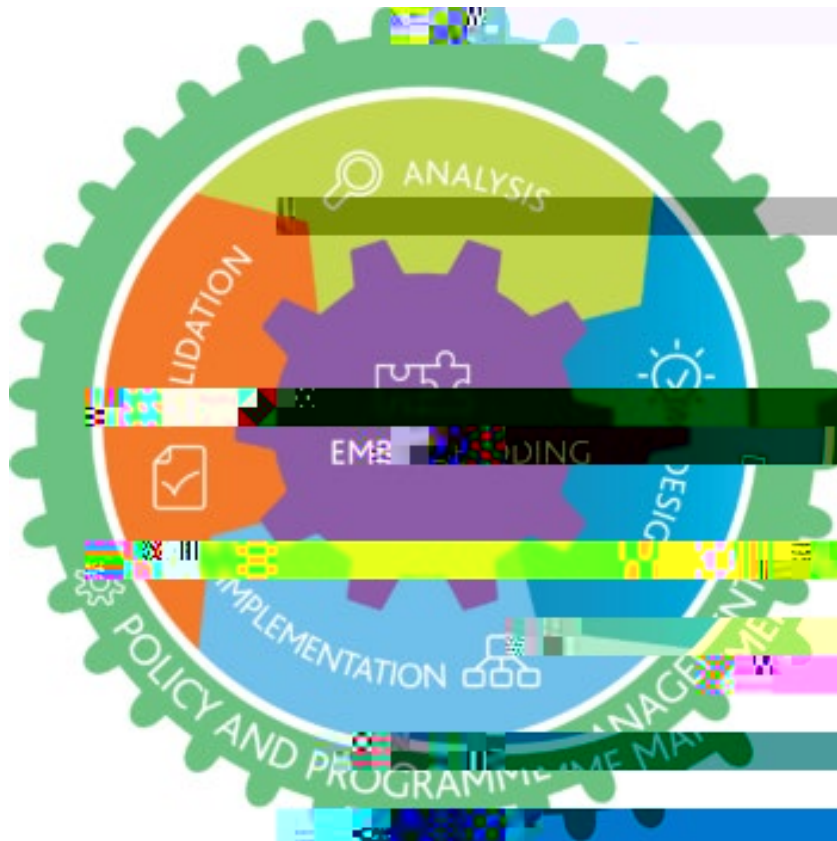




Business Continuity Management Policy



Document Version Control

Date	Version	Author	Details
1 st June 2018	1.0	Ben Toogood	This version introduced in line with GPG 2018
1 st March 2019	1.0	Ben Toogood	Minor edits to reflect organisational change
1 st April 2019	1.0	Ben Toogood	Minor edits to job titles
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Chief Operating Officer

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1.0

Business Continuity 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
- Maintain

Introduction

Business Continuity Management (BCM) is a holistic process that identifies potential threats to the achievement of the University's objectives by examining the impact of disruption on its priority activities and providing a framework

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4. Governance

The University of Sussex is expected, as a normal governance requirement, to have in place 'appropriate' controls for managing risks. Business continuity management is intended to mitigate the risk of disruption to the University's priority activities, thereby protecting the University from financial or reputational loss and/or non-compliance with legislation. Suitable governance arrangements are required to ensure that sufficient resources are allocated to develop, maintain and report on BCM arrangements and provide assurance to stakeholders.

The Senior Risk and Resilience Manager will be responsible for maintaining the University's BCM arrangements and raising the awareness of BCM across the University.

Provision should be made to maintain laboratory conditions for vital ongoing experiments, such as auxiliary power supplies, reserve stocks of chemicals or materials, safe access arrangements and fire suppression. Schools and Professional Services are expected to improve resilience by preparing for disruption and adopting alternative ways of working which are suitable, sufficient, safe and secure when incidents arise. The University's Business Continuity Plan provides detailed guidance and templates for maintaining local arrangements as well as more generic procedures to inform the University's senior management on how to respond to incidents.

5.3 Responding to Incidents

In addition to the University's Business Continuity Plan, the standards set out in this BCM policy will be given due consideration when preparing the University's Incident Response Guidance and local incident response plans, as well as the IT Disaster Recovery, Service Continuity and Crisis Communications procedures.

