MODELS FOR BUSINESS CONTINUITY PLANNING

Case Study
DEVELOPING A LOCAL CAMPUS BCP MODEL
FIRE AT HARROW SITE - July 2007

Andy Norris – Business Continuity Planning Executive Officer

HEBCoN 1st ANNUAL SEMINAR
10th April 2008

INVESTOR IN PEOPLE
Westminster is a multi site University
Original emergency procedures (the “Yellow Card”):

<table>
<thead>
<tr>
<th>EMERGENCY DISASTER PROCEDURES for SENIOR MANAGERS</th>
<th>INITIAL MANAGEMENT RESPONSE TEAM PROCEDURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Covers deaths, major injuries, extreme disruption to business or vital services and extensive damage to, or loss of, University premises) For events occurring on University Premises</td>
<td>Muster as per local instruction and receive details of emergency. Decide best course of action to take. Consult with other members of team if necessary and consider:</td>
</tr>
<tr>
<td></td>
<td>• Are external Emergency Services req’d?</td>
</tr>
<tr>
<td></td>
<td>• Extent of casualties;</td>
</tr>
<tr>
<td></td>
<td>• Does the hazard still exist?</td>
</tr>
<tr>
<td></td>
<td>• What local control measures can contain the hazard?</td>
</tr>
<tr>
<td></td>
<td>• What if any facilities are still available?</td>
</tr>
<tr>
<td></td>
<td>• Closure of part or all of the building?</td>
</tr>
<tr>
<td></td>
<td>• Estimated duration of closure?</td>
</tr>
<tr>
<td></td>
<td>• Should members of VCEG be informed and is external media involved, if so Contact Marketing Dept for Press Officer.</td>
</tr>
<tr>
<td></td>
<td>• Initiate Campus Cascade to summon key local staff if req’d.</td>
</tr>
</tbody>
</table>

Issued:
3 BCP strands were integrated in the BCP web site

Initial Management & Emergency Response Plans (IMERPs)
IMERPs re-structured to suit BCM web site and edited for consistency and ease of use. Service Action Plans and Site Plans added. Contact details password protected.

Command, Control & Escalation Procedure (Gold, Silver, Bronze)
Escalation procedure integrated with the IMERPs and defined on the BCM web site. Yellow Cards replaced with Gold, Silver and Bronze. Procedure went live on 1st June 2006.

Activity Recovery & Business Recovery Plans (ARPs & BRPs)
Pilot ARPs loaded on BCM web site. Examples and templates issued to other campuses for completion. Plans currently being audited for content.
COMMAND AND CONTROL ESCALATION PROCEDURE

- **Gold Command** (Strategic Management)
  - VC, Deputy VC
  - University Secretary

- **Silver Command** (Incident Command)
  - Provost or Nominated Deputy

- **Bronze Command** (Incident Control)
  - CSM or Equivalent and Nominated Deputies

- **University / Campus Business Recovery Plan**
  - Business Recovery Team
    - University Systems Disaster Recovery Plans
    - Individual Activity Recovery Plans
    - Communication Strategy

- **Campus Incident Management & Emergency Response Plan**
  - Initial Management Response Team
  - Emergency Procedures
  - Service Action Plans

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BCP Process and Implementation

1. Establish aims, roles & responsibilities
2. Risk & Business Impact Analysis
3. Temporary solution options
4. Incident Mgt. & BC Planning
5. Review and reconcile plans
6. Test plans
7. Maintain plans
Lift Trapping

BCP at Westminster - IMERPs
SECTION 3.12 - LIFT TRAPPING

3.12 Introduction:

In the event of a person becoming trapped in a lift, the following procedure should be followed.

3.12.1 Action in the event that the lift alarm is sounded:

- Determine which lift is stuck, its identification number, where and how many occupants
- Inform Campus Service Manager
- Arrange for someone to meet the lift engineer when they arrive on site.
- Arrange for a first aider to be present in case the occupants of the lift become anxious or other problems occur.
- Liaise with those in the lift if possible and reassure them that assistance is being sought.
- Contact Switchboard - use emergency number ext. 5555 and request the lift company to attend.
- Obtain an arrival time of lift engineer, if this is longer than 30 minutes, contact Fire Brigade 999 and request assistance.
- Out of hours security may contact 5555 or 999 Fire Brigade.
- Keep trapped person/people informed and stay with them.
- Record the event details and provide a report to the University Health and Safety Adviser.

