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AUDIT & RISK COMMITTEE

22 May 2025

Business Continuity Plan – Annual Review

1.0 PURPOSE OF PAPER

For discussion

1.1 The purpose of this report is to provide assurance to the Committee the annual review has been undertaken on the approved Business Continuity Plan.

2.0 EXECUTIVE SUMMARY

2.1 The Business Continuity Plan was approved by Audit and Risk Committee in May 2024. A review is undertaken on an annual basis to provide the Committee with assurance that the plan is up to date and remains valid.

2.2 A review has been undertaken, including all connected plans, procedures and policies which has resulted in minor amendments to reflect structural changes to staffing structures and job titles.

3.0 RECOMMENDATION(S)/ACTION(S) REQUIRED

3.1 It is recommended the Committee approve the amendments to the Business Continuity Plan.

4.0 BACKGROUND

4.1 The Terms of Reference for the Audit and Risk Committee require the Committee to:

"*2.9 To monitor and ensure the effectiveness of the College Strategic Risk Register, the Risk Management Framework and the College approach to risk assessment and risk appetite, undertaking reviews as appropriate, and to oversee and approve revisions of, and amendments to, the College Business Continuity Plan"*

4.2 The Business Continuity plan is designed to ensure the College can continue to operate vital services and functions in the event of a business disruption. The Plan is used in conjunction with the College's Emergency Plan, IT Disaster Recovery Plan, Health and Safety guidance and site-specific Evacuation Plans.

4.3 The Business Continuity Plan was updated in April 2023 and approved by the Audit and Risk Committee on 11 May 2023, reviewed in May 2024 and May 2025. No changes were made during the reviews.

5.0 ANNUAL REVIEW-2025

5.1 The Health and Safety Policy was reviewed in April 2026. There were no new legislative changes which required any changes to the Policy. The Health and Safety Procedure were reviewed in April 2026 but not changes made required amendments to the Business Continuity Plan.

5.2 Martyn's law passed in legislation, and this may result in changes to the BCP and the supporting plans. The full implications of this are currently not yet know and will be developed in the coming year. The implications will be assessed as know and plans updated as required.

5.3 There were not amendments required as a result of the review of legislative changes or from linked policies/procedures. The review however did highlight changes required to reflect job title changes resulting from structural changes within the College. The revised Plan is contained in Appendix 1 with tracked changes to show the amendments made.

6.0 IMPLICATIONS AND CONSIDERATIONS

6.1 Financial Implications

There are no direct financial implications from the contents of this report.

6.2 Learner Implications

There are no direct learner implications from the contents of this report.

6.3 Staff Implications

There are no direct staff implications from the contents of this report.

6.4 Equality and Diversity Implications/Equality Impact Assessment

There are no direct equality or diversity implications from the contents of this report.

6.5 Sustainability/Environmental Implications

There are no direct sustainability or environmental implications from the contents of this report.

7.0 RISK COMMENTARY

7.1 The management of risks is an essential part of good governance for an organisation. The Business Continuity Plan is a key document to ensure the

continuation of vital services and functions in the event of a business disruption. The Plan provides an effective structure to assist the College to recover critical processes and services regardless of location, within the shortest time. This ensure the College can minimize the impact to students and staff and to ensure activities are undertaken in a safe environment.

8.0 CONCLUSION

8.1 The review of the Business Continuity Plan and the connected plans, policies and procedure have undertaken. The review has resulted in minor changes to the Business Continuity Plan, to reflect amendments to structural and job titles changes.

