Business Continuity Management Policy and Framework

This document is reviewed annually or following a significant change e.g. an organisational restructure.

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<th>Version</th>
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<td>V0.1 DRAFT</td>
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SECTION A: BUSINESS CONTINUITY MANAGEMENT (BCM) POLICY

1.0 Introduction

“Business continuity is the capability of an organisation to continue delivering its critical activities to pre-defined levels during a disruptive incident.”


Business Continuity (BC) enhances an organisation’s resilience by putting in place arrangements to help it respond to, and recover from, disruptive incidents effectively and efficiently. It provides reassurance which allows the organisation to focus on growth and development with confidence. This in turn strengthens its ability to achieve its strategic objectives and development themes.

2.0 Statement of Intent

This BCM Policy and Framework documents the University’s approach to Business Continuity Management (BCM) and provides a consistent, overarching structure to support Schools and Departments in the development and implementation of their own BCM arrangements. It has been developed to reflect best practice and recognises the distinct challenges faced by the University’s size and diverse range of activities and services.

This BCM Policy and Framework:

- Respects the University’s devolved responsibility model and, where appropriate, values flexibility to ensure Schools and Departments can develop arrangements that meet their own specific needs and priorities
- Is informed by the International ISO22301:2014 Societal security – Business continuity management systems
- Is supported by senior management
- Requires all Schools and Departments to have effective BCM in place, to demonstrate continual improvement of their BCM arrangements and to embed BCM in decision-making processes.

This BCM Policy and Framework has been developed within a wider framework consisting of:

- The values, vision, culture, mission and goals of the University and its constituent organisations
- The University’s governance and reporting structures
- Legal, regulatory and other requirements applicable to the University
- The University’s risk management structure
- ISO22301:2014 Societal security – Business continuity management systems
- Business Continuity Lifecycle (BS25999-1:2006)
- The University’s Business Continuity Toolkit (to be developed) which contains supporting tools and documents including BC plan templates, BIA template, etc.
- Associated policies including procurement, emergency management and risk management
- The internal audit process.
3.0 Aim and Objectives
3.1 Aim
To be a resilient organisation with robust BCM enabling the continued delivery of critical services that support the University’s strategic objectives of Leadership in Learning and Leadership in Research.

3.2 Objectives
- Manage a comprehensive BCM programme informed by the requirements set out in ISO22301:2014 (Societal security – Business continuity management)
- Identify and prioritise the University’s critical services through the use of a robust and consistent Business Impact Analysis (BIA) process
- Using a risk based approach, develop effective contingency strategies for critical services (as determined by the BIA process) for inclusion in BC plans
- Establish effective incident management procedures for use during a BC disruption
- Develop BC plans that are fit for purpose, regularly reviewed, available and simple to follow and understand
- Deliver a programme of training and exercising, developed against required competencies and delivered to all staff with a direct BC responsibility
- Continually improve the University’s BCM through regular evaluation of its efficacy and appropriateness taking into account any changes to legal and regulatory requirements
- Raise awareness of this BC Policy, promote BCM across the organisation and embed BCM into ‘normal’ business practices
- Implement a clear governance framework to monitor and report on the University’s adherence to this BCM Policy and Framework.

4.0 Scope
- The University’s BCM extends to all University sites
- The University’s BCM extends to all staff and activities of the University, including its subsidiaries
- Where activities are delivered in partnership with external partners, BCM arrangements will be agreed and implemented with these partners.

5.0 Roles, Responsibilities and Authorities
5.1 The University Executive has overall accountability for the University’s BCM and for the annual review and approval of this BCM Policy and Framework.

5.2 The Risk Management Committee oversees the University’s compliance to the BCM Policy and Framework and for ensuring the BCM Policy and Framework remains aligned to the University’s strategic objectives. The Risk Management Committee also oversees the BCM Programme.

5.3 The BCM Sponsor (Director of Corporate Services) provides senior level endorsement of the University’s BCM and promotes the importance of BCM and its benefits.

