

Business Continuity and Incident Management

Policy Category:	General
Subject:	Business Continuity and Incident Management
Approving Authority:	Principal's Senior Team (PST)
Responsible Officer:	Senior Vice President - Operations (SVP Ops)
Responsible Office:	Principals' Office
Related Procedures:	Business Continuity Planning Critical Incident Response Plan
Related College Policies:	Risk Management Policy Travel Policy
Effective Date:	08/02/2022
Supersedes:	10/10/2017
Next Review:	08/02/2025

I. Purpose and Scope

The purpose of this policy is to provide a framework for incident management 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.

The Business Continuity & Incident Management 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 to recover its key priority activities quickly and return to "business as usual" as soon as possible.

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

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

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.

The Business Continuity Incident Management (BCIM) 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.

The university considers interested partners to include;

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

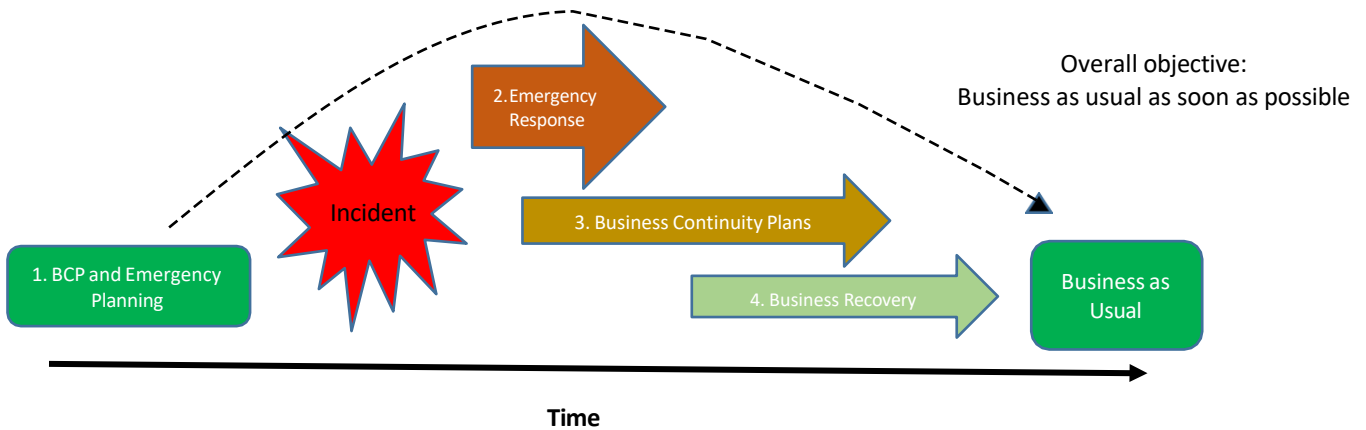
The BCIM Programme is focused on protecting and recovering the critical activities of the university and links to the [Vision 2029](#) plan for continued commitment to scholarship and research excellence. A critical activity is one that would impact on the reputation of the university or have a serious 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.

The Principal’s Senior Team (PST) has ultimate responsibility for the management of risk at the university which includes business continuity and incident management. The Risk Management Policy can be found [here](#).

II. Policy

1. Introduction

1.1 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 incident response 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 Incident Response/Business Continuity process provides a framework for building resilience and the capability to respond effectively to business interruption.



- 1.2 King's College London will prepare for incidents by having an effective and robust business continuity emergency management 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.
- 1.3 The key objectives for the Business Continuity Incident Management Programme at King's College London are:
- To ensure that robust and relevant incident response 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 BCIM within the university including staff awareness and understanding of the responsibilities for and implementation of plans as they relate to their working environment.

