



Sidney Sussex College

Plan

Business Continuity Plan

Version 0.1

Date:	27 th February 2015
Version:	DRAFT 0.1
Signed:	
Position:	



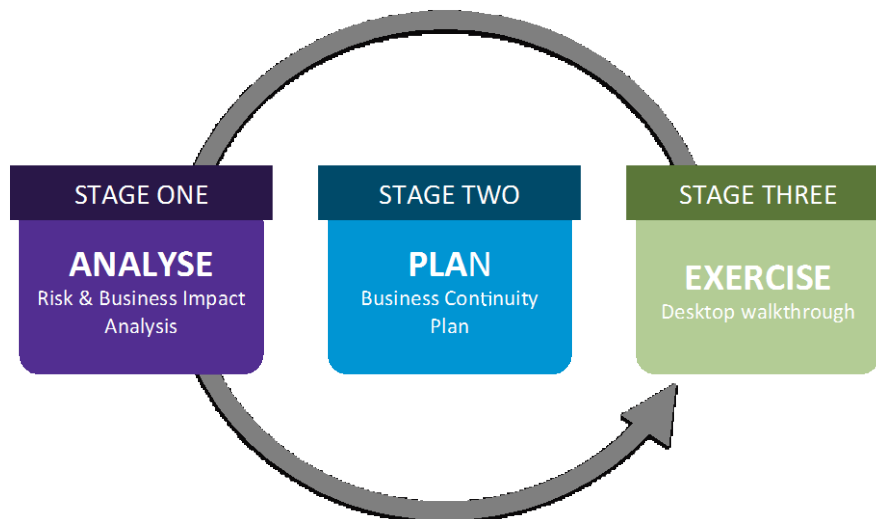
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1. Introduction

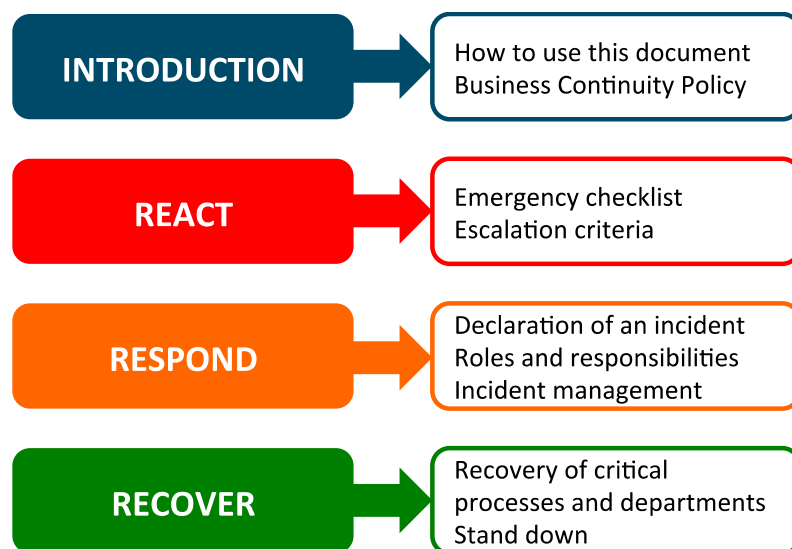
The Argent Health & Safety's three-stage approach to business continuity management is shown below.



This document is the deliverable from the Plan phase – a Business Continuity Plan (BCP). The Business Continuity Plan builds on the deliverable from the Analyse phase, the risk and Business Impact Analysis.

How to use this plan

The plan is built in four main sections as shown in the diagram below.



Each section is focused on a specific stage of managing a business continuity incident.



Business Continuity Policy

Disruptions to Sidney Sussex College's ability to perform critical services or processes will have an impact on a variety of stakeholders, eroding trust and damaging the College's reputation. Additionally, there may be significant financial, legal and regulatory implications.

