



University College
of Osteopathy

Disaster Recovery Plan



Core Documentation Cover Page

Disaster Recovery Plan

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Equality Impact

Positive equality impact (i.e. the policy/procedure/guideline significantly reduces inequalities)	
Neutral equality impact (i.e. no significant effect)	X
Negative equality impact (i.e. increasing inequalities)	

If you have any feedback or suggestions for enhancing this policy, please email your comments to: quality@uco.ac.uk



DISASTER RECOVERY PLAN

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1. ABOUT THE UNIVERSITY COLLEGE OF OSTEOPATHY

A) OUR MISSION

- 1.1 The University College of Osteopathy seeks to provide our students with the highest quality osteopathic education programmes to enable them to develop into patient-centred practitioners equipped to deal with the challenges of the modern healthcare arena. We also seek to provide evidence-informed best practice healthcare to the community. We do this by aiming to be an international centre of excellence celebrating diversity in all our activities. We provide leadership in osteopathic education, research and health care; and are committed to innovation, scholarship, professional collaboration and best practice.

B) UNDERPINNING CORE VALUES

- 1.2 Full realisation of our mission can only be achieved with the collaboration of everyone in the UCO. Individual attitudes and behavior are key to the UCO's success. The values and conduct to which staff aspire, and that we wish to foster and sustain are as follows:
- a) Students and patients will always come first
 - b) A culture of critical enquiry, scholarship and research
 - c) A respect for the heritage and values of osteopathy
 - d) A respect for creativity and innovation
 - e) A respect for equal opportunities
 - f) A celebration of diversity
 - g) A culture of openness and honesty
 - h) A culture of collaboration and teamwork
 - i) A desire for environmental sustainability
 - j) Disaster Recovery Plan strategy
 - k) Plan introduction and objectives
- 1.3 The UCO has a comprehensive Disaster Recovery Plan (DRP) to deal with the immediate consequences and aftermath of a major emergency situation.
- 1.4 The DRP concentrates on dealing with major emergencies involving physical damage to the UCO's assets, incidents that threaten the health and safety of staff, students and the public, the operational structure and/or reputation of the UCO and incidents which require special measures to restore operations to normal.
- 1.5 The aims of the Plan are to:



- a) Protect staff, students and others
 - b) Secure the UCO's infrastructure and facilities
 - c) Maintain the UCO's reputation
 - d) Resume core business activities as soon as possible
- 1.6 The Plan makes provision for the establishment of a Disaster Management Team (DMT) of pre-nominated individuals who will be responsible for the immediate handling of the incident and for co-ordinating the UCO's response to the incident. Their first objective will be to establish the extent of the incident and to ensure correct information is provided to all parties involved. The DMT will subsequently establish immediate response strategies and tactics, deploy appropriate resources and initiate emergency-recovery processes.

2. CIRCULATION OF THE DISASTER RECOVERY PLAN

- 2.1 All pre-nominated members of the DMT will receive a hard copy of the Plan. In addition copies will be provided to key staff as required.
- 2.2 The existence of the UCO's DRP can be advised to staff, students and others by means of an abridged guidance document.

3. MONITORING AND REVIEW OF THE DISASTER RECOVERY PLAN

- 3.1 The Plan will be reviewed annually by the Principal & Chief Executive and a report made as part of the UCO's Risk Management Policy to the Board of Directors.

4. DEFINITION OF A DISASTER AND GUIDE TO LEVELS OF INCIDENTS

- 4.1 For the purposes of this Plan, a "disaster" is an incident which, because of its scale or impact, is beyond the scope of resolution by normal mechanism or decision making authority within acceptable time scales.
- 4.2 An assessment of a reported incident will be made by the DMT at the time but the following can be used as a general guide for defining levels of incident:

Level	Description	DRP/DMT activated?
Level 1	A relatively minor or local incident causing no serious physical threat to personnel or property. e.g. a minor flood or power failure May result in a limited disruption of services, involve no legal ramifications and pose no threat to the reputation of the UCO.	No
Level 2	Situations or incidents which pose a potential threat to personnel or property and/or can cause disruption to the operation of the UCO.	No but manager to assess and instigate appropriate response bearing in mind in



	<p>e.g. break in at site</p> <p>May threaten the reputation or status of the UCO or have potential legal ramifications. May involve the isolation and/or evacuation of part of a building and assistance from the external Emergency Services.</p>	<p>particular PR issues and inform SMT or CEO of outcome</p>
<p>Level 3</p>	<p>Major incidents which (if not already) have the potential to escalate quickly into disasters. Will significantly affect the UCO's staff, students and others and/or the reputation or status of the UCO.</p> <p>May compromise the functioning of an entire department or facility or building, causing disruption to the UCO's overall operation. Major efforts required from the UCO's own support services as well as from the external Emergency Services.</p>	<p>Yes call out DMT</p>

5. PROCEDURES

- 5.1 The UCO's response to and recovery from a disaster is achieved by the DMT working to Quick Reference Guides (see section 6 of this plan), which are provided for each Team Member. These Guides enable daily objectives to be set, priorities established and tasks assigned.
- 5.2 The DMT shall meet as regularly as necessary for status reporting, debriefing etc. Meetings will take place in a nominated room at 08:30 (unless otherwise instructed).
- 5.3 In the event of public or media interest, (see section 4 of this plan) Team Members must refer enquiries to the Communications Officer and avoid comment of their own. Where communication is essential (rarely the case) restrict comment to:
- Confirmation of the apparent situation
 - State that the cause and effect are under investigation
 - State that implementation of the UCO's contingency plan is in progress
 - State that a detailed statement will be provided by the Team Co-ordinator/ Communications Officer as soon as possible
 - Contact the Board if appropriate

6. DISASTER MANAGEMENT

A) THE DISASTER MANAGEMENT TEAM (DMT)

- 6.1 The Disaster Management Team (DMT) is composed of nominated members and is required to pursue the aims of the Plan. All members must be familiar with the DRP and ensure they are aware of any updates.