2. Roles and Responsibilities

2.1 BCIM Sponsor

The SVP Ops is the sponsor for BCIM at King's College London. They represent business continuity at the strategic level by endorsing and supporting the BCEM programme and will report where necessary on the BCIM and the state of readiness to the Principals' Senior Team. Responsibility for the operational management of business continuity, incident response and operational risk management is delegated to the Director of Business Resilience

2.2 Director of Business Resilience

The Director of Business Resilience is responsible for ensuring that BCIM is implemented across the university and that directorates, faculties and all other business units are engaged and implementing policies and procedures relating to business continuity, incident management and operational resilience. The role holder is a member of the Silver Incident Team when the critical incident plan is triggered. They are also the Chair of the Business Continuity Network and a member of the Business Continuity Steering Group.

2.3 Business Continuity Steering Group (BCSG)

The BCSG will have operational oversight of Business Continuity and Incident Management on behalf of the Senior Vice President (Operations) and provide support to the Director of

Business Resilience in the delivery of a resilient university. The Chair of this cross-university group is appointed by the SVP Ops. Representatives on this group include:

- Deputy SVP Ops (on behalf of Faculties)
- Estates and Facilities
- IT Assurance
- Health & Safety
- Corporate Communications
- RMID
- Business Assurance
- Finance and Procurement

The BCSG will support and advocate for the continuous improvement and refinement of business continuity and incident response. The group will identify key operational risks, understand the implications for key critical activities undertaken by King's and engage with key teams to ensure compliance with continuity and incident planning. The terms of reference for the BCSG can be found [here](#).

2.4 Directors of Operations (DOps), Heads of Professional Services, Directorate Leads, Commercial and Academic Units

The Executive Dean and Director of Operations in each faculty, Academic Heads of Institutions which sit outside faculties, the Heads of Professional Services Directorates and Heads of Commercial and Core Services will be responsible for ensuring that business continuity and incident response plans are in place, are regularly reviewed, tested and updated.

Each Faculty, Directorate, Commercial or Core Services should ensure there is a named member of staff who is responsible for managing local business continuity and incident response plans, ensuring the plans are up to date, available to local teams and are understood. They staff member will also be invited to be a member of the Business Continuity Network at King's.

2.5 Staff members

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 business continuity plans and how they are implemented and their responsibilities for those plans within their current roles.

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.

3. Incident Response Structure

3.1 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 Leadership 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 information on the implementation of the critical incident response. A link to this document can be found at the top of this document.

4. Monitoring and Testing

4.1 Monitoring

- 4.2 The Business Continuity Steering Group is responsible for the regular monitoring of risk and incident management as it relates to BCIM on behalf of the university.
- 4.3 Business impact analysis, risk identification and business continuity plans must be reviewed and revised locally 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. Monitoring of impact analysis document and BC plans is undertaken each year and a summary report is sent to the BCSG for review.
- 4.4 Any key operational risks identified by Faculties/Directorates/ other business and commercial units, that are identified by the BCSG will be raised to the SVP Ops for consideration through to the university's corporate risk register.

4.5 Testing

- 4.6 Annual testing with the Silver Team will be led by the Director of Business Resilience and will test key scenarios for the university drawn from key risk to the university or following a critical incident activation where a review period would enhance existing planning.
- 4.7 Local scenario testing for Directorates and Faculties should take place on a three-year cycle. Local tests will be planned jointly with the Faculties/Directorate and test key risks/areas of local concern to support further plan development.

5.1 Reporting

- 5.2 The Chair of the BCSG 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 BCP.
- 5.3 The Director of Business Resilience will report to the SVP Operations on a regular basis providing updates on the state of BCP and Incident Management readiness across the university, key operational risks and planning to reduce the impact of those risks on the operations of the

university including recommendations for projects or task and finish planning where an holistic approach to improving resilience is required across the university.

Owner	DATE	Amendments
S. Rowe	01/02/2022	Policy Review and Update
S. Rowe	10/10/2017	Policy Review and Update
S. Rowe	16/09/2016	Policy Update
P. Mould		Draft Incident & BC Policy v-01