Business continuity supports Sidney Sussex in delivering critical services or processes to our students, fellows and staff. Our standing priorities in managing any disturbance to our normal operations are as follows:

- The safety of our fellows, staff, students, visitors and contractors;
- The continuance of critical services or processes; and
- The maintenance of our reputation.

We have established and continue to develop an appropriate level of business continuity readiness, in line with our priorities. We have identified the most critical and time-sensitive activities and have put in place contingencies to ensure that these are continued in the event of an interruption.

Signed

Master – Prof R Penty



2. REACT

Detailed below are initial procedures, which dovetail with existing protocols, e.g. fire evacuation. Any staff member should use the procedures to ensure:

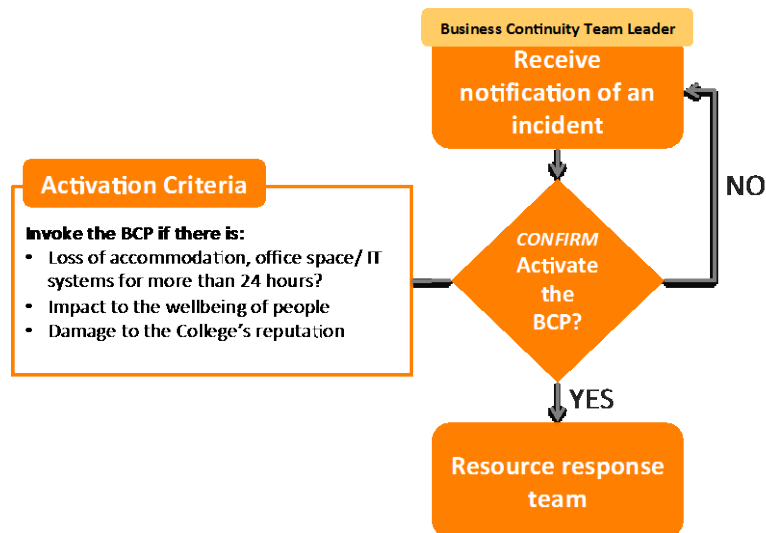
- The emergency is handled appropriately; and
- A business continuity incident is declared where appropriate.

	Action	Comment
React	<ul style="list-style-type: none"> • Ensure appropriate emergency protocol is activated, e.g. fire evacuation 	
	<ul style="list-style-type: none"> • Call Emergency Services (Police, Fire, Ambulance) if required 	
	<ul style="list-style-type: none"> • Ensure the safety of fellows, staff, students and visitors 	
	<ul style="list-style-type: none"> • Gather incident information – what has happened, time, parties involved, cause if known etc 	
Escalate	Based on what you know, answer the following questions:	
	1. Has the incident had, or is it likely to have impact to the wellbeing of people?	
	2. Is it likely that there will be a loss of accommodation, office space and/or IT systems for more than 24 hours?	
	3. Is it likely that there will be damage to the College's reputation?	
	If the answer to any of the questions above is YES, escalate the incident to the Business Continuity Team Leader Domus Bursar	