B) DISASTER MANAGEMENT TEAM OBJECTIVES AND FUNCTIONS



- 6.2 The DMT is responsible for:
- a) Determining the scope and impact of the incident
 - b) Developing a strategy to deal with the immediate effects of the incident
 - c) Prioritising immediate actions to prevent further damage/harm
 - d) Allocating individual and/or group responsibilities for implementing action
 - e) Deploying resources and equipment
 - f) Communicating information, advice and instructions
 - g) Monitoring and re-evaluating conditions
- 6.3 The Team is also required to:
- a) Respond quickly and calmly as the incident develops
 - b) Give priority to the recovery programme and assign essential normal duties to other staff during critical recovery stages.
- 6.3 While Team membership will vary depending on the nature and extent of the incident, the following is the core functions of the DMT:
- a) DMT co-ordination
 - b) Public relations
 - c) DMT administration
 - d) Estates, facilities & security
 - e) Health & safety
 - f) Staff information
 - g) Student information
 - h) Finance
 - i) ICT
- 6.4 The DMT is required to respond with due regard to the quality of the information available and the scale and impact of the incident. The responsibility for the immediate level of response lies with the Team Co-ordinator, or if not immediately available, any other two Team Members.
- 6.5 The DMT should be called (see Section 3.4 Team call-out procedures) and the DRP invoked if in the opinion of the Team Co-ordinator (or any other two available Team Members) the incident is a Level 2 or 3 (or has the potential to become such).
- 6.6 A Team Member may perform more than one of the functions above.



- 6.7 Team names and contact numbers are provided in Section 5.
- 6.8 The DMT will require assistance from other sources and may co-opt onto the Team any personnel as they see fit.

C) TEAM MEMBER ROLES

- 6.9 Team Co-ordinator (including Public Relations): The DMT Co-ordinator is responsible for all actions of the DMT in fulfilling the objectives of the DRP. The Co-ordinator is specifically responsible for:
- a) Maintaining overall executive control and co-ordinate actions
 - b) Co-opting any other member of the UCO's staff to assist with the incident.
 - c) The Team Co-ordinator is also responsible for all external information releases (see also section 4 of this plan) and to:
 - d) Work with the UCO's Communications Officer to manage the wording and dissemination of all the UCO's "internal communications" statements to staff/students/patients, together with "outward facing" media releases and interviews.
 - e) Monitor press/media coverage and take action as required
 - f) Work with the UCO's Communications Officer to ensure that the media have his/her details as a named contact point for information
 - g) Advise on actions necessary to protect the UCO's reputation
 - h) Liaise with Student & Staff Information Officer
 - i) Inform the Board where appropriate
- 6.10 Team Administrator: The Team Administrator is required to assist the Team Co-ordinator through:
- a) Organising the nominated room
 - b) Logging and dealing with queries
 - c) Minuting DMT actions and decisions
 - d) Maintaining an official record of events
 - e) Relaying information as required.
- 6.11 Estates, Facilities & Security Manager: Responsible for checking the damaged location, dealing with security and the emergency services and to:
- a) Organise the containment and assessment of physical and environmental damage



- b) Initiate and control the restoration of building services and access for business continuity
- c) Co-ordinate salvage, damage management and clean up operations
- d) Locate, supply and equip alternative workspaces or accommodation as necessary
- e) Liaise with the Finance Director.

6.12 Health & Safety Manager is required to:

- a) Ensure at all times the health and safety of all persons at any affected locations and to assess and provide expert advice in relation to specific hazards.
- b) Liaise with the Health & Safety Executive, Environment Agency and any other relevant statutory authority.

6.13 Staff & Student Information Officer is responsible for:

- a) Liaising with the Team Co-ordinator/ UCO Communications Officer to deliver internal information releases to staff and students and regarding external information releases.

6.14 Finance Director is responsible for all aspects of business recovery continuity and to:

- a) Contact and liaise with the UCO's Insurers/Loss Adjusters;
- b) Assess business interruption losses;
- c) Establish position of any legally binding contracts which may be threatened by the incident;
- d) Liaise with Estates, Facilities & Security Manager

6.15 ICT Manager is responsible for all aspects involving Information Communications Technology Specifically to:

- a) Restore IT systems, applications, data, telephone communications, etc.
- b) Advise the DMT and others on the ICT implications of the incident.

7. TEAM CALL-OUT PROCEDURES AND REQUIREMENTS

7.1 A list of telephone numbers pertaining to Team Members is shown in Section 6 of this Plan.

7.2 If a level 1 or level 2 incident then manager on site deals as required. If no manager available then contact details of all managers are held at both receptions and registry for all managers with areas of specific responsibility and staff member makes contact.

7.3 Outside office hours, the UCO's external security firm is responsible for first-line investigation of incidents affecting the UCO and current emergency procedures are to be followed on discovery of an incident.