5.4 Senior Management (Heads of College/Professional Services Groups, Heads of Schools/Departments) are responsible for:
• Providing sufficient resource (with appropriate authority and competence) to ensure effective implementation, maintenance and improvement of local BCM arrangements
• Integrating BCM into normal business processes within and across Schools and Departments
• Acting as advocates, communicating the importance of effective BCM
• Demonstrating their commitment to continual improvement
• Participating in training and exercising.

In addition, Heads of Schools and Heads of Departments are also responsible for:

• Ensuring a BC plan and other appropriate BCM arrangements are in place for their School / Department and that these are regularly reviewed and exercised.
  *Note: Heads may wish to consider delegating the development and maintenance of BC plans and arrangements for their individual School / Department.*
• Sign-off of their School / Department BC plan.
• Collaborating with colleagues in other Schools / Departments where co-located or where there are interdependencies in delivering critical services to ensure appropriate joint or location-based BC plans are in place.
• Invoking their BC plan, if required.

5.5 The Incident Management Team’s (IMT) responsibilities (non-BC) and membership is detailed in the University’s Major Incident Plan. In addition to these, the IMT has BC responsibilities including:

• Coordinating the response and recovery of critical services across the University
• Prioritising resources, as appropriate
• Participating in incident debriefs
and, as part of robust planning,
• Participating in training and exercising.

*Note: During a significant incident the IMT may establish a separate Business Continuity Response & Recovery Team (BC Response & Recovery Team). This BC Response & Recovery Team will lead on the responsibilities above in addition to providing update reports to the IMT on impacts and mitigating actions taking place.*

5.6 The Business Continuity Manager is responsible for:

• Developing and maintaining the University’s *BCM Policy and Framework* and BCM Programme
• Developing and implementing cross-University procedures, templates and methodologies with input from College and Group BC Coordinators
• Development and management of University-wide BC arrangements
• Integrating BCM into the University’s incident response structure and notification and escalation procedures
• Monitoring the review cycle for University BC plans to ensure they remain current
• Establishing the standard for BC plans, and conducting audits of the BC plans developed by the Schools and Departments
• Preparing reports and compiling evidence to give assurance to internal and external audit that BCM procedures are fit for purpose
• Submitting reports and making BCM recommendations to Committee, as appropriate
• Providing specialist BCM support and advice across the organisation
• Developing and delivering a programme of BCM training, exercising and promotion
• Assisting Schools / Departments to develop strategies to mitigate BC-related risks as identified in their risk registers
• Sharing good practice and liaising with peers in other higher education institutes and across other sectors, as appropriate.

5.7 The Business Continuity Steering Group (BCSG) consists of the BC Manager, a BC Coordinator from each College and Group and a BC Specialist from each specialist area (see 5.8) is responsible for:
• Monitoring the BCM’s programme of work
• Providing input and guidance in the development of overarching documents, templates, methodologies and strategies to ensure they are fit for purpose for all areas of the University
• Sharing good practice and experience across the wider organisation
• Supporting each other and the efficient development and delivery of quality BCM arrangements and identifying inter-dependencies.

5.8 The BC Coordinator for each College / Group is responsible for:
• Actively participating in the BC Steering Group representing the needs and priorities of the College / Group (and its constituent Schools / Departments) during development of key documents, templates and methodologies
• Progressing the BCM programme on behalf of their College / Group
• Acting as a single point of contact for BCM issues
• Disseminating BCM information
• Coordinating, monitoring and supporting Schools and Departments in the development, implementation, circulation and review of their BC plan(s).
• Supporting colleagues in Schools / Departments in the development and delivery of exercises (in liaison with the central BCM function)
• Acting as an advocate and promoting BCM
• Disseminating information and coordinating responses from Schools / Departments, including update reports to the BC Team / IMT during a disruptive incident.
• Ensuring a deputy is in place.

