

THE LONDON SCHOOL OF ECONOMICS OF POLITICAL SCIENCE**BUSINESS CONTINUITY POLICY****Background**

Universities have an ethical imperative to ensure that staff and student welfare is safeguarded and a business imperative to continue operations should disruptions occur. In recent years, the adoption by universities of sound corporate governance processes and detailed risk management procedures has dictated the need to implement business continuity management.

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 Objective

The overall business continuity aim of LSE is, where feasible, to maintain procedures and work practices sufficient to ensure that essential functions are continued.

The general objectives of the School’s Business Continuity Plan are to ensure that, in the event of an incident or crisis situation:

- Impacts will be kept within acceptable levels as pre-defined by division and department heads
- There will be a logical recovery of the business with the priority being to maintain business critical activities
- Business will continue as usual, as far as possible

The Plan will address the following planning priorities:

- Emergency Response
- Communication
- Safeguarding of Assets
- Continuity of Key Business Activities
- Maintaining Revenue Streams
- Fulfilling Obligations

Policy

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 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 the business continuity objective
- Use Business Impact Analysis to anticipate the potential impact of disruption, before it takes place, assess the risk of disruption and agree an appropriate risk management strategy, and identify priority activities for which rapid recovery is critical to preserve the School’s finances and reputation
- Maintain appropriate response plans underpinned by a clear escalation process
- Exercise 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 practice in business continuity management

Business Impact Analysis

Critical business processes have been identified and required resources will be determined to keep those processes running effectively. This analysis will be maintained over time to take account of the changing environment in which the School operates.

Business Continuity Strategy & Plans

Teaching, research and other operations can continue to be supported in the event of a full or partial loss of a building through utilising unaffected areas of the School or if, necessary, via business recovery site seating/teaching space secured under a contract agreement.

Formal emergency response and business continuity plans exist to allow incidents to be managed effectively and for a return to business as usual status as quickly as possible. This includes a plan for recovering IT networks, systems, applications and telephony. Plans are tested at least annually and are reviewed regularly to provide confidence that they would work in event of a real business disruption causing incident.

Crisis Management (CIERP)

Emergency Response and Crisis Management Teams are in place, comprising a mix of key individuals and managers from across the School, to oversee the appropriate response to any adverse situation, supported by a clear and fast escalation process to ensure that incidents are assessed quickly and dealt with effectively.

Policy Owner

This policy is owned by Andrew Webb, Director of Business Continuity, on behalf of the Council of the London School of Economics and Political Science.

APPROVED BY THE BUSINESS CONTINUITY STEERING GROUP: 27 MAY 2008
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