Business Continuity Policy

Definition of business continuity management

1. According to the Business Continuity Institute, business continuity management is "an holistic management process that identifies potential threats to an organization and the impacts to business operations that those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities".

Business continuity objectives at LSE

2. The objectives of the School's business continuity policy are to ensure as far as practicable that:

   - the initial response to a threat to the School's normal business is as coherent and effective as possible in the circumstances;
   - the impacts of the threat are kept within acceptable levels as pre-defined by the relevant senior managers;
   - in recovery to normal business activities, priority is given to maintaining or restoring activities that can be regarded as business critical in the circumstances; and
   - relevant managers around the School are trained, advised and supported in order to achieve the above, in cooperation with others as appropriate; the process is not centrally directed.

3. It is not an objective of business continuity planning at LSE to ensure that, in the worst cases such as prolonged loss of use of the entire campus, full recovery of normal activities can be achieved quickly, or indeed in any particular timeframe. To ensure such recovery to any specific deadline would require prohibitively expensive resilience measures, such as an entire second campus left idle during normal times.

LSE business continuity policy

4.   It is the policy of LSE to:

- maintain a strategy for reacting to, and recovering from, adverse situations which is in line with an agreed level of acceptable risk
- ensure that, whenever practical, action is taken to prevent the occurrence or recurrence of an adverse situation through adopting appropriate risk controls
- maintain a programme of activity which ensures the School has the ability to react appropriately to, and recover from, adverse situations in line with predefined business continuity objectives
- maintain appropriate response plans underpinned by a clear escalation process
- rehearse response and recovery plans at least annually
- maintain a level of resilience to operational failure in line with the risks faced
- maintain employee awareness of the School's expectations of them during an emergency or business continuity threatening situation
- take account of changing business needs and ensure that the response plans and business continuity strategies are revised where necessary
- remain aligned with good industry practice in business continuity management

Scope of business continuity planning

5.   Business continuity planning at LSE concentrates on the following priorities:

- personal safety of all on campus/in LSE student residences
- initial/emergency response
- communications
- safeguarding of assets
- recovery/continuity of key business activities
- recovery/continuity of revenue streams

Responsibility for Business Continuity

6.   Responsibility for Business Continuity in the School is delegated by Council to the Director. This responsibility is in turn cascaded through the School's management structure and assured and overseen by the Business Continuity Steering Group. The Steering Group meets three times a year and is composed of senior management in the School who have oversight of specific areas such as Estates, IT etc. The Steering Group reports to the SMC.

7.   Responsibility for localized business continuity matters and planning lies with the heads of departments/institutes/centres/other academic units and the heads of divisions/service areas. These managers may delegate the undertaking and implementation of business continuity measures in their areas to an appropriate member of their staff. As a minimum the School expects each unit/area of significant size to have its own, fit for purpose, business continuity plan and for that plan to be reviewed and updated on a regular basis. Failure to comply at this level will be noted in the School's operational risk register.

Management of Business Continuity

8.   The following are the main instruments and procedures through which the School implements its business continuity policy:

- the Major Incident Initial Response Plan (MIIRP); this uses a Gold/Silver/Bronze command structure in line with that used by the emergency services
- Business Continuity Plans for all units of significant size in the School, tested regularly
- periodic Business Impact Analyses to help define recovery priorities for the School
- the Business Critical Calendar
- School-wide training and support facilitated by the Business Continuity Manager

9.   Links are given under External References at the end of this document.

Review schedule

Review interval	Next review due by	Next review start
3 years	Oct 2020	Aug 2020

Version history

Version	Date	Approved by	Notes
2.0	20 Sept 2017	SMC	
2.0	11 April 2017	BC Steering Group	Full rewrite in the light of lessons learned since version 1.0 approved
1.0	27 May 2008	BC Steering Group	Still current as at April 2017

Links

Reference	Link
Major Incident Initial Response Plan	http://www.lse.ac.uk/intranet/news/businessContinuity/MIIRP-July-2015.pdf
Emergency response documents - Sharepoint (restricted access)	https://lsecloud.sharepoint.com/sites/business_continuity_glpd/SitePages/Home.aspx
Things to consider in business continuity planning	http://www.lse.ac.uk/intranet/news/businessContinuity/Business-Continuity-Planning---things-to-consider.pdf
Business Critical Calendar	https://www.lse.ac.uk/intranet/news/businessContinuity/internal/LSEBusinessCriticalCalendar/businessCriticalCalendar.aspx
Intranet business continuity site (with many more resources)	http://www.lse.ac.uk/intranet/news/businessContinuity/home.aspx
Results of Business Impact Analyses	Copies may be requested from the Head of Risk & Compliance Unit or the Business Continuity Manager. Request does not guarantee access, which is restricted due to the sensitivity of the information contained in the documents.

Contacts

Position	Name	Email	Notes
Business Continuity Manager	Veronique Mizgailo	v.mizgailo@lse.ac.uk	Author

Communications and Training

Will this document be publicised through Internal Communications?	**TBC**
Will training needs arise from this policy	**TBC**
If Yes, please give details	