updated about temporary arrangements and precautionary measures, in accordance with the University’s Crisis Communications Plan, which is produced by the External Relations Division. Messages will be broadcast by whatever means possible such as the University website, social media feeds, email and campus TV screens. Emergency alerts will be issued via the University of Sussex Mobile App.

3.2 External Communications

If there is interest from the local or national media, UIMT/CMT will agree an initial media statement, in accordance with the Crisis Communications Plan. The University’s External Relations Division will monitor media coverage of the incident and prepare responses accordingly. Information to external partners and stakeholders will be circulated by whatever means possible (e.g. website, press releases, social media etc.)

3.3 Incident Contacts

Each Local Incident Management Team (School/Division Level) is responsible for maintaining an up-to-date contacts list for staff, in order to notify them of an incident.

The contact details of members of the University Incident Management Team (UIMT) will be held in the Incident Contacts Directory. These contact details may be used out-of-hours, should the need arise.

3.4 Situation Reporting (SITREP)

Incident managers will use the Red, Amber, Green (RAG) reporting system to indicate the impact of the disruption on their service as described in the table below:

<table>
<thead>
<tr>
<th>RAG Status</th>
<th>Disruption</th>
<th>Description of Impact</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>Minor</td>
<td>Short interruption (&lt; 1 day)</td>
<td>Normal Operations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Local BC Plan invoked to support recovery</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Barely noticed by students or stakeholders</td>
<td></td>
</tr>
<tr>
<td>Amber</td>
<td>Significant</td>
<td>Medium-term interruption (&gt;1 day)</td>
<td>Tactical Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Schools/services activities disrupted</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Local BC plans invoked to support recovery</td>
<td></td>
</tr>
<tr>
<td>Red</td>
<td>Major</td>
<td>Prolonged interruption (&gt; 2 days)</td>
<td>Strategic Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Loss of facilities, equipment or personnel</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Critical activities suspended/prolonged recovery</td>
<td></td>
</tr>
</tbody>
</table>

The adoption of this situation reporting system will ensure that the University’s communications are aligned with external partners, such as the emergency responders.
4.0 Business Recovery

4.1 The Role of UIMT – to coordinate and provide a strategy for the recovery of the University’s priority activities. To provide timely information about the incident to students, staff, stakeholders and external partners.

4.2 Business Recovery Groups

During the recovery process from a major incident, UIMT may determine that LIMTs can be clustered into Business Recovery Groups, who will focus on shared priorities. Business Recovery Groups will be chaired by the relevant Head of School or Professional Service Director and membership will include specialist advisors from within their teams, representatives from affected Schools and where applicable, senior academics.

4.2.1 Personnel Recovery Group – Led by the Director of HR

Key Tasks -
- Oversee student and staff welfare during the recovery process
- Ensure payments to staff are made on time
- Advise on mitigation should Industrial Action disrupt critical activities
- Liaison with USSU and relevant staff Trade Unions

4.2.2 Education and Research Recovery Group – Led by the Director for Student Experience, Relevant Heads of Schools and Director of Research & Enterprise

Key Tasks -
- Assessing the impact upon education and research activities
- Salvage and recovery of damaged equipment and research materials
- Providing support and advice to students as to the disruption
- Providing information about assessments etc.

4.2.3 Estates & Facilities Recovery Group – Led by the Director of Estates and the Head of Service Delivery (Facilities Management)

Key Tasks –
- Securing the incident scene and engaging with the emergency services
- Assessing the condition of damaged buildings and estates infrastructure
- Identifying safe and secure alternative accommodation
- Facilitating building repairs and the reinstatement of utilities and equipment
- Overseeing salvage operations and project management of recovery activities
- Overseeing the recovery of contracted services (Catering etc.)
- Providing Health & Safety advice and assessing the environmental impact

4.2.4 ITS Disaster Recovery Group – Led by the IT Disaster Recovery Coordinator

Key Tasks -
- Facilitating restoration and renewal of IT hardware, software and infrastructure
- Recovery of IT systems, data, telephony, website and connectivity
- Providing UIMT with a timeline for the recovery of key systems

4.2.5 Finance, Legal & Insurance Recovery Group – Led by the Director of Finance and the General Counsel

Key Tasks -
- Make emergency funds available whilst continuing to pay existing creditors
- Accounting for incident expenditure and maintaining an inventory of losses
- Liaising with insurers and loss adjustors
- Providing legal advice
4.3 Professional Services - Priority Activities