Kirsty Robb, Vice Principal Finance & Corporate Services

Previous Board or College Committee Approvals: Audit and Risk Committee 22 May 2025

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For publication ☒	**Not for publication** ☐ **If not, why not?**

BORDERS COLLEGE

Business Continuity Plan

May 2025

History of Changes

Version	Description of Change	Authored by	Date
1.0	Issue of Plan	P Smith	October 2008
1.1	General Update	P Smith	January 2015
1.2	General Update	P Smith	January 2018
2.0	Substantive review in light of lessons learned during COVID and IT developments	K Robb	May 2023
2.1	Update of titles changes and Delivery team restructure implementation	K Robb	May 2025
2.2	Update of titles and new Leadership Forum replacing WLT	K Robb	May 2026

Distribution List

This document and all amendments are distributed as follows:

Borders College

Electronic Distribution

Principal
Vice Principal – Finance and Corporate Services
Vice Principal – Student Experience
Director Estates and Facilities
Assistant Facilities Manager
Health and Safety Manager
Director IT and Digital Learning
Director People Services
Director of Student Support Services
Assistant Principal
Director MIS and Quality
Estates Manager
Health Safety and Environmental Manager
Financial Controller
Marketing Manager
Principal's Office
Helpdesk

Hard Copy

Reception Desk (Scottish Borders Campus)
Reception Desk (Newton St Boswells)
Tweedbank Construction Hub

In addition, this Plan will be available on the College Staff Portal, College website and on standalone laptops in strategic locations on all campuses.

Section 1 Introduction

1.1 Purpose

There is potential for the operation of the College to be disrupted by events which could impact in the short, medium or long term. The College considers that there are three business interruption risks:

1. Failure or inability to use all or part of the **College's ICT systems**
2. Loss or inability to use **College Premises**
3. Loss of key Personnel (this would include staff and students, thus encompassing eg pandemic risk).

Whilst it is hoped that these risks never materialise, scenarios need to considered.

The Business Continuity Plan (BCP) is designed to set out a framework through which to ensure the continuation of vital services and functions in the event of a business disruption. The BCP provides an effective structure to assist management to recover critical processes and services regardless of location, within the shortest time possible.

The BCP should be used in conjunction with the College's Emergency Plan, IT Disaster Recovery Plans, site specific Evacuation Plans and Health and Safety guidance.

1.2 Aims and Objectives

The aim of this plan is to enable the business of the College to cope with a business disruption. This will be achieved by:

- Analysis of risks to the service
- Prioritisation of critical functions
- Determination of critical equipment
- Establishment of appropriate response structure
- Identification of key contacts during an emergency
- Implementing procedures in response to a service disruption
- Enabling the rapid transfer of business operations to recovery site(s). These may or may not be at the same location depending on the scale of the situation.

1.3 Scope

This plan applies to all College functions.

The Vice Principal – Finance and Corporate Services is responsible for strategic Business Continuity, and the Estates Manager, Director IT and Digital and Director People Services are responsible for operational arrangements.

Key departments and functions have produced Disaster Recovery Plans (DRPs). The combination of the BCP and the DRPs will represent a comprehensive plan for each particular Campus/Department/Building.

Evacuation procedures and disaster prevention methods for facilities (physical security, access control, security instructions, environmental controls, fire detection methods, fire suppression methods, general housekeeping etc) are maintained by the Facilities Department. The Director of Estates and Facilities is responsible for maintenance and testing of these procedures.

IT security arrangements including cyber security, and business continuity arrangements (backup, fail over and restore) are maintained by the IT & Digital department. The Director of IT and Digital Learning is responsible for maintenance and testing of these procedures.

In responding to any business disruption, the College will establish an Incident Management Team (see Emergency Plan for details) who will be made up of competent people based on the nature of the disruption, who will prepare the immediate response and will if required establish an operational team to oversee recovery from the disruption.

The Incident Management Team (IMT) will use a strategic and operational framework to prioritise activity, with a view to ensuring the most effective operation of services and curriculum delivery during disruption and after. The IMT will also manage internal communications during this period.

Strategic communications will be managed by the Principal, supported by the Business Continuity Team.

All members of staff, contractors and third parties involved in implementing any aspect of the BCP should be fully appraised of their role by the relevant member of the IMT.