- 7.4 Note: There are incidents which may occur which have the potential to become major incidents (i.e. level 3 incidents) though the initial assessment is that the incident is not, at that stage, a major incident. In these level 2 cases, a standby mode will be declared by the first contacted DMT Member in order that the availability of all members of the DMT, together with any potentially associated other UCO staff, can be contacted in the event a subsequent DMT call-out is initiated.
- 7.5 In the event of being called from home, DMT members should bring the following:
- a) Your copy of the Plan, with any amendments
 - b) Your copy of any separate relevant emergency procedures
 - c) Your mobile telephone

8. NOMINATED ROOMS

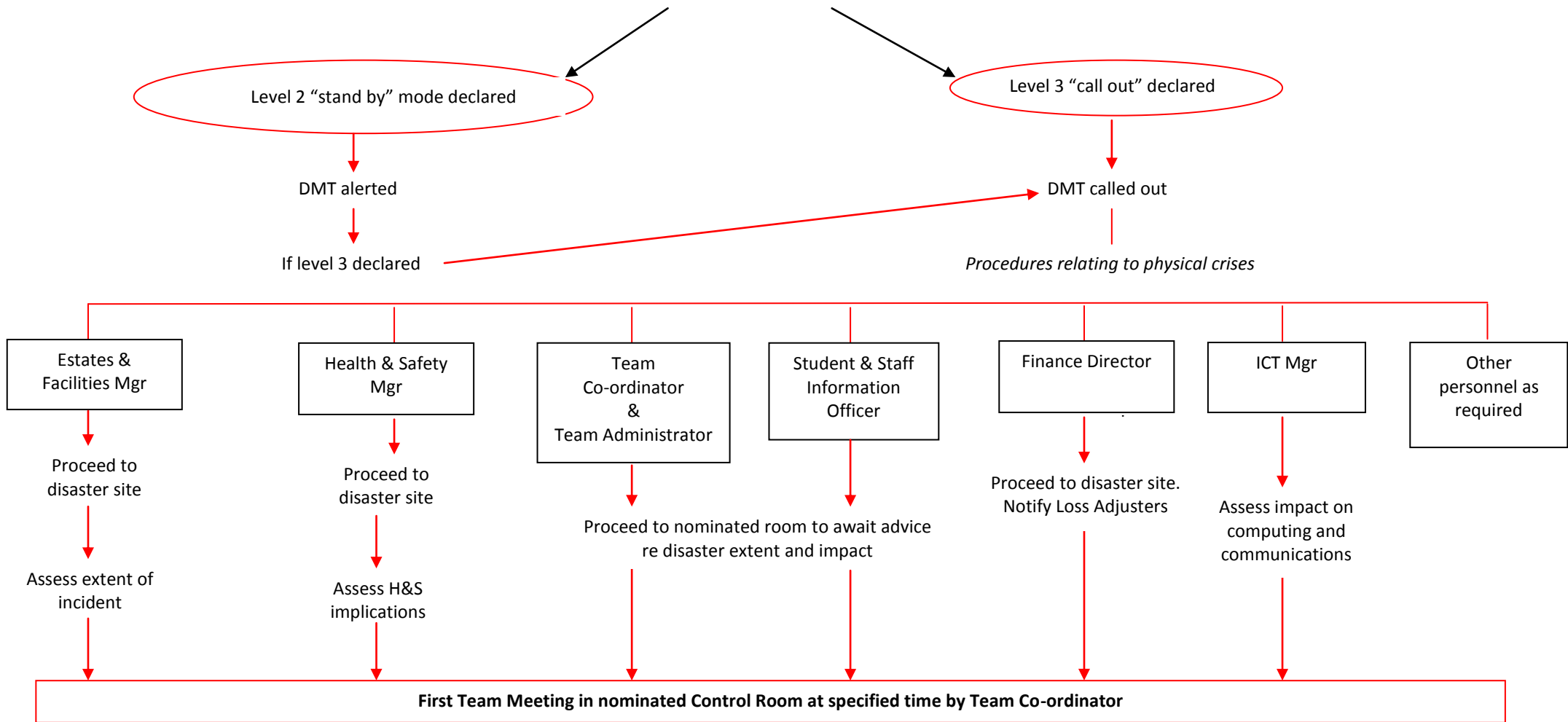
- 8.1 The Nominated room is the Operations Centre for the DMT. These rooms (in descending order of selection) depending on access and availability are:
- a) The Principal's office in the Borough High Street Building (room 4.02)
 - b) Tutorial Room in the 98-118 Southwark Bridge Road Building
 - c) External location (to be agreed)
- 8.2 Nominated rooms should be chosen to provide access to sufficient accommodation for the DMT, adequate telephone and PC connections, photocopier availability.
- 8.3 Pre-positioned supplies should be provided to include:
- a) A3 notice boards (to display information, instructions etc)
 - b) Flip charts & pens
 - c) Stationery (pads, pens, clipboards etc.)
 - d) Reels of hazard tape, "No Access" signs
 - e) Fluorescent vests
 - f) Torches, spare batteries
- 8.4 Pre-positioned supplies will be available at the following locations:
- a) EA to Principal in the Borough High Street Building
 - b) Clinic Admin in the Southwark Bridge Road Building



IMMEDIATE PROCEDURES FOR DISASTER MANAGEMENT

Incident reported to Facilities Department/Switchboard/Security firm

In the case of a level 2 or 3 incident: Facilities Department/Switchboard/Security firm contact DMT via DMT Co-ordinator (or two other Team Members)





9. PUBLIC RELATIONS

A) MEDIA NOTIFICATION

- 9.1 Notification to the media will be controlled by the Team Co-ordinator, supported by the Communications Officer. The Team Co-ordinator will select media to be invited; arrange briefing venues; agree the form of presentation and timing information release. A contact number for media enquiries is to be arranged by the Team Co-ordinator.

