Business continuity management

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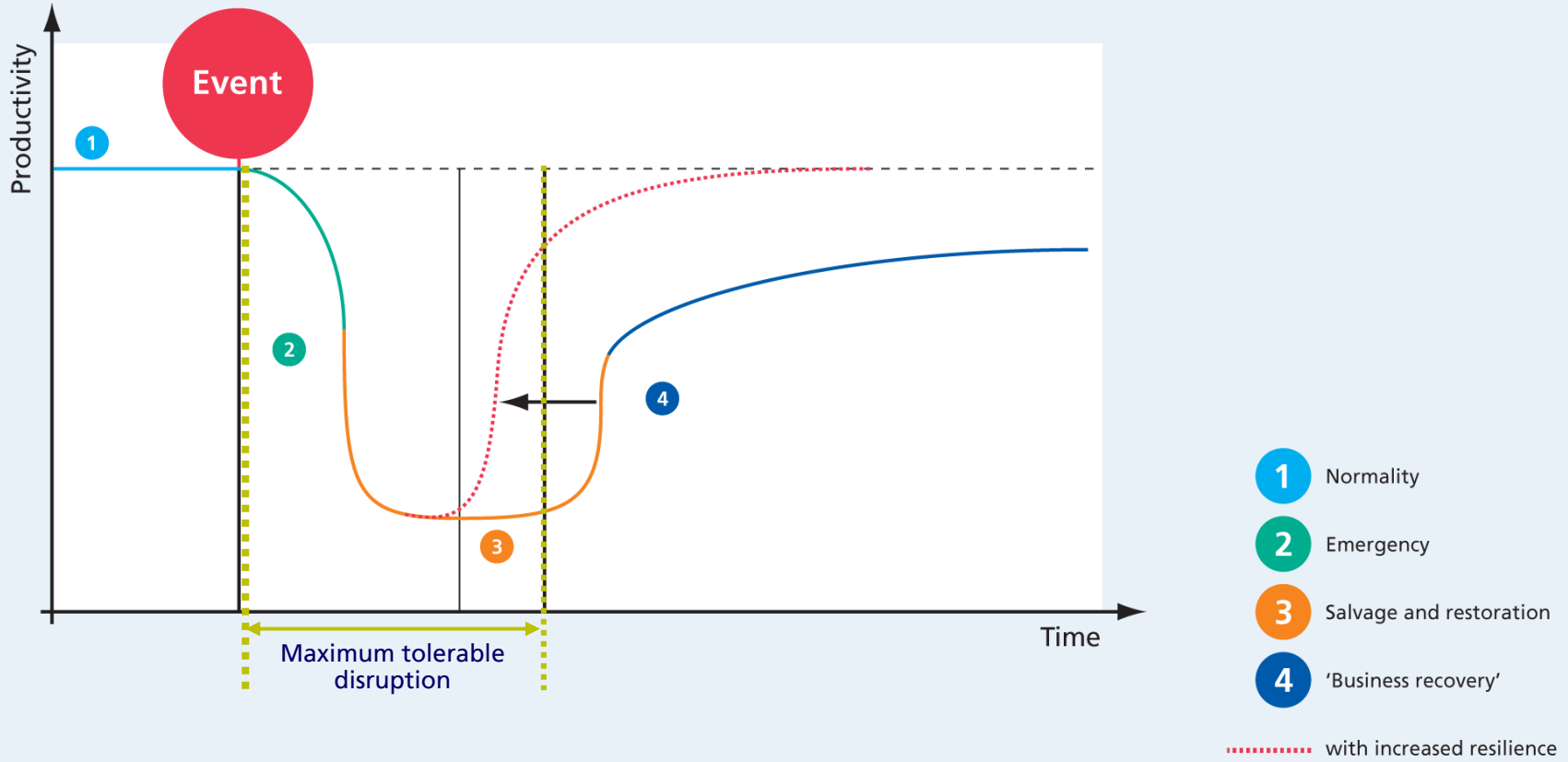
Objectives for Today

- What does effective business continuity look like
- What risks should you consider?
- Challenges you might face in responding
- Maintaining business continuity plans

The Resilience Curve



Characteristics of crises & BC incidents

3 broad characteristics:

1. They pose a threat to the organisation; there is potential for significant harm to the reputation, financial sustainability or long term success of the organisation

2. They usually happen without warning – or previous warnings have been ignored or not dealt with

3. They put significant pressure on decision makers to act quickly, possibly with imperfect information

“It won’t happen to us”

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Incidents, Near Misses & Lessons Learned

- Dumfries & Galloway College
- City University London
- University of Southampton
- University of Strathclyde
- London Metropolitan
- “Near misses”

What type of incidents could cause disruptions or crises?

- Perception of negligence or wrong doing, e.g. ‘climate-gate’, by an individual or group
- Links to ‘controversial’ figures , groups or businesses
- Violence against staff or students
- Other health & safety incident where staff or students are affected
- Misconduct or deception, e.g. large scale fraud or bribery
- Process failure
- Negative publicity over a policy or action taken
- Pressure group protest
- ‘Gaffs’ by senior staff
- Extreme weather
- Loss of IT or communications infrastructure
- Transport disruption
- Loss of a building (temporary or permanent loss)
- Loss of key person or skills
- Failure of a key supplier or partner organisation
- Loss of Utilities
- Environmental incident

Response Issues

- Assumptions
- Roles & responsibilities not clear
- Plans are useless, planning is indispensable - get your team in a room on day 1 and plan!
- Use expertise available, e.g. insurers & loss adjustors, disaster recovery experts
- Understand your Business Interruption policy – additional expenditure & stillage conditions
- Insurance – what can you spend money on?
- Secondary incidents – building services can be linked
- Avoiding further damage
- Key suppliers location
- Staff location and ability to get to a location
- Communicate, communicate, communicate
- Secondary incidents
- Think about where your critical infrastructure and assets are
- Identify alternatives for long lead time equipment
- Security – including data – post incident
- Business as usual – e.g. procurement – hampers recovery
- Staff overburdened / single points of failure
- Human impact
- Duty towards other site users?
- Set up process to monitor & react to weather warnings
- Conflict between departments
- Poor record keeping
- Learn lessons for future

Considerations & Challenges for Relocation

- Suitable options for relocation
- Asset protection at incident site
- Asset recovery from incident site
- Asset transfer
- ICT configuration and hardware
- Stakeholder management & communication
- Liaison with Incident Management Team
- Health & safety risk assessments & induction
- Modifications & alterations to premises, e.g. for disable access
- Timetabling
- Specialist & non-specialist learning & teaching spaces
- Ability of special events to run / not run
- Travel information and facilities for staff & students, e.g. prioritise car sharing
- Access to financial support for students?
- Switchboard & reception functions
- Decision making: who makes the call to relocate?
- Capacity of facilities at relocation site: toilets, catering, child care, parking, storage, computer labs & libraries
- Staff co-ordination
- Office space & meeting rooms
- Impact on 3rd party site users
- Issues monitoring and management

Maintenance of plans

- How do we maintain business continuity plans?
  - Regular reviews (annual?) although contact details may be more regular
  - Exercises: live or desktop
  - Training & awareness

Summary

- Review risks – what can disrupt your critical infrastructure and assets?
- What services will be disrupted as a result? What's critical and non-critical?
- Is there a documented, clear plan that you understand?
- What have you done to identify gaps? 3rd party review, training of staff, & exercising
- Engage with your insurance providers