Do not attempt to remove people from the lift unless you have been trained and there are at least two other trained people in attendance.
Service Action Plan for Loss of the Lifts in the Copland Building:

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>What the system service provides</td>
</tr>
<tr>
<td>Lift Facilities to the Copland Building</td>
</tr>
<tr>
<td>Description of Systems/Service</td>
</tr>
<tr>
<td>These are the lifts in the Cavendish Campus Copland Building, which provide lift transport from the Basement up to the 7th floor</td>
</tr>
<tr>
<td>Effects should system or service fail</td>
</tr>
<tr>
<td>Lift Failure could cause major delays to deliveries and moving equipment. It can also cause a time inconvenience to staff and students that need transport to the top floors and trappings</td>
</tr>
<tr>
<td>Supplier of system or service</td>
</tr>
<tr>
<td>Schindler - 0300 335666</td>
</tr>
<tr>
<td>Other Contractors</td>
</tr>
</tbody>
</table>

Service Action Plan for Loss of the Lifts in the Cavendish Building:

<table>
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VC, Deputy VC
University Secretary

Silver Command (Incident Command)
Provost or Nominated Deputy

Bronze Command (Incident Control)
CSM or Equivalent and Nominated Deputies

University / Campus Business Recovery Plan
Business Recovery Team

University Systems Disaster Recovery Plans
Individual Activity Recovery Plans
Communication Strategy

Campus Incident Management & Emergency Response Plan
Initial Management Response Team
Emergency Procedures
Service Action Plans
General recovery principles apply to all campuses

A hierarchy of recovery solutions is necessary to ensure a cost effective and rapid response to any major incident. The following hierarchy will be suitable for most incidents:

1. Suspend all affected teaching “events” for one or more weeks and declare a “reading week” or weeks for the course modules affected, using e-mail/SMS and Blackboard communication channels at each Course Tutor’s discretion.

2. Ask staff affected to work from home for one or more weeks, gaining access to university systems from their home computers via the internet.

3. Re-schedule teaching “events” in SITS, taking advantage of all available timetable gaps, simultaneous booking of computer and teaching rooms for the same event, use of oversize rooms relative to expected numbers, merging of tutorial groups, virtual learning via Blackboard, extended days and weekends.

4. Convert teaching, open learning and recreational spaces into office space for high priority administrative functions, and bring “mothballed” areas into use.

5. Replace lost learning space by converting dining, recreational, study and computer spaces to teaching rooms, and by bringing “mothballed” areas into use.

6. Add both administrative and learning space by hiring portable building modules (single or double height), and by renting space in nearby buildings, cinemas, assembly rooms and affiliated institutions.
Each activity or function plan is accessed on the web
Each Activity Recovery Plan (ARP) has four parts:

1. A concise description of the activity to be continued, with notes on location, management, seasonality, criticality, dependency, key facilities, suppliers and infrastructure.

2. A catalogue of the equipment, facilities and space currently used to provide the activity.

3. Contingency options (at <1 month, > 1 month and > 1 year) for temporary relocation, substitution, replacement, continuation of activity and details of the steps needed to achieve them (including who is involved, third party assistance).

4. Mitigation actions to improve vulnerability (pre and post incident).
### Typical ARP

**BCP at Westminster – Recovery Planning**

**ARP - CAVENDISH CAMPUS IT SERVICES -** (located on Cavendish Campus, NC Building, 3rd Floor)

<table>
<thead>
<tr>
<th>Functional Space and Facilities</th>
<th>Quantity</th>
<th>Maximum People</th>
<th>Minimum Hours per week</th>
<th>Localised damage (medium-term actions in subsequent months until end of academic year)</th>
<th>Widespread damage (long-term actions beyond academic year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student activities &amp; teaching activities</td>
<td>250 open access computers</td>
<td>250</td>
<td>160</td>
<td>Direct students to computer rooms in other campuses with capacity limit</td>
<td>Convert rooms using emergency rooms (see mitigation action)</td>
</tr>
<tr>
<td>Offices (no. of private offices, open plan offices, help desks, receptions etc.)</td>
<td>122.4m squared</td>
<td>40</td>
<td>40</td>
<td>Work from home and direct helpdesk services to another campus</td>
<td>Relocate to any campus</td>
</tr>
</tbody>
</table>

#### Mitigation Actions (pre & post incident):
- Consider the potential for teaching rooms to have network ports installed so that these could be converted into computing facilities.
- Install images required for teaching on PCs in other campuses AND/OR identify PCs in other campuses that would be suitable to have these installed.
- Identify at least two 40-seat open access rooms and install with 40 telephone points. This allows for whole departments to be relocated at very short notice and be fully operational without much delay.