These following professional services will be given priority for resumption due to the potential impact of interruptions on education, research and the student experience:

<table>
<thead>
<tr>
<th>Service</th>
<th>Priority Activities</th>
<th>Possible mitigation if disruption occurs</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Services</td>
<td>Providing operational data centres, IT systems, Wi-Fi connectivity, telephony</td>
<td>Back-up data centre on Campus Off-site data centre</td>
</tr>
<tr>
<td>Estates (to include services provided by SEF)</td>
<td>Providing safe and functional facilities and infrastructure across the entire University estate, Repairs and restoration</td>
<td>Severe weather response, Identifying and sourcing alternative facilities and equipment (e.g. generators for emergency power)</td>
</tr>
<tr>
<td>External Relations</td>
<td>Internal and External Messaging and Statements</td>
<td>Web information, email social media updates, App notifications</td>
</tr>
<tr>
<td>Finance &amp; HR</td>
<td>FMS, Payroll and welfare arrangements</td>
<td>Secure alternative locations, redeployment of staff</td>
</tr>
</tbody>
</table>

4.4 Partial or Phased Recovery

Following a major incident, LIMTs and/or Recovery Groups will undertake an initial assessment of the disruption and devise an action plan to achieve the recovery of priority activities. Early consideration should be given to the availability of equipment and utilities to provide safe and secure accommodation, teaching and study spaces, laboratories and offices. This will include the provision of sufficient systems and resources to support critical processes as well as suitable heating, lighting, welfare and sanitation facilities for personnel.

During any phased resumption, UIMT will decide the order in which the University’s most time critical activities will receive resources. Alternative accommodation and/or equipment should be sought if recovery time objectives are unlikely to be met by using existing facilities.

4.5 Review & De-Brief Following a Disruptive Incident

Following a significant disruptive event, the Chief Operating Officer will write a report to review the University’s response and to capture learning. Heads of Schools and Professional Service Directors will feed into this process by de-briefing their teams to evaluate the impact of such incidents, to review the effectiveness of their response and recovery efforts and to propose future mitigation measures to improve resilience.

4.6 Evacuations and Welfare of Personnel

Emergency evacuations may result in people to becoming separated from their personal belongings (wallet, keys, phone, warm clothing etc.).

If it is not possible to return to a building within 30 minutes of evacuation, Security or Campus and Residential Support Services will identify an alternative space to provide temporary shelter and ongoing welfare support until access is permitted (as specified in the EMP).
5.0 Roles & Responsibilities

5.1 Estates – to include Sussex Estates and Facilities (SEF)

Sussex Estates and Facilities (SEF) are responsible for the maintenance operations at the University’s Campus, including the availability of buildings, grounds, footpaths, roads, car parks and utilities infrastructure. The SEF Service Centre will perform the initial response to maintenance defects and have plans in place to escalate an incident should the need arise.

Security (provided by SEF) provide the University’s primary response to emergencies and the relevant procedures are contained in the University’s Emergency Management Plan. Many emergencies (e.g. where there is a threat to life, assets or the environment) may also cause disruption to the University’s priority activities and therefore the response and recovery frameworks held in this Business Continuity Plan will be aligned with the Emergency and Business Continuity Plans produced by SEF.

The University and SEF will work closely together throughout the business continuity management cycle. SEF will assist the University in the delivery of the training and exercising programme to validate the Emergency and Business Continuity Plans.

5.2 SEF Response and Recovery Roles

The SEF Partnership Director holds ultimate responsibility for the emergency response and security services on Campus. The Partnership Director will be a key member of the Estates and Facilities Recovery Group and will report to UIMT as required.

The SEF Services Manager will liaise with the Response and Recovery Teams with regard to any disruption to University facilities and the estate. This will include evacuations, campus safety and security, repairs to buildings, grounds, utilities, transport infrastructure and the oversight of development projects (in conjunction with the Head of Projects).

The Customer Services Manager will support the response and recovery efforts by providing transport, helpdesk, logistics and reprographics.

The Head of Residences and Facilities Management will provide input to the Incident Response and Recovery Teams on residences, cleaning, housekeeping, portering and laundry issues.