B) HANDLING THE MEDIA

- 9.2 What may transform a problem into a crisis is the reaction of the media or, in some instances the likelihood of media attention. The crucial period is during the first few hours. There may be a delicate balance between what is known, what can be done and satisfying the media's hunger for information and action.
- 9.3 When the DRP is activated, the incident should not proactively be made public until the DMT is satisfied it is fully briefed and can, therefore, agree what actions need to be taken and an appropriate statement prepared for the media.
- 9.4 Certain disaster scenarios will of their own accord come swiftly onto the media's radar: here it is not possible to prevent media attention/enquiries, which may come before there has been time to prepare a full statement. In this instance, all DMT and staff members in general should be briefed to refer media enquiries to the UCO's Communications Officer, who will:
- a) Log them
 - b) Liaise with the Team Co-ordinator and issue a holding statement, to the effect that the UCO is making urgent investigations/enquiries, and will issue a fuller media statement as soon as it is able. This is preferable to "no comment at this stage", which risks suggesting that the UCO is at fault or has something to hide.
 - c) In issuing a full statement the emphasis will be on calm and factual information, avoiding giving out unnecessary or extraneous information, as this can prolong media spotlight on the incident, keeping the story running. No one DMT member should prepare a statement single-handedly, but work with key members of the DMT to get input.
 - d) To ensure that media interest is managed as well as possible, the following procedures should also be applied for the duration of the incident:
- 9.5 All media enquiries should be referred to the Communications Officer. Referrals should be made positively, not defensively to show that the UCO is trying to openly facilitate information flow rather than deflect attention.



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- 9.6 Where the UCO's switchboard operators intercept any media calls, they should give them the Communications Officer's contact details.
- 9.7 All staff should be made fully aware that, if they are contacted by the media, they should refer callers to the Communications Officer.

C) GUIDANCE FOR THE UCO RECEPTION TEAM:

- 9.8 First impressions count with the media, who are often working to very tight deadlines so try not to be flustered.

D) DON'T PANIC

- 9.9 There is no need to be defensive – if the UCO has suffered a disaster or major incident, a journalist is doing his/her job by making a routine enquiry
- 9.10 Don't put the phone down or say "No comment"
- 9.11 Say: "The UCO's Communications Officer is dealing with all media enquiries about this, may I give you his/her contact details (see "emergency contacts list" on reception for details.)
- 9.12 If the caller tries to persist in asking you to answer questions, or asking to speak to someone other than the Communications Officer, reiterate that he/she is handling all enquiries, will do his/her best to help, and offer his/her contact details.
- 9.13 Do not get drawn into answering questions yourself – it is fine to explain politely that this is a very busy time for everyone at the UCO, and that the Communications Officer is therefore fielding all media enquiries.
- 9.14 If the caller wants someone to contact him/her, offer to take his/her contact details and then pass them on immediately to the Communications Officer. The key details you will need are:
- a) Name
 - b) Which media outlet (paper, website, radio/TV station) they work for
 - c) Contact details (telephone number and email address)

E) MEDIA BRIEFINGS

- 9.15 Today, most media work is done by phone/email, as opposed to via press conferences or attendance by reporters. However, if it is necessary or relevant to hold a media briefing, then ideally this should be conducted away from the scene of the incident.
- 9.16 Before a press conference or indeed any media interview takes place, the Team Co-ordinator, and whomever the UCO's nominated media spokesperson for the interview is, should both have as clear as possible an understanding of the situation and be rehearsed in dealing with the obvious



questions that will arise. Providing briefing information would normally be the role of the UCO's Communications Officer, but in his/her absence, key facts to establish are:

- a) Which media outlet(s) we will be addressing
- b) Whether any radio or TV interviews will be live or pre-recorded
- c) Whether any radio or TV interviews will be "one to one" or part of a group scenario or "round-table" discussion. If the latter, who else has been invited to take part
- d) When/where resulting coverage is likely to appear (eg: which news bulletin, which newspaper edition), so that resulting content can be monitored.

9.17 The basic rules for media relations are:

- a) Never lie
- b) Do not attempt to speculate
- c) Rehearse the main "key message" to be conveyed and make sure it is conveyed. "Eg: "Before we end the interview, it's important to say that XXXXX"
- d) If necessary, buy yourself vital "time to think" by asking the interviewer/reporter to repeat the question asked. If you still feel unable to answer, it is better to say something along the lines of "I don't at this stage have the answer to that/those facts at my fingertips, but I will make enquiries and come back to you as soon as I can"
- e) Provide any media attending any press conference with a formal written version of the UCO's "core" statement, in hard copy to take away and/or by email as relevant.
- f) Any media statements released should immediately also be made available online on the UCO's "UCO News" page, with DMT and the Communications Officer made aware as soon as they are online.

F) INTERNAL COMMUNICATIONS

9.18 When dealing with a storm of media interest, it can be easy to forget one's key "internal audiences". For the UCO, these include staff, students and patients, as well as collaborative partners, major funders, suppliers etc. Key internal audiences should not be left, in the event of a disaster, having to get their information from the media. Where statements are prepared, every effort should be made to disseminate these to key audiences (e.g: via First Class, the UCO's website, "telephone tree" cascading of phone calls etc) at the same time as they are released to media.