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**Business Recovery Plans**

- Cavendish Campus
- Harrow Campus
- Marylebone Campus
- Regent Campus
  - 61 Portland St
  - Little Titchfield Street
  - Regent Street
  - Wells Street
- Halls of Residence
  - Alexander Fleming
  - Founders House
  - Harrow Hall
  - International House
- Marylebone Hall
- Margaret House
- Sports & Recreation
  - Chiswick
COMMAND AND CONTROL ESCALATION PROCEDURE

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University / Campus Business Recovery Plan
Business Recovery Team
- University Systems Disaster Recovery Plans
- Individual Activity Recovery Plans
- Communication Strategy

Campus Incident Management & Emergency Response Plan
- Initial Management Response Team
- Emergency Procedures
- Service Action Plans
Bronze command procedures are on the web site:

<table>
<thead>
<tr>
<th>IMERPs</th>
<th>Key contacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cavendish Campus</td>
<td>G S E</td>
</tr>
<tr>
<td>Harrow Campus</td>
<td></td>
</tr>
<tr>
<td>Marylebone Campus</td>
<td></td>
</tr>
<tr>
<td>Regent Campus</td>
<td></td>
</tr>
<tr>
<td>Great Portland St</td>
<td></td>
</tr>
<tr>
<td>Little Titchfield St</td>
<td></td>
</tr>
<tr>
<td>Regent Street</td>
<td></td>
</tr>
<tr>
<td>Wells Street</td>
<td></td>
</tr>
<tr>
<td>Halle of Residence</td>
<td></td>
</tr>
<tr>
<td>Alexander Fleming</td>
<td></td>
</tr>
<tr>
<td>Furnish House</td>
<td></td>
</tr>
<tr>
<td>Harrow Hall</td>
<td></td>
</tr>
<tr>
<td>International House</td>
<td></td>
</tr>
<tr>
<td>Marylebone Hall</td>
<td></td>
</tr>
<tr>
<td>Wigram House</td>
<td></td>
</tr>
<tr>
<td>Sports &amp; Recreation</td>
<td></td>
</tr>
<tr>
<td>Chiswick</td>
<td></td>
</tr>
</tbody>
</table>

**Bronze - CSM / Hall Manager / Sports Ground Manager or Deputies - Procedures**

1) On receipt of incident information, investigate and assess the implications for the affected people and premises and determine whether the Initial Management Response Team is required.

2) Put local measures into effect or muster and liaise with IMRT.

3) Agree best course of action to take, consulting with other members of team as necessary and consider the following:

- Are external Emergency Services required?
- Extent of causalities - how many?
- Does the hazard still exist?
- Is the hazard containable - how (and are resources available)?
- Is general evacuation necessary?
- Are all mains services still functioning?
- What, if any, facilities are still available?
- State of fire alarm and security systems
- Are premises safe for work - closure of part/all of the building?
- Plan drawings of affected area and relevant risk and hazard data
- Isolate affected area and shut off services if required
- Estimated duration of closure?

4) Decide whether to apply the escalation process and contact Silver - Provost or Deputies/Deputy Direct of Estates and Facilities (Commercial). Advise whether external media is likely to be involved.

5) Ensure the event log is being maintained.

**Key Contacts**
### Bronze Control Procedures

1. Bronze Commander assumes initial incident control, collates & confirms information.
2. Assess people, property & business continuity implications.
3. Assess need for Incident Response Team (IRT) & escalation.
   - If no IRT needed, implement Service Action Plans (SAP) as required / take appropriate measures to protect health & safety.
   - If IRT needed, convene the required members.
4. Alert Silver Commander of incident.
5. Nominate a member of the IRT to keep an event log.
6. Implement SAP or Incident Management & Emergency Response Plan (IMERP).
7. Contact / organise direction of emergency services as required.
8. Make contact with external bodies such as HSE, Environment Agency & Local Authority as required.
9. Escalate incident control to Silver Commander as required.
10. Continually assess and report possible implications of the incident.