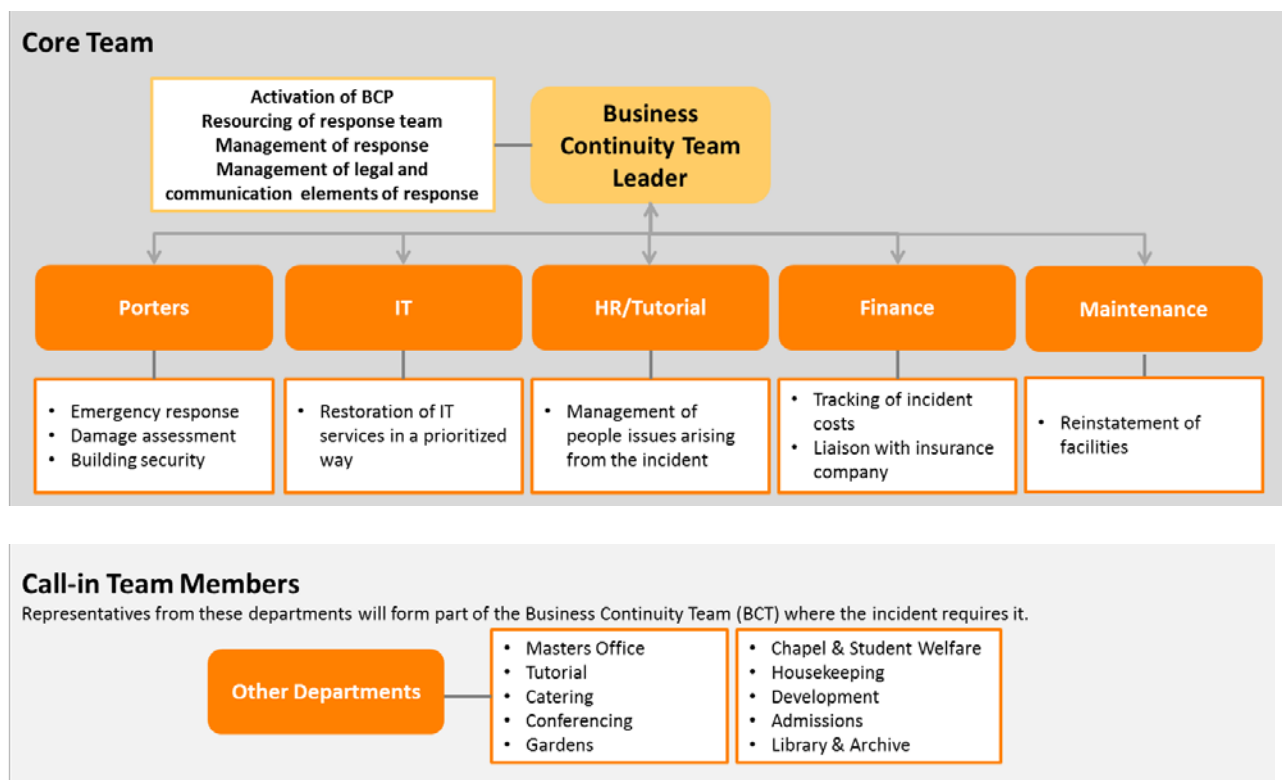
3. RESPOND

If the incident is escalated to the Head of the Business Continuity Team (BCT), they will follow the process below to confirm business continuity activation and resource the BCT.



Response Structure

The following response structure is used to respond to any incident that involves the activation of this plan.





Roles and Responsibilities

The table below further defines the roles and responsibilities of each role on the response team.

Role	Responsibility
Business Continuity Team Leader <i>Primary: Domus Bursar / Bursar</i>	<ul style="list-style-type: none"> • Activation of the Business Continuity Plan • Identifying those who will resource the response team. <i>N.B. Some roles may not be necessary, depending on the nature of the incident</i> • Identification and management of stakeholders during the incident • Writing and dissemination of internal and external communication as appropriate
<i>Deputy: Head Porter</i>	<ul style="list-style-type: none"> • As for Business Continuity Team Leader
Porters	<ul style="list-style-type: none"> • Ensuring the College's emergency procedures are implemented as required • Acting as the single point of contact with emergency services • Ensuring the security of all buildings affected in the incident
IT	<ul style="list-style-type: none"> • Recovery of IT systems and data
Human Resources (HR)& Tutorial	<ul style="list-style-type: none"> • Management of the people impacts arising from the incident, including: <ul style="list-style-type: none"> ○ Accounting for people ○ Family liaison ○ Managing and communicating with students
Finance	<ul style="list-style-type: none"> • Management of the financial elements of the incident • Liaison with insurance company/loss adjustor
Maintenance	<ul style="list-style-type: none"> • Damage assessment of affected facilities • Managing the reinstatement works for affected facilities
Other Departments	<ul style="list-style-type: none"> • Reinstatement of critical processes in a prioritised manner



Incident Management Checklist

The checklist below is to be used by the Business Continuity Team Leader to manage an incident.