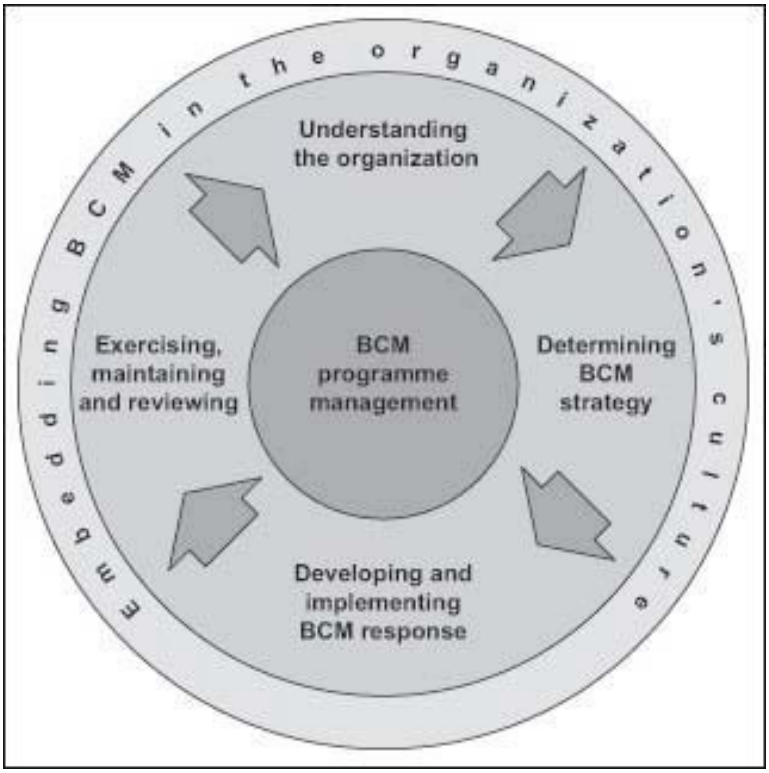
An effective Business Continuity process allows the College to:

From a business perspective: • Support strategic objectives • Create a competitive advantage • Protect and enhance reputation and credibility	From a financial perspective: • Reduce legal and financial exposure • Reduce direct and indirect costs of disruptions
From a stakeholder perspective: • Protect life, property and the environment • Consider expectations of stakeholders • Provide confidence in our ability to succeed	From an internal processes perspective: • Improve capacity to be effective during disruption • Proactive control of risks effectively and efficiently • Address operational vulnerabilities

This document will be kept under regular review and subject to periodic testing when deemed necessary by College Management.

1.4 Methodology

This methodology establishes the process, principles and terminology of Business Continuity Management (BCM), providing a basis for understanding, developing and implementing business continuity within the College.



Our business continuity strategic approach and systems design will respond to our understanding of the organization:

- Strategic ambition and supporting strategies,
- Stakeholder requirements,
- Resource requirements (facilities, technology, staff and financial)
- Legal and regulatory requirements.

Section 2 Definitions

2.1 Business Interruption

A "**business interruption**" is defined as any unwanted incident which threatens staff, buildings, IT systems or the operational procedures of the College which requires special measures to be taken to restore things back to normal. For the purpose of this plan the following scales of business interruptions have been determined:

The term "**minor business interruption**" is defined as a business interruption affecting only one function, where no additional resources are required to manage the response. e.g. email not working for 1 day.

The term "**moderate business interruption**" is defined as a business interruption affecting one or more functions, where management of the response is maintained at Strategic Leadership Team level.

The term "**major business interruption**" is defined as a business interruption that requires an Executive Leadership Team response and activation of the Business Continuity Plan.

Business interruptions may result either from natural or human causes and can be defined by the following classes:

Types of Interruption	Examples of Cause
Loss of Equipment	Breakdown, fire damage, vandalism, accident, water damage, theft etc.
Loss of Premises	Unable to access due to hazards, industrial action, storm damage, arson or other fire damage, terrorism, etc.
Loss of People	Injury, sickness, industrial action, evacuation, prolonged adverse weather conditions, pandemic, supply chain failure, etc.
Loss of Services	Power, heating, air conditioning, postal, water, communications, etc.
Loss of Information	Complete hardware failure, software failure, accidental corruption, deliberate corruption, breach of college firewall, etc.