The SEF Partnership Director must inform the University’s Director of Estates and Facilities or the Head of Service Delivery (Facilities Management) should any disruption affect SEF’s priority activities and/or contractual obligations.
5.3 University Incident Management Team Leader

This role will normally be undertaken by the Chief Operating Officer or the Provost. The main responsibilities will include:

- To act as the Gold Commander during major incidents and coordinate the University’s strategic response and recovery efforts.
- To identify emerging risks and threats to the continuity of the University’s priority activities.
- To ensure that resources are available to facilitate an effective response and recovery to an incident affecting the University.
- To agree the communications strategy throughout the duration of the incident.
- To liaise with external partners during the response and recovery process.
- To approve and agree mutual aid protocols with key partners.
- To write a report following a major incident to capture any learning.

5.4 Local Incident Management Team (LIMT) Leaders

Schools and Professional Services should prepare for and respond to incidents by forming a Local Incident Management Team (LIMT) from within their ranks, to oversee the tactical management of incidents. The Head of School or Professional Services Director (or equivalent) will act as the LIMT Leader and will be responsible for:

- Assessing the risk of disruption to priority activities within their area of responsibility, known as an activity Business Impact Analysis (BIA).
- Identifying and securing risk mitigation measures which maintain resilience.
- Ensuring that sufficient resources are allocated to business continuity planning to protect teaching, research, enterprise and support services.
- Ensuring that all staff are aware of the arrangements for dealing with disruption and that there are sufficient competencies within the school/service to manage incidents.
- Acting as Silver Commander and overseeing the tactical response to incidents.
- Directing the activities of the Incident Response and Recovery Team Leaders within their School/Service.
- Notifying the UIMT Leader if the incident requires strategic oversight and decisions.
- Notifying the relevant senior academics within the affected School(s)
- Working with the Risk and BC Manager to develop a testing programme in order to validate local BC plans.
5.5 Incident Response & Recovery Team (IRRT) Leaders

The IRRT Leaders will be appointed by Heads of Schools/Professional Services Directors to prepare for incidents and facilitate the local response and recovery. The main responsibilities will include:

- Maintaining documented Incident Response and Recovery plans and ensuring that business continuity is considered as part of this process.
- Maintaining contact lists and call-out arrangements to ensure that team members understand their role in response and recovery and that their details are correct.
- Undertaking a service specific BIA, to assess the impact of disruption over time.
- To report any concerns to the relevant Head of School/Professional Services Director.
- Acting as Bronze Commander, overseeing the operational response to disruptive incidents, to include pre-agreed alternative working arrangements.
- Facilitating and attending BC planning activities, exercises and tests.

For specific roles, the responsibilities defined below will be embedded in the relevant Job Descriptions.

5.6 Director for IT

Member of UIMT and owner of resilience arrangements for the technology environment.

The main responsibilities will include:

- To identify, monitor and mitigate risks within the technology environment which may affect the University’s strategic objectives.
- To maintain and develop the technology environment to ensure that resilience central to the IT strategy.
- To oversee cyber security and mitigate the risk of disruptive cyber-attacks, which may result in the loss of data or denial of access to technology systems.
- To ensure that the procedures within the ITS Disaster Recovery and Service Continuity Plans are fit-for-purpose.
- To Chair meetings of the IT Disaster Recovery Team.
- To report on the recovery of IT systems, data and connectivity during a disruptive incident and agree the communications strategy.
5.7 IT Disaster Recovery Coordinator

The IT DR Coordinator will be appointed the Director for IT.

The main responsibilities will include:

- To oversee the IT BIA and report technology risks to the Director of IT Services.
- To monitor key dependencies placed upon IT Services in relation to the activities of Schools and Professional Services and to prioritise the most critical functions when allocating resources.
- To maintain, test and review the IT Disaster Recovery Plan.
- Evaluating the plans of external service providers and suppliers, identifying potential risks and implementing improvements to protect IT services.
- Supporting the delivery of Incident Management training activities in conjunction with SEF and the University.
- Creating an annual testing and exercising programme to validate the IT DR Plan.
- Implementing lessons learned following BC/ ITSCM test/exercises.
- Issuing the ITSCM status report to the Director of IT Services during an incident.
- Ensuring that an operational role is assigned, with the responsibility for providing the UIMT with information, analyses and potential solutions.

5.8 The Director of External Relations

Member of UIMT to support the crisis communications arrangements.

The main responsibilities will include:

- To effectively communicate with all relevant stakeholders about the incident.
- To implement the University's Crisis Communications Plan, as required.
- To monitor media coverage oversee the publication of official statements in relation to the incident.
- To ensure that relevant staff are suitably trained and briefed to give media interviews.
- To ensure the continuity of other critical activities within service areas.