Action	Status
<ul style="list-style-type: none"> Identify the roles required for the Business Continuity Team and resource them 	
<ul style="list-style-type: none"> Establish Command Centre – If main College site it not available Sidney House or Jesus Lane. 	
<ul style="list-style-type: none"> Run the initial meeting with the Business Continuity Team using the points below, and document the outputs: 	
<pre> graph TD 1[1. What do we know?] --> 2[2. What does it mean to us?] 2 --> 3[3. Which processes or services are impacted?] 3 --> 4[4. What is our strategy?] 4 --> 5[5. Who do we need to communicate with?] 5 --> 6[6. IMPLEMENT] </pre>	
<ul style="list-style-type: none"> Establish meeting schedule with the Business Continuity Team, e.g. every 4 hours, daily etc 	
<ul style="list-style-type: none"> Identify specialist advisors required and liaise with them for input as required 	
<ul style="list-style-type: none"> Track actions and their implementation 	
<ul style="list-style-type: none"> Use the structure above to run subsequent meetings with the Business Continuity Team 	

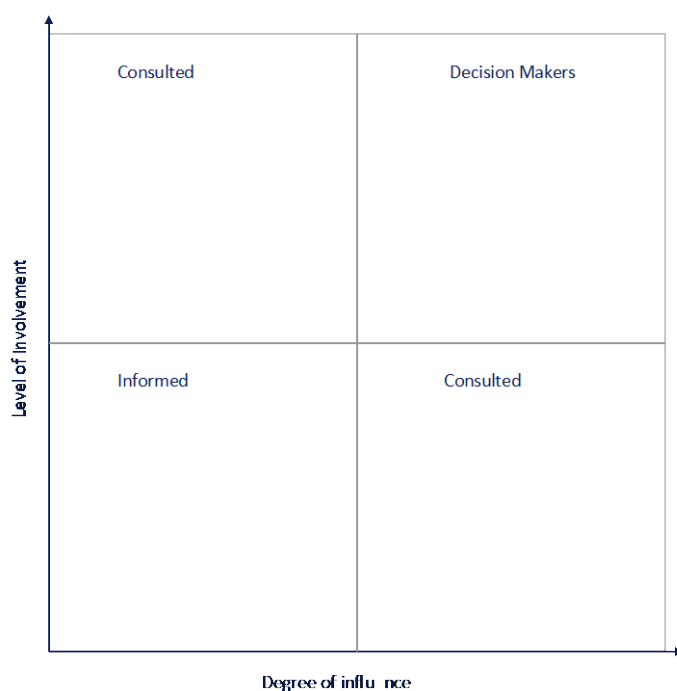


Communication

Manage incident stakeholders using the map below:

Stakeholder map

- IDENTIFY** Internal and external stakeholders affected by the incident
- ASSESS** their level of involvement in the incident (if any) and degree of influence
- PLOT** each stakeholder on the map below
- CONFIRM** responsibilities for liaising with key stakeholders with the relationship owner
- CONTACT** agree on a form of contact and then contact stakeholders in a prioritised order, focusing on decision makers



Internal & external communication

- Write communication release for internal and external use
- Gain sign off from Bursar / Senior Tutor / Master
- Distribute as required

Social media

- Monitor social media feeds – Facebook, Twitter etc – to identify any messages that require active management by the College



4. RECOVER

Recovery Strategy

The following sets out the foundations of Sidney Sussex College recovery strategy.

Workspace/Accommodation	Strategy for loss of workspace, e.g. Fellows Work from department, Administration Staff Work from home. Students Relocate to Other Colleges / Hotels. Utilise alternative workspace in College – eg Sidney House, Jesus Lane /Squash Court / Mong Hall / Student Bar / TV Room / Knox Shaw Room. Share workspace with another nearby College – e.g Christ's College, Clare College, and Trinity Hall College.
Systems	Strategy for loss of systems, e.g. cloud based recovery of data, failover from one data center to another, outsourced hosting of systems with contractual recovery timeframes] Pat Gates to advise
People	Strategy for loss of key/critical people, e.g. cross training, succession planning. Use of agency / casual labour / contractors. Procedures and Line management required.