- **Incident Response Guidance.** This Guidance document defines incidents based on their size and scale and specifies the management structure required to respond effectively, as indicated in the table below:

Incident
Type

5.4 Enhancing Skills, Knowledge, Competence, Awareness and Attitudes

Effective Business Continuity Management will improve resilience across the institution. Schools and Services will

Heads of Schools and Professional Services Directors with such time sensitive activities will identify a member of staff who will liaise with the University's Resilience Management Group to:

- examine the risk of disruption and undertake an activity Business Impact Analysis (BIA)
- ensure that any recently introduced activities, processes and/or equipment are considered in BC planning
- develop and maintain local BC Plans,

Contractors' plans must be reviewed annually (or following invocation) and updates will be reported to the Senior Risk and Resilience Manager for approval by the University's BC Sponsor. Contractors will be consulted during the review of this policy to ensure that they are aware of the precise nature of the University's BC requirements.

7. Training and Awareness

7.1 Raising Business Continuity Awareness

The Senior Risk and Resilience Manager will be responsible for delivering a programme of activity to raise awareness of Business Continuity across the institution. This will include the development of web content and an e-learning module for all staff, liaising with key staff who are routinely involved in the BCM process, promoting resilience and facilitating training events and exercises.

7.2 Training

The intention of BCM training activities will be to enhance understanding of the principles of the BCM process and to promote resilience within the University's Schools and Professional Services. The Senior Risk and Resilience Manager will facilitate training (either directly or in partnership with other providers) to develop competence among staff who play a role in BCM, such as:

- Undertaking Business Impact Analysis (BIA)
- Developing BC Plans and procedures
- Creating resilient incident response and recovery processes
- Maintaining the decision log and action plan
- Facilitating review and de-brief sessions to capture learning

Further training is recommended for staff with tactical or strategic roles and responsibilities as defined in the BC documentation. Such training may be delivered by external facilitators and could include:

- Strategic Incident Management
- Command and Control
- Crisis Communications
- BCM Programme Development

7.3 Exercising

The overall aim of incident exercises is to validate BC plans. The Senior Risk and Resilience Manager will work with colleagues to plan and deliver exercises for the University's Schools, Professional Services and Senior Management as required. The primary method of delivery will be via desk-top exercises using, realistic incident scenarios. Staff with a role in BC planning and incident response will be expected to participate in exercises and review their local arrangements accordingly.

As BC Plans mature across the institution, it may become appropriate to plan and deliver occasional 'live play' exercises, providing that they are controlled adequately and do not compromise education, the student experience or the safety of personnel. Live exercises may require input from external facilitators and the involvement of partners from the Local Resilience Forum. In all cases, an exercise de-brief will be held to capture any learning.

7.4 Developing and Embedding a Culture of Resilience

One of the intentions of the University's BCM programme is to promote and enhance resilience in routine working practices. All staff will be encouraged to consider their role in this and when appropriate, challenge the way things are done.

Through the implementation of this BCM Policy, staff will become more aware of emerging risks and how to prepare for and respond to disruptive incidents. For this reason, it is advisable to occasionally include BC as an agenda item at team meetings. The Senior Risk and Resilience Manager will monitor developments in business continuity and incorporate examples of good practice, in order to promote the benefits of resilience across the institution.

8. Distribution

This BCM Policy will be circulated to all those who are responsible for undertaking reviews and agreeing updates to BC Plans. The policy will be made available to all staff via the University of Sussex website. Partners, stakeholders and other interested parties will be sent copies upon request.

9. Monitoring

The monitoring and evaluation of this BCM Policy will be undertaken by the Resilience Management Group. The Senior Risk and Resilience Manager will report any BCM Policy updates to the BC Reviewing Manager and BC Sponsor.

The effectiveness of the BCM Policy will be monitored periodically via internal audit and during the incident and exercise de-brief process. The most recent edition of the BCI's Good Practice Guidelines will be used as a benchmark to monitor the effectiveness of the University's BCM programme.

Strategic risks identified by the BCM programme will be considered under the University's Risk Management Framework and included in the Institutional Risk Register as appropriate. The University's Institutional Risk Register is subject to regular review by the University Executive Group and further scrutiny by the Audit and Risk Committee.

10. Business Continuity Planning Guidance and Templates

This BCM Policy is supported by guidance on developing BC plans, including document templates, which can be found in Part 2 of the University's Business Continuity Plan and on the University website.

11. Business Continuity Management Policy Review

This BCM Policy will be subject to review every three years in consultation with the Health & Safety Committee. Significant updates to this Policy will be considered by the University Executive Group and reported to the Audit and Risk Committee.

The BCM Policy will be reviewed in the light of any significant changes to legislation, market conditions or to the strategic objectives of the University. BCM Policy reviews will be undertaken by the Resilience Management Group and will give due consideration to the University's risk appetite, established BCM standards and examples of good practice from within the Higher Education sector.

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