
Business Continuity Management Policy

Governance Policy Group

1 Purpose

The purpose of this policy is to communicate Business Continuity Management (BCM) framework, responsibilities and guiding principles for Victoria to effectively prepare for and achieve its strategic BCM aim through times of major crisis.

The aim of BCM at Victoria is to preserve the reputation, meet the responsibilities and ensure the continued operation of the learning and teaching programmes, research activities and quality student experience of the University.

2 Organisational Scope

This is a University-wide policy that is prioritised towards activities that:

- (a) Generate significant contributions towards the achievement of Victoria's strategic goals and objectives, and/or
- (b) Provide significant underpinning of Victoria's brand and reputation.

This policy also applies to contractors and visitors to the University on University business.

3 Definitions

For purposes of this policy, unless otherwise stated, the following definitions shall apply:

Business Continuity (BC) Planning:	An organisation's risk management strategy for threats that may terminate or significantly disrupt core business. It involves mitigation activities and contingency planning for response and recovery actions. <i>(Note: BC planning necessarily embraces disaster recovery and emergency management planning.)</i>
Business Continuity (BC) Programme:	An ongoing funded process that is supported by senior management, comprising all BC planning, plans, arrangements, practices and processes with which to achieve required BC outcomes in compliance with BC aims and agreed expectations.
Business Continuity Management (BCM):	The development, implementation and maintenance of strategies, plans, resources and actions to ensure the continued achievement of critical objectives in the event of a significant, untoward, crisis event.

Crisis:	An untoward event that potentially or actually results in disruption to day-to-day functioning of a part or the whole of an organisation, sufficient to require management to divert a portion of their attention, time, energy and resources away from business-as-usual activities. <i>(Note: for BC purposes, the term 'crisis' is used generically to refer to a significant, crisis/emergency/disaster event).</i>
Event:	The occurrence of a particular set of circumstances that creates an actual or potential emergency or disaster or other crisis situation.
Risk:	The chance of something happening that will have an impact upon objectives

4 Responsibilities

4.1 BCM Sponsor

The Chief Operating Officer is the sponsor of BCM. The sponsor has the role of promoting Business Continuity expectations and culture throughout the university.

4.2 BCM Steering Group

The BCM sponsor is represented by a Business Continuity Steering Group comprising of representatives from key entities across the University. It has the role of ensuring the sustained advancement of BCM and underlying plans throughout Victoria, by effective and pragmatic means (refer to Appendix A for the Steering Group's Terms of Reference).

4.3 BCM Owner

The sponsor and steering group provide guidance and support to the Director, Facilities Management who is both the BCM Owner and the Chair of the BCM Steering Group. The owner has the role of ensuring the relevance of BC planning, the competencies of key staff to implement plans as well as adequate awareness of BC expectation throughout the University.

4.4 Entity Managers

Victoria's entity managers are responsible for developing and maintaining their BC plans and associated arrangements in line with Victoria's overall BCM policy, framework, priorities, methodologies and practices.

Specifically this includes development and maintenance of plans and structures for ensuring that:

- (a) roles and responsibilities are clear and decision making structures exist in the event of a crisis, and that there are clear lines of accountability and delegation,
- (b) communication to staff, media, other units and other parties is managed and appropriate,
- (c) processes exist for response, interim continuity through to full recovery of critical operations and functions, with outcomes aligned to Victoria's best interests,
- (d) backup strategies and processes for the restoration of information systems and communications that support critical business functions, are in place to cover eventualities.

4.5 *Staff*

All staff and contractors are responsible for contributing to the BCM programme with appropriate guidance, as well as assisting with response and recovery actions following a crisis, emergency or disaster event.

5 **Guiding Principles**

The following guiding principles determine Victoria's BCM priorities.

5.1 *Suite of Plans*

Underpinning Victoria's BCM is a suite of BC-related plans that include:

- (a) Crisis Management plans (for overall crisis management),
- (b) Entity-specific BC plans (for timely continuity of core services, functions, operations and processes),
- (c) Special event focussed plans (e.g. Pandemic event),
- (d) IT Disaster Recovery plans (technology focussed planning),
- (e) Emergency Response plan (for safety of campus people in emergency events).

5.2 *Managing Risk*

- (a) Victoria manages its risks in general under its Risk Management Policy. This policy is focused on major crisis, emergency, disaster and other untoward events which create potential impacts on:
 - (i) the delivery of Victoria's core outcomes and achievement of its strategic goals,
 - (ii) its key operational processes and activities,
 - (iii) its people, systems, resources and dependencies,
 - (iv) its customers and other key stakeholders,
 - (v) its reputation, revenue and other key factors identified from time to time.
- (b) It is recognised that BCM involves adequate, prioritised, periodic attention to each of:
 - (i) risks of potential business-disruptive impact events,
 - (ii) opportunities to be capitalised upon arising from risks and crises,
 - (iii) preparedness for timely response and recovery,
 - (iv) suitable treatment of unacceptable risks, e.g. reduction of vulnerabilities, as and when justifiable.