Recovery Timeframes

The diagram below is a summary of Sidney Sussex's recovery time objectives, as collected during the Business Impact Analysis.



24 hours	1 week	2 weeks	1 month
Catering Breakfast/Lunch/Dinner	Catering- Conferences and Events	Finance Payroll	Finance Supplier payments, Income Collection, Reporting
Porters Telephones, Fire Safety, Access Systems and Security,, Reception and Mail	Porters Health & Safety	Conferencing Event Management	Conferencing Bookings, Advertising and Marketing, Invoicing
Maintenance Emergency Reactive Work, Commercial Property	Maintenance Planned Maintenance	Maintenance Accommodation and Other College Facilities	Gardens Grounds Maintenance
Housekeeping Waste Management and Room Servicing	Housekeeping Room Booking	Bursary HR management	Bursary General College Administration



Tutorial Examinations	Tutorial Student Administration		Development Alumni Relation and Fund Raisings
	Admissions Interviews, Offers, Matriculation		Admissions Open Days and School Visits
Library / Archive Access to Books	Library / Archive Study Space		Library / Archive Access to Historic Documents
IT – E mail and Telephone	IT Other IT Systems		Masters Office

Recovery Actions

Porters

Action	Status
<ul style="list-style-type: none"> Ensure the College's emergency procedures, e.g. fire evacuation are deployed 	
<ul style="list-style-type: none"> Locate and Review departmental recovery plans – Archives / Library/ Fire Safety/IT recovery, 	
<ul style="list-style-type: none"> Act as the single point of contact with the emergency services 	
<ul style="list-style-type: none"> Liaise with Emergency Services to gain access to damaged or affected site(s) 	
<ul style="list-style-type: none"> Ensure that affected sites are secured, with additional site security deployed as required 	
<ul style="list-style-type: none"> Ensure Health & Safety guidelines are complied with 	
<ul style="list-style-type: none"> Report status regularly to the Business Continuity Team Leader 	
<ul style="list-style-type: none"> Maintain a log of actions 	

IT systems

Action		Status
<ul style="list-style-type: none">Identify systems affected by the incident		
<ul style="list-style-type: none">Summarised below are the recovery time objectives and recovery point objectives for the College’s IT systems, identified in the Business Impact Analysis.		
IT System	Recovery Time Objective 1 month 2 weeks 1 week 24 hours	Recovery Point Objective 2 weeks 1 week 24 hours Less than 24 hours



Provisions Ordering	24 hours	1 week	
Mercury EPOS – Wine and Billings	24 hours	1 week	
E Mail and Telephones	24 hours	24 hours	
Kinetics	24 hours	24 hours	
VOIP Telephone	24 hours	24 hours	
Mercury Payroll	2 weeks	2 weeks	
Sage Accounting	2 weeks	2 weeks	
E Maintenance	1 week	24 hours	
University Rooms	1 week	1 week	
CAMSIS / CAMCORS	1 week	1 week	
Raisers Edge	1 week	1 week	
Security	1 week	1 week	
Internal Network Data Servers	24 hours	Less than 24 hours	
External Network Data Servers	24 hours	Less than 24 hours	
<ul style="list-style-type: none"> Following a service interruption, report status of systems, including data loss, to the Business Continuity Team Leader 			
<ul style="list-style-type: none"> Identify root cause of system downtime and timeframe for reinstatement 			
<ul style="list-style-type: none"> Report recovery status on a regular basis to the Business Continuity Team Leader 			
<ul style="list-style-type: none"> [insert specific recovery tasks as required] 			