5.9 Director of Human Resources

Member of UIMT and owner of resilience arrangements for human aspects of business continuity – staff/students/visitors/contractors

The main responsibilities will include:

- To oversee the development of procedures for contacting staff, home working, travel and succession planning to improve resilience.
- To maintain suitable contractual arrangements for the relevant staff to ensure the University's out-of-hours incident response capability.
- To support BC training and awareness activities to ensure staff competence.
- To identify, monitor and mitigate risks which can affect staffing levels and disrupt the University's priority activities, such as industrial action and pandemic illness.
- To liaise with the relevant Trade Unions prior to and during industrial action.
- To lead on staff welfare during the response to and recovery from a disruptive event.
- To ensure the resilience of the staff payroll function, to include alternative office(s).
- To ensure the continuity of other critical activities within relevant service areas.
5.10 Director for the Student Experience

Member of UIMT and owner of resilience arrangements for human aspects of business continuity – students

The main responsibilities will include:

- To lead on the student services response and prioritise student wellbeing during a disruptive incident.
- To oversee the response of Student & Residential Services (including out-of-hours).
- To identify students who may be particularly vulnerable to disruption and prioritise support accordingly.
- Ownership of specific people (student) risk mitigation plans.
- To liaise with the University Health Centre and PHE in managing the risk of pandemic illness within the student community.
- To provide chaplaincy and counselling services to support those affected by an incident.
- Providing support and information for the management of student alerting and notification systems.
- To monitor risk and maintain plans for disruption that may affect student travel arrangements.
- To work closely with SEF to ensure that all student facing services are resilient.
- To ensure the continuity of other critical activities within relevant service areas.

5.11 Director of Planning and Performance (Member of UIMT)

The main responsibilities will include:

- To oversee the production and maintenance of the University’s BC Policy and this Plan.
- To review and maintain the University’s Institutional Risk Map following an incident.
- To provide specialist advice to the Incident Gold Commander and UIMT, as required
- To deputise for the Gold Commander as necessary
- To report on the impact of incidents which affect strategic priorities.

5.12 Risk & BC Manager (Adviser to UIMT)

The main responsibilities will include:

- To provide specialist support to UIMT and LIMTs in preparing for, responding to and recovering from disruptive incidents.
- To ensure the procedures in this Business Continuity Plan are adopted appropriately.
- To raise awareness about BC and promote good practice across the institution.
- To liaise with Local Resilience Forum partners as necessary.
5.13 Procurement Manager (Adviser to UIMT)

The main responsibilities will include:

- To ensure that procurement policy and procedures give due consideration to business continuity risks and seek sufficient assurance from suppliers and contractors during the tendering process
- To advise on the procurement process during the recovery from a disruptive incident

5.14 Insurance Manager (Adviser to UIMT)

The main responsibilities will include:

- To ensure that the University’s insurance cover for disruptive incidents is adequate
- To liaise with the University’s insurers and provide advice to mitigate BC risks
- To work with loss adjustors following a disruptive incident and advise on the implementation of salvage and recovery processes.

5.15 General Counsel (Adviser to UIMT)

The main responsibilities will include:

- Providing legal advice to the Crisis Management Team (CMT) and University Incident Management Team (UIMT) to ensure compliance with relevant legislation during the response to a disruptive incident and to support the recovery process.

5.16 Head of Communications (Adviser to UIMT)

The main responsibilities will include:

- To maintain the University’s Crisis Communications Plan.
- To oversee internal and external communications during an incident and to ensure that the University’s methods of communicating are resilient.
- To ensure that crisis communication resources are available and tested routinely, to provide assurance of capability during incidents and exercises.
- To maintain a capability to monitor and respond to media and social media coverage about an ongoing incident.

5.17 Heads of Schools, School Coordinators, Senior Academics and Other Professional Services Directors

(Co-opted Advisers to UIMT as necessary)

The main responsibilities will include:

- To support response and recovery activities by implementing specific local business continuity plans and to re-establish ‘business as usual’ within the school or service.
- To assist in the strategic response by informing and advising UIMT as required.
- To assist in the tactical management of the incident by working in the Business Recovery Teams as specified in Section 4 of this document.
6.0 Business Continuity Guidance - See Part 1 for further information

6.1 What is Business Continuity Management?

Business Continuity Management is a cyclical process which helps us to prepare for and respond to disruptive events. A Business Continuity Plan is a written record of the procedures involved with guidance for key staff. A service specific BC Plan template can be found in Part 2 of this document.

