

HOW THE SCHOOL HAS IMPLEMENTED BUSINESS CONTINUITY MANAGEMENT

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The School's Implementation of the Business Continuity Life Cycle - 1

Understanding the Organisation

- Our poor response to a major power outage in February 2007 showed that we were unprepared.
- School then appointed a Director of Business Continuity
- School wide business impact analysis (BIA) conducted by Teed Business Continuity in 2007-08.



The School's Implementation of the Business Continuity Life Cycle - 2

Determining a BCM Strategy

- From the BIA we identified key priorities for recovery, business recovery times, resources needed for recovery: some depend on the time of year : IT services, teaching, payroll, payment of suppliers, examinations, student residences, Library School wide business impact analysis.
- BIA a major and expensive exercise – using 2007-08 exercise as basis for ongoing review of times, resources.



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Developing and Implementing a BCM response - who does what?

In “peace time”:

- Director of Business Continuity - now with central support.
- IT Business Continuity specialist (ITS).
- Business Continuity Steering Group.
- Support network of officers with BCP responsibilities for the DBC in service and academic areas. Local business recovery teams.
- Watch this space: Business Continuity Operational Group.



The School's Implementation of the Business Continuity Life Cycle - 4

Developing and Implementing a BCM response - who does what?

In “war time”:

- *In a Major Incident* - Gold, Silver and Bronze Emergency Management Teams and local business recovery teams, working with primary and secondary responders.



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Document clear and concise response plans with pre-incident actions in log

- Major Incident Management Plans - Central Incident Response:
 - ❖ Major Incident Initial Response Plan (MIIRP): focuses on effects/impacts rather than causes (too many causes to plan for!).
 - ❖ Major Incident Business Recovery Plan (MIBRP): underpinned by plans for the recovery of resource dependencies: key people, space, IT, comms, supplies.

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Document clear and concise response plans with pre-incident actions in log

- Major Incident Management Plans - Local Incident Response:
 - ❖ Local Business Recovery Plans.
 - ❖ Some areas, especially IT Services and Estates, primarily support Schole-wide recovery.
 - ❖ Special Situation Plans - Pandemic Flu, Notifiable Diseases, Terrorism Protection, Individual Emergencies.



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***Document clear and concise response plans
with pre-incident actions in log***

- Significant Incident Management Plans:
 - ❖ Severe Weather and Travel Disruption plans.
 - ❖ IT Services Significant Incident Management Plan.
 - ❖ London Olympic Games 2012.

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Exercising, maintaining and reviewing

- Annual exercise of MIIRP/MIBRP- in LSE Emergency Management Centres.
- Technical recovery exercises- primarily IT Services through DR testing.
- Maintenance and Review Responsibilities- written into plans.
- Local Business Recovery Plans- need to be exercised annually- many only done once.
- Audits- not yet done.



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Embedding BC awareness

- Initial and ongoing - seeking to regain some lost impetus since 2010, and ongoing, looking to develop greater local responsibility to embed.
- BCM is now integral part of IT project implementation.
- Strategic discussion offers opportunity to build into change discussions.
- We are always on the lookout for new risks- nothing develops awareness like an actual incident!
- BCM thinking is embedded in the boardroom - Susan Scholefield previous head of civil contingencies in Cabinet Office and all DMT have emergency response roles.



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Good practices we are following

- We maintain and update contact details centrally (every 2 months).
- We have battle bags in the emergency management centres.
- We have appointed alternates for emergency management team members.
- We exercise- but not enough.
- BIA- thinking about doing another School wide analysis.



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