

## 34. BUSINESS CONTINUITY PLANNING

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**34.2.1 Aim:** To summarise arrangements for business continuity planning for services based within University of Edinburgh buildings on the Edinburgh bioQuarter campus.

**34.3.1 Introduction:** A business continuity plan is one that contains information and describes procedures intended to help an organisation survive credible threats to business activities, make best use of resources under pressure, and minimise losses and recovery time.

34.3.2 A business continuity plan for the College of Medicine & Veterinary Medicine's activities on the Edinburgh bioQuarter campus has been prepared and committed to a *Wiki* site, access to which outside times of crisis is restricted to service managers since the plan contains a quantity of sensitive personal information such as home telephone numbers *etc.* The definitive Plan, taking account of regular amendments, is the on-line version at:

<https://www.wiki.ed.ac.uk/display/BCPlans>

34.3.3 Extended access to the business continuity *Wiki* may be rapidly enabled if and when circumstances so dictate.

34.3.4 Sections of the Plan, taken individually or together, are intended to provide a framework for a corporate response by the CM&VM to a credible threat affecting operations on the Edinburgh bioQuarter campus.

34.3.5 Business continuity plans have also been prepared for some individual operational elements of the College's activities on the Edinburgh bioQuarter campus, and are also available through the above *Wiki*.

**34.4.1 Business Continuity Plan:** The College's Plan is comprised of twenty Sections, as follows:

- i. Preface
  - ii. Amendment Record
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1. Key Emergency Actions
  2. Alerting Cascade
  3. Principal Threats
  4. National Arrangements
  5. Local (and UofE) Arrangements
  6. Core Activities and Priorities
  7. Early Countermeasures and Management Arrangements
  8. Later Countermeasures
  9. Recovery Phase
  10. Individual Responsibilities
  11. Liaison with External Organisations
  12. Information Strategies
  13. Communications
  14. Media Coordination
  15. Resources
  16. Procurement and Finance
  17. Welfare
  18. Special Arrangements
  19. Pandemic Influenza
  20. Emergency Contacts

**34.5.1 Threat Assessment:** Threats identified by the contingency planner for University buildings and personnel on the Edinburgh bioQuarter campus range from those with the potential to cause relatively minor temporary inconvenience to a few services, to those that would cause a severe and potentially lasting impact on the ability of the whole College, and its constituent teaching and research components on the Edinburgh bioQuarter campus, to maintain business continuity.

34.5.2 Threats may arise from events that can reasonably be anticipated (*e.g.* severe weather, industrial action, criminal damage, *etc*), or are often unanticipated (*e.g.* global shortage of critical supplies, epidemic illness, *etc*), any of which may cause disruption to the College's capacity to deliver services in the usual manner.

34.5.3 Threats considered in detail within the Plan are as follows:

- fire
- gas leak
- explosion
- flood and water leaks
- chemical leaks and spillages
- injuries to staff, students or visitors
- illnesses affecting staff or students (individually, especially if they are key to work being done, or affecting larger numbers of people)
- damage to the buildings or equipment
- disruption to utilities
- interruption to the supply chain

- industrial action
- vandalism and criminal damage
- acts or threats of terrorism
- severe weather
- a requirement to provide mutual aid to the Royal Infirmary of Edinburgh
- collateral or proximity impact affecting areas within and around Edinburgh bioQuarter
- loss or damage to arts collections displayed within University buildings on the Edinburgh bioQuarter campus.

34.5.4 Where these have been prepared, business continuity plans for individual operational elements of the College's activities on the Edinburgh bioQuarter campus more or less conform to the structure shown above.

**34.6.1 Critical Activities and Priorities:** Activities carried out on the Edinburgh bioQuarter campus are diverse, including teaching and research, but include also activities carried out by workers not employed by the University, including some from SNBTS, NHS Lothian *etc* and a number of commercial partners on the campus.