- 9.19 Accept responsibility - never avoid responsibility (within the limits of the legal counsel)
- 9.20 Being responsible - where the answers are not clear refer to the need for vigorous enquiries before specific answers can be provided
- 9.21 Students - the message to students must be geared to providing confidence in the UCO's ability to look after their interests, and continuing delivery of the core activities
- 9.22 Keep staff informed - staff must be equally informed on the events and how they will be affected by the incident

MEDIA AND KEY INTERNAL CONTACTS LIST

Media outlet	Telephone	Email
BBC London	020 7224 2424	ldn-planning@bbc.co.uk
Evening Standard	020 7938 6000	newsdesk@standard.co.uk
ITV London	020 7833 3000	Planning@itvlondon.com
Metro newspaper	020 7651 5200	News.London@ukmetro.co.uk
SE1 (community news website)	020 7633 0766 and cc to:	se1events@banksidepress.com james.hatts@banksidepress.com
South London Press	020 8769 4444	newsdesk@slp.co.uk
Southwark News	020 7231 5258	news@southwarknews.org
Key "internal audience" contacts		
GOsC - Brigid Tucker, Head of Communications	020 7357 6655	brigidt@osteopathy.org.uk
Chair of Board – David Barrett	01582 766007	David.barrett@beds.ac.uk
Vice Chair of Board- Azlina Bulmer	07748 778053	azlina.bulmer@yahoo.co.uk
University of Bedfordshire Nick Sheppard – Head of Communications	01582 743046	nick.sheppard@beds.ac.uk
British Osteopathic Association	01582 488455	General: boa@osteopathy.org CEO: ce@osteopathy.org
Head of Marketing & Communications	020 7089 5309	j.harris@bso.ac.uk

10. INFORMATION AND COMMUNICATION TECHNOLOGY

A) DISASTER MANAGEMENT

- 10.1 Hardware, software, communications (eg BT failures) and power failures all have the potential to cause incidents that can be disastrous. Fortunately,



most of these tend to be level one or level two incidents. In some cases failure to adequately manage level one or level two ICT incidents can result in a level three incident. It is, therefore, always important that ICT incidents are managed carefully at whatever level they commence.

- 10.2 Normally the ICT Manager will determine the level to which an ICT incident has progressed and will inform DMT when a level three ICT incident has occurred. In the absence of the ICT Manager, advice on incidents relating to hardware, communications or power failures can be sought from the ICT Support Engineer; in the absence of the ICT Manager advice on incidents relating to the failure of UCO databases can be sought from the ICT Analyst Programmer. In either case, if it is thought desirable, a second opinion can be sought from the UCO's current Network Support Consultants (see table of ICT contacts).
- 10.3 In most cases, level three incidents will be brought to the attention of the DMT by the ICT Manager, or by a member of ICT staff. In situations where DMT members suspect that a significant ICT incident has occurred or is occurring they should in the first instance notify the ICT Manager, or whichever ICT staff are on duty.
- 10.4 When required the ICT Manager, or persons delegated by him, will brief the DMT on the nature and status of level three ICT incidents.

B) COMMUNICATING THE NATURE OF THE INCIDENT – INTERNALLY

- 10.5 An ICT disaster, at whatever level, will require the full attention of ICT staff in order to diagnose and rectify the specific problem. This means that communication about an ICT disaster to other staff and students will necessarily take second place to identifying, diagnosing and setting in train the actions necessary to resolve the problem. As soon as possible after the problem has been diagnosed, and an estimate made of the likely duration of the incident, ICT staff will communicate (using FirstClass, if this is functioning) an initial estimate of the likely extent and duration of the incident, together with a summary of the consequences of this particular incident in terms of its effects upon users. If an incident is prolonged then an update will be communicated four hours later. Similar updates will be communicated at four hourly intervals until the disaster has been rectified. When the incident is over, this fact will also be communicated.
- 10.6 Since ICT disasters will very often have an impact upon normal channels of communication, it is important to consider how best to communicate the nature, effects and likely duration of ICT incidents to the internal audience. The precise effects of ICT disasters on particular channels of communication will vary with the nature of each ICT disaster. Some channels of communication may have failed.

C) COMMUNICATING THE NATURE OF THE INCIDENT – EXTERNALLY



10.7 Normally, ICT incidents will be communicated to external audiences only in the event of level three incidents. In these cases, communication will be via the guidelines detailed in the Public Relations section, above.

D) ICT DISASTER RECOVERY PROVISIONS

10.8 Borough High Street

a) Daily Backups: Each evening, Monday through to Thursday evening, a differential backup is taken of all changes on all servers since the last full backup. These backups are taken on to the hard disk of the Dell server win2008r2-0707. Disasters that occur mid-week, and that do not involve Dell server win2008r2-0707, will be restored from here.

b) Weekly Backups: On Fridays the tape in the HP tape device is changed. The Daily tape is replaced by a Weekly tape, onto which a full backup of all servers is recorded each weekend. These backups are taken, in turn, onto tapes labelled:

LTO-5-Weekly A

LTO-5-Weekly B

LTO-5-Weekly C

c) On each Monday the Weekly tape used in the previous weekend will be taken off-site until the Monday of the week it is next required.

d) Four Weekly Backups: Every fourth Friday, instead of a Weekly tape, a 4-Weekly tape will be inserted into the HP tape device. These backups are taken, in turn, onto tapes labelled:

