

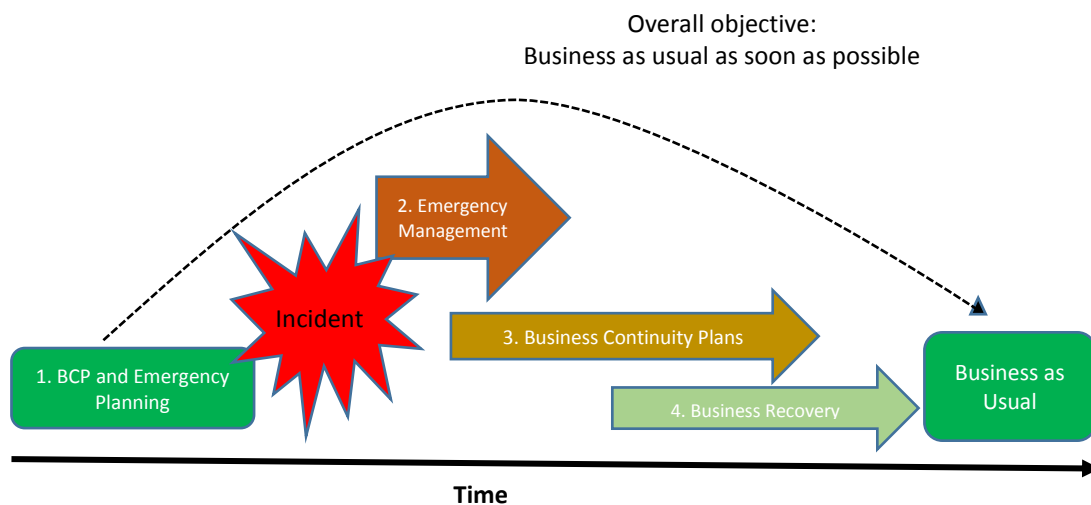
Business Continuity and Emergency Management

Policy Statement

Owner	DATE	Amendments
S. Rowe	29/09/2016	Policy Update
P. Mould		Draft Incident & BC Policy v-01

1. Introduction

1.2 Business Continuity Management (BCM) is a holistic process that identifies potential threats to King’s College London and evaluates the potential impact these adverse events would have on the university’s objectives and operation if they were realised. The critical incident phase focuses on the protection of life and university property and assets. Business continuity planning ensures strategies are in place to allow King’s College London to deliver its objectives during a period of business interruption. The Critical Incident/Business Continuity process provides a framework for building resilience and the capability to respond effectively to business interruptions.



1.2 International Standard ISO 22301 (Business Continuity Management) is widely regarded as setting out good practice in business continuity management and will inform the development of the university’s business continuity arrangements.

2. Purpose

2.1 The purpose of this policy is to provide a framework for incident, critical incident and business continuity activities at King’s College London (KCL), to facilitate appropriate decision-making that

protects life, limits damage and minimises business disruption for the benefit of the university, its communities and its operations.

2.2 The Business Continuity & Critical Incident programme is concerned with ensuring the ability of King's College London to deal with the impact of disruptive events and in the aftermath of an incident it will enable the university recover its key priority activities quickly and return to "business as usual" as soon as possible.

2.3 The key activities of King's College London are deemed to be the delivery of teaching and research.

2.4 The university will abide by all the UK legislation and relevant legislation of the European Community related to Emergency planning. This includes the following Acts

- Health and Safety at Work Act 1974
- Human Rights Act 1998
- Corporate Manslaughter and Corporate Homicide Act 2007

3. Scope

3.1 The Business Continuity/Critical Incident (BCCI) programme will operate across the Institution, covering five campuses, all schools/faculties, departments, student accommodation, professional services directorates, commercial and academic units. The university works closely with a number of NHS Trusts for delivery of the Health School provision and this programme will work alongside the expectations of each NHS partner.

3.2 The university considers interested partners to include;

- Students
- Staff
- Visitors
- Contractors
- NHS Partners
- Neighbours
- Emergency Services
- HEFCE
- Research Funders

3.3 The BCCI Programme is focused on protecting and recovering the critical activities of the university and links to the [King's Future's](#) plan for continued commitment to scholarship and research excellence. A critical activity is one that would impact on the reputation of the university or have a serious impact on the financial viability of the university or its management of stakeholders if it was not performed or resumed within an appropriate defined period.

3.4 The Senior Executive Team has responsibility for the management of risk at the university. The team will oversee risk management and will support, advise and implement policies approved by the Council, including those policies that relate directly to business continuity and critical incident planning. The Risk Management Policy can be found [here](#)

4. Aims and Objectives

4.1 King's College London will prepare for incidents by having an effective and robust business continuity critical incident programme that leads to a reduction in risk, an increase in organisational resilience and a rapid coordinated and appropriate response. This means developing its ability to detect, prevent, minimise and where necessary deal with the impact of disruptive events.

4.2 The key objectives for the Business Continuity Critical Incident Programme at King's College London are:

- To ensure that robust and relevant critical incident plans and business contingency arrangements are in place across the university, both at corporate and departmental levels.
- To establish defined structures to plan for and respond to incidents including the identification of appropriate communication channels (both internal and external) and management methodologies.
- To identify all critical activities across the university, together with their time-frame sensitivity, and to ensure that suitable business continuity arrangements are in place for them.
- To ensure that plans are subject to regular review, audit and exercise, adopted across the university and that business continuity is embedded into the culture of the university so that it becomes an integral part of decision making.
- To raise the profile of BCECI within the university including staff awareness and understanding of the responsibilities for and implementation of plans as they relate to their working environment.