### Bronze Control Procedures

- Escalate incident to Silver Commander if:
  - Access to a substantial part of the site is lost for more than a few hours
  - Credible threat to health of occupants
  - Serious injury or death
  - Media interest is shown
  - Possibility of damage to University reputation
  - Police involvement

### Checklist

- Services isolated
- Area evacuated
- Exposure contained
- Access controlled / curtailed
- Messages transmitted
- Event log maintained
- Incident checklist in Emergency Boxes consulted

### Wallet for Contact Details

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**Emergency Procedures and Contact List**

- Bronze

Plans at [http://home.wmin.ac.uk/bcp/](http://home.wmin.ac.uk/bcp/)

Issued: 02/06/06
Silver command procedures are on the web site:

Silver - Provost / Deputy Director of Estates and Facilities or Deputies - Procedures

1) Liaise with Initial Management Response Team and Bronze Incident Commander to assess the situation.

2) Initiate the Campus / Halls of Residence Cascade if necessary.
   - Notify relevant Heads of School/Unit, and Chairs
   - Contact CSM to re-deploy Facilities and Security staff.

3) If the incident is expected to result in a partial, temporary or sustained building closure, serious injuries or death, contact the Gold Incident Commander.

4) Prepare text for internal / external communications (Press Releases to be approved at Gold Level).

5) Ensure the event log is in progress.

Key Contacts
Silver Control Procedures

1) Bronze Commander escalates incident control to Silver Commander.
2) Assess people, property & business continuity implications.
3) Assess need for Incident Management Team (IMT) & escalation.
   - If IMT needed, convene the required members, at an external location if required.
   - Ensure Bronze level staff remain on site to maintain site security & direct emergency services.
4) Alert Gold Commander of incident.
5) Nominate a member of the IMT to keep an event log.
6) Consider reputation, costs, interruption time, recovery, compliance & insurance implications.
7) Implement Incident Management & Emergency Response Plan (IMERP).
8) Make contact with external bodies such as HSE, Environment Agency & Local Authority as required.
9) Draft Communications as required & inform Press Office if a public announcement may be required.
10) Escalate incident control to Gold Commander as required.
11) Continually assess and report possible implications of the incident.

Escalate incident to Gold Commander if:
- Access to a substantial part of the site is lost for more than a few hours
- Multiple serious injuries or deaths
- National Media is involved
- Possibility of damage to University reputation
- Significant police involvement
- Additional resources need approval / are required

Checklist
- Services isolated
- Area evacuated
- Exposure contained
- Access controlled / curtailed
- Messages transmitted
- Event log maintained
- Relevant 3rd parties notified
- Incident checklist in Emergency Boxes consulted

Emergency Procedures and Contact List
Silver

Plans at http://home.wmin.ac.uk/bcp/

Issued: 02/06/06
Gold command procedures are on the web site:

Gold - Vice Chancellor or Deputies - Procedures

1) On receipt of emergency briefing from the Silver Incident Commander, take decision on activation of the University's Business Continuity Plan (which will trigger the work of various Disaster Recovery / Work Area Recovery Teams).

2) Determine priorities and prioritise demands.

3) Liaise with the press office, approve all press releases, and if necessary handle the media.

4) If necessary, provide / authorise additional resources.

5) Report as appropriate to the University’s Executive Group and the Court of Governors.

6) Identify and maximise opportunities or advantages arising from the crisis.

Key Contacts
## Gold Action Card

### Gold Control Procedures
1. Silver Commander escalates incident control to Gold Commander.
2. Assess capability of local team to handle incident.
3. Activate teams as needed and convene the required members at an external location if necessary.
   - Incident Management Team (IMT)
   - Business Recovery Team (BRT)
4. Ensure Bronze level staff remain on site to maintain site security and direct emergency services.
5. Alert Court of Governors as required.
6. Consider reputation, costs, interruption time, recovery, compliance & insurance implications.
7. Identify / maximise opportunities or advantages from the incident.
8. Arrange for contact to be made with external bodies such as HSE, Environment Agency & Local Authority as required.
9. Draft Communications as required & liaise with Press Office to approve all press releases as required.
10. Implement Incident Management and Emergency Response Plan (IMERP).
11. Invoke Recovery Plans as required.
12. Provide / approve additional resources as required.
13. Continually assess possible implications of the incident.