LTO-5-4-Weekly 1

LTO-5-4-Weekly 2

LTO-5-4-Weekly 3

LTO-5-4-Weekly 4

e) A Weekly and Off-site Backups sheet describes which tape (i.e. 4-Weekly 1, 4-Weekly 2, 4-Weekly 3, 4-Weekly 4 or Weekly A, Weekly B, Weekly C) is to be used on any given Friday. On each fourth Monday the 4-Weekly tape used in the previous weekend will be taken off-site until the Monday of the week it is next required. A copy of the latest Weekly and Off-site Backups sheet is stored off-site. In the event of a disaster, this will be used to identify which tape(s) to restore from.

f) Weekly Image Backups: On Mondays the tape in the HP 3000 SAS tape device is changed. The tape is replaced by a Weekly image tape, onto which a full VMware image backup of all servers is recorded each Wednesday. These backups are taken onto tapes labelled:



Weekly Image A

Weekly Image B

Weekly Image C

- g) Four Weekly Image Backups: Every fourth Wednesday, instead of a Weekly image tape, a 4-Weekly image tape will be inserted into the HP 3000 SAS tape device. These backups are taken onto tapes labelled:

4-Weekly Image 1

4-Weekly Image 2

4-Weekly Image 3

4-Weekly Image 4

- h) In the event of the catastrophic loss of any particular Virtual server, the relevant server(s) could be restored (as they were one week ago) from the appropriate Image backup tape. Other (eg daily) backups may then allow the restored server to be brought back to the way it was nearer to the time of the actual failure.

10.9 Southwark Bridge Road

- a) Clinic backups are taken both to the clinic server called CLINIC and to a HP Ultrium 1840 tape drive. HP tapes are labelled:

Clinic Weekly A

Clinic Weekly B

Clinic Weekly C

Clinic 4-Weekly 1

Clinic 4-Weekly 2

Clinic 4-Weekly 3

Clinic 4-Weekly 4

- b) Daily Backups: A backup of the TM2 database is made and stored locally. A daily differential backup is also taken from the clinic-tm2 server using the Data Protector software. The daily backup runs Monday to Thursday at 22.00.

- c) Weekly Backups: The Data Protector software creates a full backup of the data on clinic-tm2 on every Sunday. These backups are taken, in turn, onto the HP tapes labelled:

Weekly A



Weekly B

Weekly C

- d) On each Monday the Weekly tape used that week will be taken off-site until the Monday of the week it is next required.
- e) A complete failure of clinic-TM2 can be recovered from using a combination of the latest weekly backup tape and the differential backups on the DAILY backup tape.
- f) Four Weekly Backups: Every fourth Friday, instead of placing a Weekly disk into the HP Tape device, a 4-Weekly tape will be inserted. These backups are taken, in turn, onto disks labelled:

4-Weekly 1

4-Weekly 2

4-Weekly 3

4-Weekly 4

- g) A Weekly and Off-site Backups sheet describes which HP Tape (ie 4-Weekly 1, 4-Weekly 2, 4-Weekly 3, 4-Weekly 4 or Weekly A, Weekly B, Weekly C) is to be used on any given week. On each fourth Monday the 4-Weekly tape used for the previous weekend's backup will be taken off-site until the Monday of the week it is next required. A copy of the latest Weekly and Off-site Backups sheet is stored off-site. In the event of a disaster, this will be used to identify which tape(s) to restore from.

10.10 Off-site backups are stored at the home of the ICT Manager.

ICT CONTACTS LIST

UCO ICT Staff	Home Telephone	Mobile	Work Telephone
ICT Manager Ian Maguire	020 7836 8114	07941 476 519	020 7089 5313
ICT Support Engineer Martin Webb	020 7633 9346	07951 554 226	020 7089 5312

Key ICT Support contacts	Telephone
Opus	020 8545 8545
Rainbow Global SIP provider	0844 880 7575



Venus	020 7240 5858 / 07976 153 984
FirstClass	0800 9 808808
Network Support Consultants Wanstor	020 7592 7860
Unit 4 (QL suite)	01792 524555
TM2 Support	3333 800



11. QUICK REFERENCE GUIDES

A) TEAM CO-ORDINATOR

ACTIVITY	ACTION REQUIRED (yes/no)	DATE ACTIONED
Instruct on essential emergency action		
Liaise with Estates Facilities & Security Manager and Finance Director about usable/unusable areas and additional resources/services required		
Contact Chair of Board of Directors, if appropriate		
Agree required personnel to join DMT		
Allocate available facilities to meet immediate short term course needs		
Instruct Student & Staff Information Officer to inform staff and students		
Detail Team Member (suggested as Estates Facilities & Security Manager) to inspect possibly suitable temporary location(s)		
Find out immediate staff/student needs – whether they can be given access to damaged location		
Review damage assessments and agree replacement needs		
Coordinate removal and transport of assets from damaged location		
Agree restoration strategy/programme		
Set timetables for other DMT Members		
Arrange venue for briefing staff and students with Student & Staff Information Officer		
Instruct on access to damaged zones to retrieve personal possessions and UCO assets		
Arrange Project Management Team for major works		
Prepare update report of new arrangements and estimated timetable for recovery of services for Board		
Agree space allocation with Estates Facilities & Security Manager and Finance Director		



B) PUBLIC RELATIONS (PART OF TEAM CO-ORDINATOR ROLE)

ACTIVITY	ACTION REQUIRED (yes/no)	DATE ACTIONED
Information accuracy checked - prepare statement for immediate release		
Deadlines and routes for information release established		
Release statement to media		
Times and places of briefings established		
Key staff notified of briefings		
Prepare updating report and press release		
Fax details of briefing to press/media contact list		
Circulate information to Team Members, key staff and supplier of goods and services		
Prepare statement for general release		