5.3 *Criticality*

Some of Victoria's core outcomes, services, functions and underpinning processes are more critical than others in terms of the potential financial, reputational and other impacts upon the University and its stakeholders. BCM priorities and efforts are guided by their criticality.

5.4 *Continuity*

Victoria's BC planning is particularly focussed on potential business impacts created from a broad range of the higher-consequence risks, as well as high likelihood risks. As a result, the suite of plans (referred to in 5.1) addresses a suitable mix of generic and impact-specific planning material.

Where an event severely affects the University, the primary duty is, from the outset, to work towards achievement of its BCM aim for longer term benefit, rather than focus only on the short term.

5.5 Support & Protection of People

Actions during and after any event must, in the context of a crisis event, must:

- (a) avoid placing anyone in harm's way;
- (b) ensure the preservation of safety of staff, contractors, students and visitors;
- (c) safeguard the health and welfare of the University's employees.

5.6 Service Delivery Obligations

Victoria is committed to meeting its obligations to its key stakeholders within the context of a crisis event. Following an area-wide disaster, this may also include:

- (a) timely delivery of special, event-triggered civil defence and emergency services to people unable to safely leave a university campus, and
- (b) timely response to increased demand for specific services functions operations processes.

5.7 Social and Community Obligations

Victoria is committed to meeting its social and community obligations by working closely with other stakeholders to best serve key stakeholders in the event of in-house disruption and civil defence emergency.

6 BCM Framework

6.1 Maintenance and Evolution

Victoria undertakes maintenance of its BC planning and plans by suitable integration of maintenance practices within business-as-usual schedules and activities. This means it will grow and maintain a BC culture for organisational resilience.

- (a) BCM maintenance activities include:
 - (i) periodic updating, evolving and documentation of factual and assessed information,
 - (ii) periodic exercising, testing and reviews of plans against appropriate criteria, to maintain and evolve the adequacy of expectations, intentions and competencies for response and recovery,
 - (iii) individual (one-time) risk treatment projects, activities and tasks to reduce unacceptable vulnerabilities to adverse risks and events.
- (b) Consideration of BC implications associated with:
 - (i) organisational policies, during their development and maintenance,
 - (ii) new projects during planning and approval phases.

6.2 Job Descriptions and Performance Agreements

Employee job descriptions and performance agreements will adequately reflect the nature and extent of key roles and responsibilities, to create incentive/recognition for coordinating and maintaining BCM and BC planning.

6.3 Periodic Reporting

Periodic BCM reporting is undertaken, e.g. quarterly, through all levels of all entities to track the maintenance and evolution of university-wide BC planning. This is a component of routine management reporting.

6.4 Communication

On-going promotion and communication of overall BCM principles and arrangements together with specific BC plans as appropriate, will be undertaken. This is targeted at all levels of the organisation to ensure that BCM and associated planning is understood, implemented and achieved. This will build and maintain an organisation-wide BC culture of commitment and ownership by way of participation and buy-in.

6.5 Budgeting

Annual budgeting for adequate levels of initial development and on-going maintenance of BC planning is the responsibility of the Project Sponsor but is subject to review.

6.6 Auditing

Periodic auditing to recognised professional standards provides insight and guidance on general and/or selected aspects of Victoria's BCM and BC planning. The scope of each audit is decided from year to year by the BCM steering group.

7 Legislative Compliance

The University is required to manage its policy documentation within a legislative framework. The legislation directing this policy is the:

[Education Act 1989](#)

[Civil Defence and Emergency Management Act 2002](#)

8 References

Victoria's Business Continuity good practice shall be aligned with currently recognised New Zealand and International Business Continuity Standards and associated Handbooks/Guides, as published and updated from time to time.

Victoria University of Wellington Strategic Plan 2009-2014

[Risk Management Policy](#)

9 Appendices

Appendix A: Business Continuity Steering Group: Terms of Reference.

10 Approval Agency

Vice Chancellor

11 Approval Dates

This policy was originally approved on: 10 March 2010

This version was approved on: 10 March 2010

This version takes effect from: 10 March 2010

12 Policy Sponsor

Director, Campus Services

13 Contact Person

The following person may be approached on a routine basis in relation to this policy:

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