34.6.2 The College's business continuity plan for the Edinburgh bioQuarter campus assigns varying levels of priority to each class of activity in order that increasing pressure on finite resources can be managed by gradually suspending activities of lower priority in order to preserve those of greater relative criticality.

**34.7.1 Critical Activities:** These are described as activities that *must* be carried out in order for the College to continue to deliver core services, and are identified by a process of business impact analysis that has been led by representatives of senior management. Critical activities may be ongoing or time-sensitive, and priority is not necessarily dependent on which of these is most applicable, nor is prioritisation unchangeable over time.

**34.8.1 Prioritisation:** A CM&VM Crisis Management Team, having been formed, will be invited to endorse the proposition set out in this Section that five categories of activities be considered in the context of defining critical activities and allocating priorities:

- *Category One:* Activities capable of being suspended with relatively little difficulty, and which are capable of being resumed with relatively equal ease.
- *Category Two:* Activities that could be displaced or delivered in innovative ways (*e.g.* delivery of lectures using on-line methodologies as an alternative to using lecture theatres on-site if these were required to support expanded services within the Infirmary, or if it became difficult to do so *e.g.* due to prolonged severe weather or transport difficulties) or unwise *e.g.* due to pandemic influenza for students and lecturers to assemble conventionally).
- *Category Three:* Activities that could be suspended, even with a fair degree of difficulty, and which could take a considerable time to

reactivate, but where suspension and reactivation would not have serious health and safety implications.

- *Category Four:* Activities that would be extremely difficult to suspend and reactivate due to the amount of effort expended setting up the activity in the first place and the extreme difficulty that would be entailed in reproducing the work, or which represent irreplaceable archives of data or biological material.
- *Category Five:* Activities that could not be suspended and reactivated without some degree of risk, either in the context of health and safety implications or the College's ability to recover from the interruption or loss.

34.8.2 Being aware of the full range of activities and services being delivered from the Edinburgh bioQuarter campus, and taking into account the actual circumstances associated with an actual emergency, the CM&VM Crisis Management Team will either confirm or perhaps modify the priority levels listed above and publish the revised list as an amendment to the Plan.

34.8.3 It will be for the CM&VM Crisis Management Team to assess the need to implement phased discontinuation of activities in order to preserve diminishing resources or redirect effort to maintenance of higher priority activities.

34.8.4 Contingency plans prepared by each research centre and support service will set out activities within their respective laboratory areas and offices in accordance with the above scheme of prioritisation, and corresponding levels of crisis management teams operating at operational levels within the campus will be prepared to commence phased discontinuation of activities upon direction from the CM&VM Crisis Management Team.

**34.9.1 CM&VM Crisis Management Team:** In broad terms, the CM&VM Crisis Management Team has the function of:

- agreeing an overall management strategy for business continuity;
- decision-making in response to an evolving scenario;
- allocation of resources and reprioritisation of effort;
- organisation and authorisation of extraordinary procurement and finance arrangements;
- maintaining at least the minimum essential standards for health and safety throughout a period of crisis;
- media coordination, public information and welfare strategies; and
- pre-planning a recovery phase strategy.

**34.10.1 Sub-Groups:** It is possible that some matters may begin to dominate business for the CM&VM Crisis Management Team such that it becomes desirable to form various task-orientated sub-groups (*e.g.* procurement and finance, media coordination, information *etc.*), in which case one or more sub-group chairpersons will be appointed and the sub-groups will meet separately from the CM&VM Crisis Management Team. Sub-group chairpersons will attend CM&VM Crisis Management Team meetings to

represent the work of their respective sub-groups, and to convey back to their sub-groups additional tasks allocated by the strategic-level management team.

**34.11.1 Health & Safety:** The CM&VM Crisis Management Committee will ensure that all building users understand that health and safety standards must not be neglected or reduced during a period of crisis.

**34.12.1 Further Information:** Reference should be made to the definitive versions of the various business continuity plans for the Edinburgh bioQuarter campus at:

<https://www.wiki.ed.ac.uk/display/BCPlans>

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