C) TEAM ADMINISTRATOR

ACTIVITY	ACTION REQUIRED (yes/no)	DATE ACTIONED
Nominated room established		
Arrange control of access to the nominated room		
Telephone/fax lists updated and distributed		
Hotline for external enquiries set up		
Log book provided for recording events/meetings		
Ensure PC, printer etc. are available		
Document preliminary findings and actions		
Add new numbers to emergency telephone list		
Issue telephone contact list to DMT members		
Team Co-ordinator informed of the above		

**D) ESTATES, FACILITIES & SECURITY MANAGER**

ACTIVITY	ACTION REQUIRED (yes/no)	DATE ACTIONED
Usable areas established - immediately		
Usable areas established - in a few days		
Unusable areas identified		
Building services operational		
Access possible, if not when		
Additional services/resources called in		
Damage limitation services called		
Inform Southwark Council of situation		
Specialist services briefed		
Specialist structural assessment required		
Check building safety with the Emergency Services (with Safety)		
Notify pre-nominated locations of the intention to invoke new working arrangements		
Instruct Maintenance Department/Contractors		
Provide site plans and mark up restricted areas		
Instruct all entering the building on no-go areas and precautions to be taken (with Safety)		
Put on standby companies that will be required in future		
State who they will report to and agree immediate actions required		
Inform Security of actions placed in hand and reporting procedure		
Call service providers as required		
For loss of mains power supply call the emergency company to install a generator of suitable capacity		
Detail DMT member to inspect possibly suitable alternative locations (via Team Co-ordinator)		
Place orders for general office equipment and furniture		
Instruct on access to damaged zones to retrieve personal possessions and UCO assets		
Call all services necessary to deal with outstanding problems		
Agree the Project Management Team for major works (with Team Co-ordinator)		



Prepare a scope of works and tender documents		
Obtain quotations		
Specify items to be recovered from the damaged site		
Order or hire all outstanding requirements		
Prepare damage reports and estimates of damage		
Obtain detailed specifications and quotations for reinstatement		
Consultants will advise on recovery co-ordination		
Establish replacement requirements for building contents		
Check original asset list against recovered items		
Check availability of supplies. Place orders		
All persons accounted for (liaise with Emergency Services)		
Visit site and make contact with Emergency Services (with Safety)		
Surrounding property/walkways at risk		
Additional security needs satisfied		
If required obtain protective clothing for persons wishing to enter building (with Safety)		
Inform Security personnel of authorised persons who may need access to the premises		
Provide Visitor Register		
Assess and confirm all revised security requirements		
Arrange and instruct on requirements		
Liaise with Finance Director & Team Co-ordinator at all times		

E) HEALTH & SAFETY MANAGER

ACTIVITY	ACTION REQUIRED (yes/no)	DATE ACTIONED
Visit site and make contact with the Emergency Services (with Estates, Facilities & Security Manager)		
Health and Safety Executive notified (if necessary)		
Environmental Health notified (if necessary)		
Surrounding property/walkways at risk		
Public warnings necessary		
Neighboring owners/tenants informed		



If required obtain protective clothing for persons wishing to enter building (with Security)		
Issue health and safety advice to all those entering the damaged location		
Check building safety with the Emergency Services (with E,F&S Manager)		
Instruct staff on access procedures		
Brief on safety policy		
Arrange safety for new premises		
Assess and confirm all revised safety requirements		
Arrange and instruct on requirements		
Team Co-ordinator informed of the above		

F) STAFF & STUDENT INFORMATION OFFICER

ACTIVITY	ACTION REQUIRED (yes/no)	DATE ACTIONED
Location of all injured known		
Check staff and student listings for next of kin		
Next of kin informed (by Emergency Services)		
Transport required for next of kin		
Telephone Managers to:-		
a) <i>Instruct essential staff where to go</i>		
b) <i>Instruct non-essential staff and students where to go</i>		
Request Managers to list urgent items and files which may need to be recovered from affected site		
Prepare list of staff and students who need access to affected site		
Staffing requirements known		
Check with Managers for any special reasons for access or other needs		
Provide general enquiry number for dealing with staff and student problems		
Contact Managers to inform their staff of incident and any arrangements		
Arrange venue for briefing staff and students (with Team Co-ordinator)		
Times and places of briefings established		
Managers notified of briefings		



Liaise with Team Co-ordinator re:- Number who can return home Acquire supplies and services for staff & students		
Prepare list of students who need access to affected site		
Inform students accordingly		
Team Co-ordinator informed of the above		

G) FINANCE DIRECTOR

ACTIVITY	ACTION REQUIRED (yes/no)	DATE ACTIONED
Contact Loss Adjusters and Insurance Company		
Arrange cash to meet urgent purchasing needs.		
Check position of legally binding contracts which may be threatened by the new situation.		
Cash withdrawal for immediate needs.		
Agree costs to cover:-		
• Staff time		
• Materials		
• Services		
• Additional expenses		
Prepare claim in accordance with insurance cover – interim payment.		
Liaise with Estates, Facilities & Security Manager		
Team Co-ordinator informed of the above		

H) ICT MANAGER

ACTIVITY	ACTION REQUIRED (yes/no)	DATE ACTIONED
ICT Contingency Plan created that is appropriate to the specifics of the disaster	Yes	
Installation engineers placed on standby		
Check with Managers to determine priority of installation		
PC and server infrastructure replacement needs established		
Re-configure systems if possible		
Priorities for PC location established		



