

Ara Institute of Canterbury (Ara) Business Resumption Plan

Academic / Corporate Policies & Procedures

Section 5: Health and Safety – Document

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Business Resumption Plan

1. Introduction

Every organisation can experience a serious incident that can prevent it from continuing normal business operations, and this can happen at any time. Disaster can range from a fire or explosion to a serious computer malfunction or information security incident. Ara management have a responsibility to recover from such incidents in the fastest time possible, with the least possible disruption to students' learning and minimum risk to organisational viability. This resumption process requires advanced preparation and planning.

This Business Resumption Plan has been prepared to follow on from the Incident Management Plan and to assist the organisation to resume business after a serious disruptive crisis in a controlled and structured manner.

The level of disruption that is tolerable will vary depending on the type of service or activity affected and the time [of year] that the disruption occurs.

Note that the *Maximum Down-Time* thresholds referred to in this plan are those thresholds that would be tolerable during a "once in a lifetime" crisis. They should not be interpreted as acceptable down-time during normal operations.

2. Responsibility

This plan is the responsibility of the Executive Director – Operations (ED Ops).

Responsibilities include, but are not limited to:

- Ensuring that the existence of the BRP is brought to the notice of all colleagues
- Ensuring that specific detail from the BRP is brought to the notice of all relevant colleagues
- Periodic updating of the BRP and communicating updated details to ensure that any new facilities or services are included in the plan
- Regular testing of the plan
- Approving additions and changes to the BRP

3. Establishing a Business Resumption Team

Immediately following an emergency, which seriously affects one or more of the Ara normal business processes, a Business Resumption Team should be formed to control and manage the resumption process. If the Business Resumption Team is established during the Incident Management phase, it will receive guidance from the Incident Management Team until that phase is complete.

The Incident Controller, in consultation with the Incident Management Team members, will advise the Chief Executive when the incident management phase is complete. The Business Resumption Team becomes the lead function and continues with the Business Resumption phase.

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The Business Resumption Team should include:

- i Chief Executive
- ii Director – Learner Environments
- iii Executive Director – Operations (ED Ops)
- iv Executive Director – People and Capability (ED P&C)
- v Director – Safety, Health and Wellbeing
- vi Manager/Head of Department of those areas affected
- vii Director – IT Division
- viii Internal Communications Lead or delegate
- ix Co-opted expertise as required

It may be useful at this point to employ or co-opt the services of a specific and experienced project manager to co-ordinate the business' resumption.

4. Communications

Please refer to the individual Business Resumption plan (BRP). Bear in mind that all communication requests should go through the Marketing Communications Team.

Lists of all current colleagues and learners with contact details are maintained in a secure format within an environment external to Ara. Contact ICT for details. For this to be effective with students it is important that all parts of the organisation comply with Ara Policy that requires communication to students is via their Ara email address.

Two historical observations are that; The key was communication through the web to ensure students were properly informed as to where and when things were happening; and that; Keeping people away from campus can create a sense of disengagement, so it is important to counter this with more personal communications from Heads of Departments and other leaders so that people feel connected into the business resumption effort.

5. Premises / Facilities

Please refer to the individual Facilities Management Business Resumption Plan below. Bear in mind that all facilities requests and timetabling (including any external facilities) should go through the Business Resumption team who will co-ordinate these requests with Facilities Management.

6. Closure and Debrief

The Business Resumption Team Leader, normally the CE, will decide when the Business Resumption Phase is complete and normal business management can resume.

After normal business management has resumed, the Team Leader will organise the preparation of a report on all the activities undertaken. The report will contain information on the disruptive event, who was notified and when, action taken by members of the Business Resumption Team together with outcomes arising from those actions. The report will also contain an assessment of the impact to normal business operations. The report should be distributed to Senior Management, as appropriate.

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7. General Observations

Even though the campus may be available for business resumption, factors outside of this such as transport availability, infrastructure and individuals' personal circumstances should be considered.

Having P&C personnel/counselling colleagues available to support the colleagues and learners after significant events and during the continuity phase was beneficial after the 2011 event. Although there can be a lot of pressure to get back to normal as quickly as possible, taking a bit more time to allow people to be mentally ready to get back to business-as-usual had advantages in the long term. And, that as life for the majority gets back to normal, paradoxically, it gets harder for those who cannot yet get back to normal.