5. Roles and Responsibilities

5.1 *Business Continuity Lead (BC Lead)*

5.2 The Senior Vice President Operations is the lead for Business Continuity at King's College London. The role holder will:

- "Champion" business continuity at the strategic level by endorsing and supporting the BCCI programme.
- Chair the Business Continuity Steering Group
- Report on the BCCI programme and the state of readiness to the Senior Executive Team and the Principal of KCL.

5.3 *Business Continuity Improvement Project Manager (interim appointment)*

5.4 The BCIPM is responsible for ensuring the implementation of the BCCI Policy and Procedures for the university on a day-to-day basis. The role holder will:

- Ensure operational plans are in place for each faculty and professional services directorates and any other academic/commercial units

- Ensure procedures are in place in the event of an incident or critical incident and put in place regular testing and training for those groups
- Provides support to Silver Command during a critical incident.
- Co-ordinates the Business Planning Network within the university

5.5 Business Continuity Group (BCG)

5.6 This university level group will have operational oversight of Business Continuity and Critical Incident Planning on behalf of the Senior Vice President Operations. The group is chaired by the Director of Real Estate and is the direct reporting line to the BC Lead. Cross-college representatives from the university will attend this group including;

- Facilities Management and Campus Operations (including Security)
- IT
- Residences
- Health & Safety
- PR and Communications
- King's College London Students' Union
- Student Services
- NHS Health Partner Representative
- Representatives from the Schools/Faculties with delegated responsibility for BCCI on behalf of the COO's.

5.7 The BCG will ensure reliable and robust BCCI plans are in place for the university, its schools, faculties, professional services directorates and commercial and education units. It will ensure that Business Impact Assessments are taking place and reviewed on a regular basis or after a significant event. The BCG will also review desktop exercises at local level as well as coordinate campus and university-wide test events and ensure training schedules are embedded and actioned at all levels.

5.8 Membership of the BCG can be found on the Audit pages of the King's website

5.9 Schools, Heads of Professional Services, Directorate Leads, Commercial and Academic Units

5.10 The Executive Dean and Director of Administration in each faculty, Academic Heads of Institutions which sit outside faculties, the Heads of Professional Services Directorates and Heads of Commercial Services will be responsible for ensuring that their plans are in place, are regularly checked, tested at local level and updated and are fit-for-purpose.

5.11 Business Continuity coordinator

5.12 The BCC is a named person at Faculty/Department/Unit who is responsible for maintaining and updating the plan as well as arranging any training/awareness sessions that may be required as part of an annual programme of local staff development.

5.13 **Staff**

5.14 Every staff member of the university must be aware of the evacuation and health and safety arrangements that affect their working environment within the department. Staff members should also be aware of their department/faculty plan and how it will affect them.

5.15 Staff members should ensure that they are clear how they will be contacted or notified in the event of a critical incident and where they should report if they are unable to access their usual place of work.

6. **Structure**

6.1 The business-as-usual operating structure for King’s College London can be found here. Additionally, the university has adopted a three tier command structure for dealing with incidents and critical incidents.

Bronze (Operational)	Silver (Strategic)	Gold (Executive)
Incident Responders	Critical Incident Management Team	Senior Executive Team
Operational support during a critical incident and responsible for implementing processes for business recovery	Agreeing operational priorities for dealing with the incident and business recovery	High level strategic direction for the management of significant financial or reputation risk

The Critical Incident Plan provides a guidance for the implementation of the critical incident response and is appended to this policy document.

5. **Monitoring and Reporting**

5.1 **Monitoring**

5.2 The Business Continuity Group is responsible for the regular monitoring of risk and incident management as it relates to BCCI on behalf of the university.

5.3 Business impact analysis, risk identification and business continuity plans must be reviewed and revised after an invocation of the plan or at least annually. They should also be subject to review and revision if there is a major service development or change to activity

5.4 The Strategy, Planning and Assurance Directorate provides assurance over the quality of the management of Risk for the university and supports other teams in the management of their risks. The Directorate, through the Internal Audit team will work closely with the BCG to ensure that risk is managed as part of the broader needs and ambitions for the university. The Directorate can ask the BCG to review risk registers and plans if they deem a new/existing risk is not adequately mitigated.

5.5 Reporting

- 5.6 Faculty leads and their local level co-ordinators must ensure that information is provided to the BCG representative prior to each meeting in order to share examples of good practice and raise issues for wider discussion.
- 5.7 Representatives on the BCG will report on BCCI activities on a bi-monthly basis or more frequently if the Chair deems it necessary to ensure continuous high quality service delivery. The Chair of the BCG will report to the Senior Vice President Operations annually, providing an overview of the key issues and areas for review across the university in relation to BCCI.
- 5.8 The Chair of the BCG will report directly to the BC Lead on a regular basis and may make recommendations for change/development from the group. The BC Lead will in turn be responsible for briefing the Senior Executive Team and may seek approval for top level changes to systems and practices as deemed appropriate to the delivery of the university's key activities.
- 5.9 A formal report will be made by the BC Lead to the Senior Leadership and the Principal of the university on an annual basis and shared with the university's Audit, Risk and Compliance Committee.

A handwritten signature in black ink, appearing to read "Ian Creagh". The signature is fluid and cursive, with a long horizontal stroke at the end.

Mr. Ian Creagh
Head of Administration and College Secretary
King's College London