5.9 BC Specialists (representatives from specialist areas i.e. Estates, HR, Communications, Health and Safety, Information Services) are responsible for:
• Actively participating in the BC Steering Group
• Providing specialist input for their area to help ensure the BCM programme reflects the current priorities of their specialist areas
• Raising awareness of resilience-related work taking place within their specialist areas with the BCM Coordinators and BC Manager
• Ensuring key BCM documents, templates and methodologies are accurate and reflect the needs and responsibilities of their specialist areas.
• Providing support and act as their specialist area’s point of contact during BC planning and during invocation of School / Departmental BC plans, as appropriate.

5.10 All Staff are responsible for ensuring they are aware of:
• The critical services within their area
• Their own role and responsibilities during a disruptive incident (including contact arrangements)
• The importance of effective BCM and the implications if it is not in place
• This BCM policy.

6.0 Information and References
6.1 Standards, Policy and Direction
• The University of Edinburgh’s Business Continuity Management Toolkit
• BS ISO22301:2014 (Societal security – Business continuity management systems)
• The University of Edinburgh’s Major Incident Plan
• Preparing Scotland: Exercise Guidance, Scottish Government, 2018
• The Business Continuity Institute’s (BCI) Good Practice Guidelines, 2018.

6.2 Related Policies
• Risk Management
• Health and Safety.
SECTION B: BUSINESS CONTINUITY MANAGEMENT (BCM) APPROACH

The University’s BCM approach reflects the Business Continuity (BC) Lifecycle as documented in BS 25999-1:2006 Business Continuity Management.

Where possible, the University’s BCM remains flexible to ensure BCM arrangements developed by Schools and Departments are fit for their purposes and reflect their individual needs and priorities. However, to support an effective response, (particularly in the event of large incidents) it is necessary to implement some University-wide methodologies and templates. Further details can be found in the University’s BCM Toolkit (under development).

1.0 The Business Continuity (BC) Lifecycle

The BCM Lifecycle has 6 elements as illustrated below:

![BCM Lifecycle Diagram](image)

1.1 BCM Programme Management

The University’s overall BCM Programme Management is managed by the BC function (located in Corporate Services Group). It involves:

- Determining the scope and approach of the University’s BCM
- Development of the BCM Policy and Framework including roles, responsibilities and authorities
- Establishing the governance structure and process
- Development and management of the University’s overarching BCM work programme.

Success of the BCM Programme is underpinned by the commitment of senior management and the allocation of resources for its implementation, maintenance and improvement.

1.2 Understanding the Organisation

Business Impact Analyses (BIA) are undertaken by Schools and Departments to determine the organisation’s critical services (i.e. services that must be given priority following an incident in order to mitigate impacts) and the resources needed to maintain delivery of these critical services at acceptable levels. This BIA process ensures actions to mitigate the impacts of an incident are appropriately targeted.
All BIAs undertaken at the University will use the same methodology to ensure activities have been assessed in a consistent way.

The risk assessment process identifies and assesses the risks to these critical services to support effective, focused planning.

1.3 Determining the BCM Strategy
Response and recovery strategies are developed to mitigate the impacts on the critical services during a disruptive incident.

1.4 Developing and Implementing BCM Response
Response and recovery information is documented in BC plans for use during a disruptive incident. BCM training is delivered to staff who have a direct response and/or recovery responsibility. Training is needs-based and reflects the competencies required to plan for, respond to, and recover from incidents.

Every School and Professional Services Department has a documented BC plan. Some cross School / Departmental plans may also be developed to reflect interdependencies of critical services. Location (building) specific BC plans may be developed dependent on the building users and critical services being delivered there. Additional plans and arrangements are also in place (or being developed) for specific scenarios (e.g. unexpected absence of the Principal, severe weather, etc.). These are developed based on the risk requirement and good practice.

IT Disaster Recovery (DR) plans are included in the scope of this BCM framework and form an integral part of the University’s BC response. These plans are developed, managed, reviewed and monitored by ISG.

Note: DR plans do not need to include the same required elements that BC plans must include.

1.5 Exercising, Maintaining and Reviewing
BC plans and arrangements are reviewed and exercised annually using a variety of scenarios and exercise types. This ensures plans and procedures remain valid and effective and are consistent with the University’s BCM objectives. The University’s exercise programme will include cross-University exercises and involve colleagues from all levels of the organisation, as appropriate. Exercise planning will consider participation of colleagues with a direct business continuity responsibility as well as their deputies.