6.2 Why is BCM important?

Business Continuity planning will make the University more resilient, enhance its reputation and potentially reduce the risk of disruption. The objective is to identify and give priority to the most critical activities, assess the risks to ‘business as usual’ operation and develop pre-agreed arrangements for alternative working to acceptable levels should disruption occur.

6.3 How can I prepare for disruption?

Identifying that your School or Service may be vulnerable to disruption is the first step. This is known as Business Impact Analysis (BIA). All staff should be vigilant and inform management of any priority activities that may be particularly vulnerable to certain types of disruption. Plan your activities assuming that IT, offices or utilities may occasionally be interrupted. Consider decision making and alternative ways of working should this be the case. It is a good idea to identify requirements and agree alternative arrangements in advance. The most resilient teams do not unduly burden others when dealing with disruption.

The next stage is to undertake a risk assessment to identify realistic scenarios which could lead to the loss of workspace, personnel, IT, utilities, materials, equipment and supplies. The extent of disruption can vary widely from relatively short-lived events affecting only a few activities to more catastrophic incidents that affect the whole institution. In addition to the impact, it is important to examine the likelihood of disruption occurring before mitigation measures can be properly considered. In practice, short-lived, lower impact events may be more likely to occur and therefore procedures for responding to these should feature more highly in the local BCP. Such incidents may simply require the adoption of alternative working arrangements for a short while, but it is still advisable to plan these measures in advance.

Once these threats are known, an organisation can begin to plan contingencies in order to minimise the risk of disruption and identify the resources required for recovery. Suggested mitigation measures to be included in a Business Continuity Plan:

- Alternative space (for teaching, research, study, office work, storage etc.)
- Emergency equipment – generators, memory sticks, radios, torches
- Emergency communications protocols - contacts lists, incident log, procedures
- Secondary (off-site) storage for essential materials, equipment, records and data.

6.4 How do I know the plan will work?

Discuss BC with your team so that they are prepared to respond to incidents. Test your plans using realistic scenarios (e.g. outages, flood, fire, etc.). Manage expectations, remember that your ‘Plan B’ does not have to involve working at full capacity, just to a pre-defined, acceptable level. Review your plan based on any lessons that you learn from incidents or exercises.
### Service:

<table>
<thead>
<tr>
<th>Normal Location:</th>
<th>Normal Number of Staff:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility requirements and key dependencies:</td>
<td>Approximate number of staff who can work elsewhere:</td>
</tr>
</tbody>
</table>

### Priority Activities of School/Service:

<table>
<thead>
<tr>
<th>Maximum Acceptable Outage:</th>
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### Local Incident Management Team Contact Details:

<table>
<thead>
<tr>
<th>Name:</th>
<th>Home Number:</th>
<th>Mobile Number:</th>
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<tbody>
<tr>
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</table>
Procedures for Continuation of Priority Activities:

This plan is to be invoked by the Head of School/Director (or his/her deputy) should a disruptive incident occur which means that normal working conditions are suspended.

The Head of School/Director (or his/her deputy) is responsible for undertaking an initial assessment of the damage and/or disruption. Should evacuation be necessary, a member of the team should be prepared to collect the ‘Grab Bag’ for your building (if applicable) and staff will adopt pre-agreed alternative working arrangements.

The Head of School/Director (or his/her deputy) is responsible for informing the team of the disruption and implementing alternative working arrangements to enable the continuity of the priority activities whilst ensuring the safety and well-being of staff.

The Head of School/Director (or his/her deputy) is responsible for informing UIMT of the disruption to normal business and the invocation of the local BC plan.

Action Plan:

Describe how certain activities may be suspended to enable you to continue delivering the minimum level of service

<table>
<thead>
<tr>
<th>Priority activities to be continued:</th>
<th>Staff required:</th>
<th>Facilities required:</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>Activities that may be suspended:</td>
<td>Staff diverted:</td>
<td>Resources made available:</td>
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<tr>
<td>Target Time for Recovery:</td>
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</tbody>
</table>

Agreed Alternative Working Arrangements:

e.g. reduced operating capacity, home-working, staff re-deployment, pre-agreed secondary office location.

