

Business Continuity Management Policy

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Glossary of Terms

Activity or activities	One or more tasks undertaken by, or for an organization, that produces or supports the delivery of one or more products and services.
Analysis	The Professional Practice within the business continuity management lifecycle that reviews and assesses an organization to identify its objectives, how it functions and the constraints of its operating environment.
Audit	A systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled.
Business Continuity (BC)	The capability of the organization to continue delivery of products or services at acceptable pre-defined levels following a disruptive incident.
Business Continuity Management	A holistic management process that identifies potential threats to an organization and the impacts to business operations those threats, if realized, might cause, and which provides a framework for building organizational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities.
Business Continuity Management System (BCMS)	Part of the overall management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity.
Business Continuity Plan (BCP)	Documented procedures that guide organizations to respond, recover, resume, and restore to a pre-defined level of operation following disruption.
Business Continuity Team	The management team established to coordinate the business continuity programme, and meet the requirements set out in the BCMS.
Business impact analysis (BIA)	The process of analysing activities and the effect that a business disruption might have upon them.
Exercise	The process to train for, assess, practice, and improve performance in an organization.
Incident	A person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity.
Policy	The business continuity policy provides the intentions and direction of an organization as formally expressed by its top management.
Prioritised activities	The activities to which priority must be given following an incident in order to mitigate impacts.
Process	A set of interrelated or interacting activities which transforms inputs into outputs.

Products and services	Beneficial outcomes provided by an organization to its customers, recipients and interested parties.
Risk	The effect of uncertainty on objectives.
Risk assessment	The overall process of risk identification, risk analysis and risk evaluation.
Risk management	Coordinated activities to direct and control an organization with regard to risk.
Threat	A potential cause of an unwanted incident, which can result in harm to individuals, the environment or the community.

1.0 Introduction: Policy Statement

- 1.1 University of Gibraltar (UoG) is committed to ensuring the continuity of its services and functions to all stakeholders, during any disruptive event.
- 1.2 In order to achieve quality continuity of 'Prioritised Activities' (products, services, processes, activities) and other functions during a disruptive event, the UoG will establish a Business Continuity Management System (BCMS).
- 1.3 The UoG's BCMS will ensure that there is an effective quality assured programme and process for addressing risks that could interrupt and affect normal operations.
- 1.4 Business Continuity Management (BCM) underpins the ability to carry out the duties, services and functions required of the UoG. The capability to deliver quality services on a day-to-day basis and to continue to do so during adverse, challenging times shall remain the responsibility of all UoG personnel, their suppliers and providers.
- 1.5 The UoG is committed to aligning its BCMS to the internationally recognised ISO 22301:2012 standard of quality with the intention of continually improving the management system.

2.0 BCMS Aims

2.1 The aims of the BCMS are to:

- (1) Ensure the health, safety and well-being of all employees/staff and visitors on site.
- (2) Maintain communications with staff during operational disruption.
- (3) Reduce the frequency and impact of significant operational disruptions.
- (4) Continue to deliver 'Prioritised Activities' within University departments during operational disruption.
- (5) Maintain public and customer confidence and the UoG's reputation.

3.0 Purpose

3.1 This policy provides a structure through which:

- Prioritised activities will be identified and aligned to the risk management processes, to ensure they are protected as far as reasonably practicable.
- Business Continuity Plans (BCP's) will be developed, tested and maintained to provide guidance and support to those responsible for managing any incident during disruption to any of the core functions.
- The UoG's BCM arrangements are embedded across all employees and with any third party working for the UoG through awareness communications enabling organization-wide preparedness and resilience to any major disruption.
- The reputation and integrity of the UoG is protected at all times.

4.0 Scope

4.1 This policy applies to the whole of the UoG. The scope therefore encompasses all products, services, processes, and activities, which are identified as critical to UoG. This applies to external suppliers and providers including contractors that the UoG may use.

5.0 Benefits

5.0 This policy provides a clear commitment to BCM across the UoG, enabling:

- The continuation of Prioritised Activities during any operational disruption, even if such functions are reduced;
- The provision of clear guidance to incident managers and staff during an operational disruption;
- Reduction in the impacts of any disruption to a minimum through well prepared and exercised Business Continuity Plans (BCPs); and
- Effective resilience to be maintained at all times.

6.0 Responsibilities

6.1 The Chief Financial and Operations Officer (CFOO) will coordinate the UoG BCMS on behalf of the Vice Chancellor. This person will ensure the maintenance and monitoring of all BCM records in addition to providing support and guidance to all University departments in the creation and development of Business Continuity Plans (BCP's).

6.2 The University Business Continuity Team (BCT) will take executive responsibility for ensuring respective departments support the BCMS and contribute to its improvement. The CFOO may delegate their responsibility to nominated Directors, Managers or Leads for their respective areas; however, the CFOO will remain responsible for BCP sign off.

6.3 The BCT should review the Business Impact Analysis (BIA) and Risk/Threat assessment annually, after they experience an incident as part of lessons learnt or when there are significant changes within the University.

6.4 University departments will be responsible for informing and updating their respective management teams regarding their own business continuity arrangements through the BCT.

6.5 All employees/staff of the UoG, and external parties identified in the BCMS, shall comply with this policy.

6.6 Any supplier or outsourced service provider that directly supports the UoG will remain the responsibility of the delegated Director, Manager or Lead person with authority, as part of their BCM arrangements. The third parties support arrangements should be checked as part of any due diligence undertaken prior to engaging with them.

7.0 Audit & Review

7.1 The UoG is committed to the continual, systematic review and improvement of the BCMS.

7.2 To ensure continual improvement the CFOO will:

- Ensure the BCMS achieves its intended outcomes, directing and supporting individuals as necessary;
- Establish a BCT;
- Ensure the resources needed to support the BCMS are discussed within the BCT and reported to the University Executive where necessary;
- Follow-up lessons identified from exercises to ensure they are implemented; and
- Ensure internal audits of the programme are conducted and the improvements identified are implemented.

7.3 To support the UoG in its delivery and management of the BCMS, the CFOO should ensure the BCT has quarterly meetings, which provide the opportunity to report on any incidents, updates, changes within management and the operating environment.

7.4 The BCMS will provide the framework for the overall audit and review process including the opportunity to continually improve the University's readiness and capabilities.