### Checklist
- Services isolated
- Area evacuated
- Exposure contained
- Access controlled / curtailed
- Messages transmitted
- Event log maintained
- Relevant 3rd parties notified
- Recovery planned

### Emergency Procedures and Contact List

**Gold**

Planes at [http://home.wmin.ac.uk/bcp/](http://home.wmin.ac.uk/bcp/)

Issued: 02/06/06
BCP at Westminster – Incident Management

Bronze, Silver and Gold response process

**GOLD**
- (strategic oversight and decisions)
- Membership: Vice-Chancellor, University Secretary

**SILVER**
- (incident command)
- Membership: Provosts and deputies

**BRONZE**
- (initial local response)
- Membership: Campus Service Managers and deputies

**Business Recovery Team:**
- VCEG and other appropriate members of VCHSH/VCHG

**Incident Management Team:**
- Press office, campus office representatives, school and department heads, E&F, procurement, insurance, catering, ISLS

**Incident Response Team:**
- H&S, maintenance, security, campus IT manager, timetabling, campus administrator

**Available Resources**
- ARPs, DRP, BRP, HEI/M25 contacts command and control room
- IMERPs, external contacts, command and control room
- SAPs, IMERPs, volunteers, emergency box

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Computer Graveyard
Mannequins
Friday 29th June 2007

• **22.55pm** Fire Alarm activated
• **22.56pm** Flames spotted coming from Block H, Media, Art & Design department
• **22.56pm** London Fire Brigade called
• **23.01pm** London Fire Brigade arrive on site
• **23.05pm** Bronze IMERP activated
• **23.35pm** Bronze Incident Controller (Deputy) on site
• **23.40pm** Silver IMERP activated
Saturday 30th June 2007

- **00.15am** London Fire Brigade evacuate site and establish a 200 metre exclusion zone due to the presence of acetylene
- **01.19am** Bronze Incident Controller on site
- **02.45am** London Fire Brigade report fire under control, acetylene left to cool for 24 hours before removal
- **08.15am** Silver Command (Provost) on site
- **11.15am** Gold Command (VC) on site
- **16.00pm** Press Statement released
Sunday 1\textsuperscript{st} July 2007

- 03.00am London Fire Brigade hand back site to the University
- 21.55pm Smoke observed coming from already burnt out Block H, Media, Art & Design department
- 22.00pm London Fire Brigade called
- 22.04pm Bronze IMERP activated
- 22.08pm London Fire Brigade on site
- Monday 2\textsuperscript{nd} July 00.45am Bronze Incident Controller on site
- 01.00am London Fire Brigade report fire under control
- 09.00am Business As Usual
Achievements

• Bronze, Silver & Gold IMERP activated
• Rapid & Effective response
• Teamwork
• No Injuries / loss of life
• Business as usual
• Temporary building constructed & in operation for start of new academic year
Blocks T & W February 2008
Lessons Learnt

• Acetylene - safe storage for all hazardous substances, complete removal if possible
• Inventory of buildings contents required
• Emergency Box Contents – regular audit required - Floor / Asbestos / COSHH plans must be included for Fire Brigade use
• Chain of Command must be established and maintained throughout an incident
• Incident Control Rooms – multiple locations - plan for an exclusion zone
• Halls Of Residence - integrated BCP where sites are shared with academic buildings
• Communication – Staff and students to be kept informed at all stages. Official statements must be consistent
• Activity Recovery Plans require greater depth and scope
The Future

• Maintenance & Development of BCP
• Friends & Neighbours
• Training
• Testing
• Reviewing plans
MODELS FOR BUSINESS CONTINUITY PLANNING

Case Study
DEVELOPING A LOCAL CAMPUS BCP MODEL
FIRE AT HARROW SITE-July 2007

Andy Norris – Business Continuity Planning Executive Officer

HEBCoN 1st ANNUAL SEMINAR
10th April 2008