Exercises support continual improvement, provide staff with valuable training and support the development of staff competencies.

1.6 Embedding BCM in the Organisation’s Culture
BCM is promoted across the organisation at all levels through education and information sharing to facilitate its successful embedment into normal business processes.
2.0 Incident Management

Incident management procedures are documented in the University’s Major Incident Plan.

A key element of the response to a major incident is the incident management structure (below). This enables the University to respond to major incidents effectively and efficiently. Incident management includes both incident response and business continuity.

During a significant incident the Incident Management Team (IMT) may establish a separate Business Continuity Response and Recovery Team (BC R&R Team) to address business continuity issues.

Note: Specialist Groups are under development

Note: Dependent on the scope and type of incident, not all groups above will need to be convened.

Note: Additional incident management teams (IMTs) may also be established within Schools and Departments. These groups should feed into their College and Group incident management structures.

When establishing Incident Management teams and developing BC plans, consideration must be given to the level of resource required, particularly from Professional Services that provide support to numerous areas across the University. During a significant incident, resources will be prioritised based on the University’s most critical services.
3.0 Governance
3.1 University Executive and Risk Management Committee
The University Executive has overall accountability for the University's BCM and for the annual review and approval of this BCM Policy and Framework. The Risk Management Committee provides oversight of the University's BCM and reviews and agrees this BCM Policy and Framework annually or following a significant change (e.g. significant organisational restructure).

3.2 Internal Audit
Internal audits are conducted in line with the Internal Audit Programme. Recommendations identified as part of the audit process are included on the University’s BCM Programme and/or BCM SharePoint site (under development) and monitored through to resolution as part of the audit process and to support continual improvement.

3.3 Business Continuity Steering Group (BCSG) (to be established)
The Group is chaired by the University's Business Continuity Manager with a representative from each College and Professional Services Group in addition to representatives from specialist areas including Estates, Communications and Marketing, HR, Information Services and Health & Safety.

The Group develops and agrees university-wide methodologies, templates and strategies and, where appropriate escalates them to the University Executive for approval. It also ensures identified lessons are integrated into BC arrangements as part of continual improvement and provides a forum to share experience and good practice. The Group’s remit is available from the Business Continuity Manager.

3.4 Management Reviews
The Business Continuity Steering Group conducts an annual Management Review of the University’s overarching business continuity arrangements to ensure they comply with the requirements set out in this BCM Policy and Framework. Actions from the Management Review are captured in the BCM Programme and/or BCM SharePoint site (under development) and monitored through to resolution to support continual improvement. Outcomes from Management Reviews will be reported to the Risk Management Committee as evidence of the University's compliance to this BCM Policy and Framework.

4.0 Performance (See also 3.4. Management Reviews)
4.1 Performance Indicators
BCM performance indicators have been developed to help monitor and measure the performance of the University’s BCM against the requirements set out in this BCM Policy and Framework document. Results will be reported to the Risk Management Committee as evidence of the University’s compliance to this BCM Policy and Framework.

4.2 Continual Improvement
The University will demonstrate continual improvement of its BCM by ensuring improvements and non-conformities identified through the following are progressed to resolution and, where appropriate, reflected in BCM arrangements during reviews.

- Incidents and incident debriefs
- Exercise evaluations
- Training evaluations
5.0 Document Management

5.1 Version Control
All BC documents across the University use version control. All documents generated by the Business Continuity function in Corporate Services include the following:
- The document title and version
- Date of last update
- Document file location.

**Note:** A draft version is indicated by a part number e.g. v0.1, v0.2, etc. and a final version is indicated with a whole number v1.0, v2.0, etc.

5.2 Records Management
All BC documents are to be kept in accordance with the University’s Records Management Guidance (Records Management Guidance). All personal data used as part of BCM arrangements (e.g. staff contact lists) should be developed, stored and managed in accordance with the Records Management Guidance and the General Data Protection Regulations (GDPR).