Relevant backed-up data identified and recalled		
If there is serious disruption to communication services invoke diversion of lines and call emergency back-up service		
Provide dedicated lines for staff, students, media		
Salvage undamaged PCs, servers and infrastructure and reconfigure at new location		
Purchase additional PCs, servers and infrastructure as required and arrange for delivery and installation at specified locations		
Restore back-up files to users		
Arrange for installation of temporary communication lines as soon as possible		
Order and install Fax machines		
Install back-up FirstClass if required		
Review progress on electrics and data cabling installations		
Arrange cleaning and rectification of reusable IT equipment		
Order and install new IT equipment and file servers (with Finance Director)		
Arrange new data back-up procedures		
Schedule transfer of equipment from present location		
Arrange for communications company to re-instate network		
Schedule installation dates and instruct contractors		
Notify Managers when systems are operational		
Team Co-ordinator informed of the above		



12. CONTACT DETAILS

This section contains details (names and telephone numbers) of all emergency contacts, including DMT Members, of importance to the UCO.

A) DISASTER MANAGEMENT TEAM CONTACT LIST

	DMT role	Name (1st & 2nd Contact)	Primary telephone	Secondary telephone	Work Telephone
1	Team Co-ordinator, including Public Relations (primary)	Charles Hunt	07712 185125	01753 893560	020 7089 5325
	Team Co-ordinator, including Public Relations (secondary)	Steven Vogel	07944 649182	020 8674 5883	020 7089 5331 (Fri - 0207 274 3225)
	Public Relations support	Jessa Harris	N/A	N/A	020 7089 5309
2	Team Administrator (primary)	Julie Cometa	N/A	N/A	020 7089 5326
	Team Administrator (secondary)	Laura Calvert	N/A	N/A	020 7089 5332
3	Estates, Facilities & Security Manager (primary)	Elizabeth Sharma	07765 062 064	0208 646 7255	020 7089 5301
	Estates, Facilities & Security Manager (secondary)	Charles Hunt	07712 185125	01753 893560	020 7089 5325
4	Health & Safety Manager (primary)	Laura Calvert	N/A	N/A	020 7089 5332
	Health & Safety Manager (secondary)	Laura Calvert	N/A	N/A	020 7089 5332
5	Staff & Student Information Officer (primary)	Sharon Potter	07740 426057	01252616097	020 7089 5351
	Staff & Student Information Officer (secondary)	Phil Heeps	07843 424363	020 7401 3575	020 7089 5353
7	Finance Director (primary)	Joanna Smith	07764 936760	020 8525 8053	020 7089 5307
	Finance Director	Charles	07712	01753 893560	020 7089 5325



	(secondary)	Hunt	185125		
8	ICT Manager (primary)	Ian Maguire	07941 476 519	020 7836 8114	020 7089 5313
	ICT Manager (secondary)	Martin Webb	07951 554 226	020 7633 9346	20 89 5312

B) EMERGENCY SERVICES

Service	Name	Telephone
Hospital	Guys Hospital, London Bridge	020 7188 7188
Hospital	St Thomas', Westminster	020 7188 7188
Hospital	St George's, Tooting	020 8672 1255
Health & Safety Executive		0845 345 0055 (info line) 0845 300 9923 (fatal & major injuries only)
Environment Agency (Pollution Agency)	24 hour Incident hotline	0800 807060
Gas Supplier – Operations/maintenance	NPower (BHS) British Gas (SBR)	0845 166 3360 0845 600 0604
Gas Supplier – Emergencies	Gas Emergency Services	0800 111 999
Electricity Supplier – Operations/maintenance	Npower	0845 166 3360
Electricity Supplier – Emergencies	Npower	0800 028 0247
Water Authority - Emergencies	Thames Water	0645 200800
Insurance - All except buildings Buildings	Brit Capita Symonds (BHS) D&G Block Management (SBR)	0845 225 2288 020 7709 4201 20 7963 4646

C) EMERGENCY SUPPLIERS

Service	Contact	Name	Telephone
Plumber	Mark Eade	M&E Heating	020 7231 0209
Electrician	Paul Field	Arc Electrical	020 7407 4398
Intruder Alarm (BHS)	Derek Bates	Bates Alarms	020 8980 4710
Intruder Alarm (SBR)		Evolution	01494 539 880
Fire Alarm (BHS)		Griffin Fire	020 7251 9379
Fire Alarm (SBR)		Griffin Fire	020 7251 9379
Door security pads (BHS)	Paul Field	Arc Electrical	020 7407 4398



Access Control (SBR)		Evolution	01494 539 880
Passenger Lift		Crown	020 8464 5000
Wheelchair Lift		Stannah	01264 364 311
Goods Lift		Kone	0845 199 9999
Security		Gallowglass Security Ltd	07817790035
Equipment Hire	(BR2149)	HSS Hire Shop	020 7237 5451
Skip Hire		Brewsters	020 8534 3434
Drain unblockers		Dyno-Rod	020 8481 2297
Bolier/ Heating (BHS)		Psychro Management Ltd	020 7639 9888
Heating/Air Con (SBR)		Mala	020 7359 3925
Bank Manager	Ian Baldwin	Barclays	0777 555 0081
Bank Assistant	Shaina Shah	Barclays	020 7599 4504
Space planning	David Atkinson	Interactive Space Ltd	020 7953 7638