Are essential materials/equipment/data accessible away from site? Y/N

Details of Emergency Equipment & Supplies:

A reserve supply of the most vital materials equipment you need to perform priority activities

<table>
<thead>
<tr>
<th>Emergency equipment or materials:</th>
<th>Location:</th>
</tr>
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<tbody>
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</table>

Suggested ‘Grab Bag’ contents: Duplicates of any specialist equipment, secure copies of important files, copy of this plan, incident log, stationery, PPE, torch, radios, loudhailer etc.
BC Plan Development and Review:

This Plan has been developed so that the School/Division will be able to respond to a disruptive incident, whilst ensuring that working conditions are safe and secure.

The School/Division’s activities have been risk assessed and the most urgent tasks have been given priority for resumption.

All staff are aware of the procedures in this plan and have been involved in their development. Staff have been made aware of their responsibility towards securing office equipment, including sensitive materials and data.

The procedures held in this Plan will complement those in the University’s Business Continuity Plan and will be invoked accordingly.

This Plan will be validated with an exercise in consultation with the Risk and BC Manager.

This Plan will be owned by the Director of Planning and Performance and reviewed annually, or following an applicable incident, in consultation with the Risk and BC Manager.

Calendar of Critical Activities (particular events when recovery times become more urgent)

<table>
<thead>
<tr>
<th>Date/Month</th>
<th>Activity</th>
<th>Recovery time</th>
<th>Specific BC Plan?</th>
</tr>
</thead>
<tbody>
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</table>

Record of Amendments to this Plan

<table>
<thead>
<tr>
<th>No.</th>
<th>Amended section(s)</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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</table>
## Business Continuity Incident Log

<table>
<thead>
<tr>
<th>School/Service/Team:</th>
<th>Person completing this Log:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nature of Incident:</td>
<td>Time/Date:</td>
</tr>
<tr>
<td>Are all personnel accounted for?</td>
<td>Y/N</td>
</tr>
<tr>
<td>Casualties?</td>
<td>Y/N</td>
</tr>
<tr>
<td>Emergency services required?</td>
<td>Y/N</td>
</tr>
<tr>
<td>Emergency services contacted?</td>
<td>Y/N/NA</td>
</tr>
<tr>
<td>BC Plan invoked?</td>
<td>Y/N</td>
</tr>
<tr>
<td>Emergency Plan activated?</td>
<td>Y/N</td>
</tr>
</tbody>
</table>

### SITREP – An initial assessment of damage/disruption:

<table>
<thead>
<tr>
<th>Hazards/Threats:</th>
<th>Access:</th>
</tr>
</thead>
</table>

### Communication – Have the following been informed?

<table>
<thead>
<tr>
<th>Group</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff (who are not present)</td>
<td>Y/N/NA</td>
</tr>
<tr>
<td>Students</td>
<td>Y/N/NA</td>
</tr>
<tr>
<td>SEF</td>
<td>Y/N/NA</td>
</tr>
<tr>
<td>ITS</td>
<td>Y/N/NA</td>
</tr>
<tr>
<td>Contractors</td>
<td>Y/N/NA</td>
</tr>
<tr>
<td>Communications Team</td>
<td>Y/N/NA</td>
</tr>
<tr>
<td>HR</td>
<td>Y/N/NA</td>
</tr>
<tr>
<td>UIMT</td>
<td>Y/N/NA</td>
</tr>
<tr>
<td>Time</td>
<td>Details of Decision/Action and Rationale</td>
</tr>
<tr>
<td>------</td>
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</tbody>
</table>
### Business Impact Analysis Template

#### Priority Activity:

#### Effect of Disruption on Service:

<table>
<thead>
<tr>
<th>Time</th>
<th>Effect of Disruption on Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>First 24 hours</td>
<td>•</td>
</tr>
<tr>
<td>24 – 48 hours</td>
<td>•</td>
</tr>
<tr>
<td>Up to 1 week</td>
<td>•</td>
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<tr>
<td>Up to 2 weeks</td>
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</tbody>
</table>

#### Resource Requirements for Recovery:

<table>
<thead>
<tr>
<th>Time</th>
<th>No. of staff</th>
<th>Relocation?</th>
<th>Resources required</th>
<th>Data required</th>
</tr>
</thead>
<tbody>
<tr>
<td>First 24 hours</td>
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<td>24 – 48 hours</td>
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