HR & Student Welfare

Action	Status
• Gather information to confirm the safety and wellbeing of all fellows, staff, students and visitors	
• Where required, facilitate family liaison and communications for next of kin	
• Manage any people issues arising from the incident	
• Report status of any people issues to the Business Continuity Team Leader	
• Identify work in progress at the time of the incident	
• Prioritise urgent HR matters for recovery	
• Assess whether any confidential paperwork/files have been lost as part of the incident, and prioritise their reinstatement	
• Report recovery status on a regular basis to the Business Continuity Team Leader	
• [insert specific recovery tasks as required]	

Finance

Action	Status
• Identify work in progress at the time of the incident	
• Confirm priorities for recovery	
• Liaise with external suppliers as appropriate	
• Report recovery status on a regular basis to the Business Continuity Team Leader	
• [insert specific recovery tasks as required]	

Maintenance

Action	Status
• Conduct damage assessment, ensuring relevant experts (loss adjustor, structural engineer, statutory bodies etc) are present	
• Report to Business Continuity Team Leader regarding damage assessment results	
• Manage the reinstatement or repair of facilities	
• Manage the set up of alternative facilities in a timely manner	



Stand Down

Action	Status
Business Continuity Team Leader: <ul style="list-style-type: none">Formally close the incident and stand down the Response Team N.B. Advice from Emergency Services should be used if appropriate when making this decision	
<ul style="list-style-type: none">Gather all incident documentation, review and file	
<ul style="list-style-type: none">De-brief Business Continuity Team, noting lessons learned and corrective actions required	
<ul style="list-style-type: none">Review the BCP for gaps and effectiveness and update the plan as required	



5. Contacts

Name	Desk Phone	Mobile Phone	Email
<i>Business Continuity Team Leader Domus Bursar</i>	01223 760948	07824835329	kw321@cam.ac.uki
<i>Deputy Business Continuity Team Leader Head Porter</i>	01223 760971	07500 883534	crm28@cam.ac.uk
<i>Insurance advisors Henderson Insurance Brokers</i>	0113 261 5088	07515996253	chris.farrell@hibl.co.uk
<i>IT Manager</i>	01223 339520	50529	computer@sid.cam.ac.uk
<i>Maintenance Manager</i>	01223 338859	50632	maintenance@sid.cam.ac.uk
Bursar	01223 338827	0782435227	bursar@sid.cam.ac.uk
Senior Tutor	01223 338870	07824835218	senior.tutor@sid.cam.ac.uk
HR Manager	01223 338814		bag27@cam.ac.uk
Head of Finance	01223 330813	52595	ccf29@cam.ac.uk
Archivist	01223 338824		njr1002@cam.ac.uk
Librarian	01223 338852		librarian@sid.cam.ac.uk
Master	01223 338819		master@sid.cam.ac.uk
Chaplain	01223 338837	07795580051	chaplain@sid.cam.ac.uk
Head Chef	01223 761226	51327	chef@sid.cam.ac.uk



Appendix 1 – Action Log

Date/Time	Action Taken	By Whom	Reason for Action



Appendix 2 – Maintenance and Embedding

There are a number of processes related to the maintenance and embedding of Sidney Sussex's business continuity capability. These are summarised in the table below.

The following activities are in place to ensure that the College's business continuity programme is up to date and fit for purpose.

	Activity	Frequency
MAINTENANCE	Risk & Business Impact Analysis Update of the Risk and Business Impact Analysis document	Annually, or where significant organizational change occurs
	Business Continuity Plan Update of the Business Continuity Plan	Annually, or where significant organisational change occurs
EMBEDDING	Awareness Communication for all fellows, staff and students regarding the business continuity programme and their role in it. This is typically achieved as part of a staff meeting	Annually or where significant change to the business continuity programmer occurs
	Exercise Rehearsal of the business continuity plan, achieved through a desktop walkthrough. Areas for improvement are identified and documented as part of the exercise	Annually
	Incident review Thorough 'Pause for Thought' reviews of real incidents, identifying areas for improvement and corrective actions, which are documented as part of the review	As required