External documents will be identified and controlled, as appropriate.

5.3 BCM Repository
The University has a BCM SharePoint site (under development). This site facilitates access to, and storage of, BCM documents including this BCM Policy and Framework, methodologies, templates and plans and case studies. Folders are available for individual Schools and Departments to store their own BC plans and arrangements, if required. All Colleges and Professional Services Groups must ensure that they maintain access to any required BCM plans in the event of the BCM SharePoint site being unavailable during any incident.

Access to the SharePoint site is controlled. Access permissions are managed by the Business Continuity Manager and the Emergency Manager (to be appointed).
### SECTION C: GLOSSARY

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<thead>
<tr>
<th>Term</th>
<th>Abbreviation</th>
<th>Definition</th>
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<tr>
<td>Business Continuity</td>
<td>BC</td>
<td>The capability of an organisation to continue delivery of products or services at acceptable pre-defined levels following a disruptive incident</td>
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<td>Business Continuity Management</td>
<td>BCM</td>
<td>Holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interest of its key stakeholders, brand and value-creating activities</td>
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<td>Business Continuity Coordinator</td>
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<td>Representative from each College and Group who acts as a single point of contact for BCM issues and is supported by a deputy</td>
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<tr>
<td>Business Continuity Specialist</td>
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<td>Representative from specialist areas (i.e. Estates, HR, Communications, Health and Safety, IS) who acts as a single point of contact for BCM issues and is supported by a deputy.</td>
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<td>Business Continuity Deputy</td>
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<td>Representative who acts as a depute for the BC Coordinator or BC Specialist of their College, Group or specialist area</td>
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<tr>
<td>Business Continuity Steering Group</td>
<td>BCSG</td>
<td>University-wide group which guides the development and provides sign-off for University-wide BCM methodologies, templates and strategies</td>
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<tr>
<td>Business Continuity Plan</td>
<td>BCP</td>
<td>Documented procedures that guide organisations to respond, recover, resume and restore to a pre-defined level of operation following disruption</td>
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<td>Business Impact Analysis</td>
<td>BIA</td>
<td>Process of analysing activities and the effect that a business disruption might have upon them</td>
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<td>Competence</td>
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<td>Ability to apply knowledge and skills to achieve intended results</td>
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<td>Continual Improvement</td>
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<td>Recurring activity to enhance performance</td>
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<td>Crisis</td>
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<td>An abnormal, unstable and complex situation that represents a threat to the strategic objectives, reputation or existence of an organisation</td>
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<td>Critical services</td>
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<td>A service to which priority must be given following an incident in order to mitigate impacts</td>
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<td>Disaster Recovery</td>
<td>DR</td>
<td>The strategies and plans for recovering and restoring the organizations technological infra-structure and capabilities after a serious interruption</td>
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<td>Emergency</td>
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<td>An event or situation which threatens serious damage to human welfare, the environment or security of a place</td>
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<td>Exercise</td>
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<td>Process to train for, assess, practice, and improve performance in an organisation</td>
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<td>Incident</td>
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<td>Situation that might be, or could lead to, a disruption, loss, emergency or crisis</td>
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<td>Maximum Acceptable Outage</td>
<td>MAO</td>
<td>Time it would take for adverse impacts, which might arise as a result of not providing a product / service or performing an activity, to become unacceptable.</td>
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<td>Recovery Point Objective</td>
<td>RPO</td>
<td>Point to which information used by an activity must be restored to enable the activity to operate on resumption</td>
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<td>Recovery Time Objective</td>
<td>RTO</td>
<td>Period of time following an incident within which an activity must be resumed</td>
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<td>Risk</td>
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<td>Effect of uncertainty on objectives</td>
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<td>Risk Assessment</td>
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<td>Overall process of risk identification, risk analysis and risk evaluation</td>
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<td>Testing</td>
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<td>Procedure for evaluation; a means of determining the presence, quality, or veracity of something</td>
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**Note:** Definitions above are from the British Standards Institute (ISO22301) and the Business Continuity Institute.