2.2 Business Continuity Plan (BCP)

These are arrangements which provide alternate methods of operation when normal resources have been destroyed, damaged, and/or rendered inaccessible due to a disaster or serious incident.

2.3 Disaster Recovery Plans (DRP)

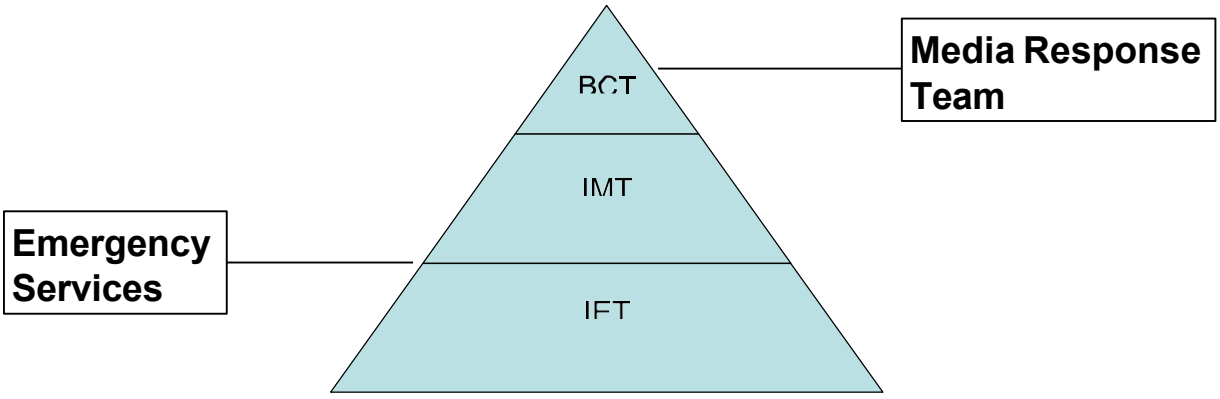
Documents which contain specific disaster recovery plans for a particular Department/Building/Service to facilitate appropriate responses to any disaster or serious incident. DRPs supplement instructions in the BCP.

2.4 Incident Management Communication method

The IMT will determine the best methodology for communication management during the continuity planning period. This could take the form of onsite meetings, teams, or other electronic communication.

Section 3 Team structures and responsibilities

3.1 Team Structure



3.2 Business Continuity Team (BCT)

The BCT, chaired by the Principal, or appointed deputy, will:

- Draw membership from across the College to reflect the nature of the incident. Members should not be directly involved in the IMT.
- Review all information provided in the IMT's initial evaluation report and develop advice for the Regional Board.
- Decide whether to invoke the Business Continuity Plan.
- Consider and agree the strategy for communication to the media as presented by the Media Response Team.
- Support and, advise the IMT. Liaise with the IMT throughout the event.
- Strategically review the impact of the event on the long term integrity of the College and develop long-term recovery plans.
- Establish the legal implications and liabilities that may occur during or as a result of the incident.
- Agree and approve procedures for paying and recording of costs associated with the incident.

3.3 Incident Management Team (IMT)

The IMT will be drawn from the College Senior Leadership and are responsible for overall management of the response to any disaster or serious incident.

The IMT is to be supplemented as necessary by relevant staff; however care should be taken that the IMT does not subsume the role of the BCT. This is particularly true in relation to the BCT retaining ownership of media communications strategy.

3.4 Initial Evaluation Team (IET)

Those persons nominated by the Borders College for assessing damage to property and assets, providing to the Incident Management Team (IMT) any initial assessment regarding potential impact.

Members of the Emergency Services will advise the IMT when it will permissible for members of the IET to enter any building, or part of, following fire, structural damage etc.

3.5 Media Response Team

The Media response will include:

- Review initial “Holding” statements.
- On the advice of PR Consultants decide on which statement is to be given to the press and agree with the BCT.
- Inform the BCT on Media Strategy.
- Issue regular communication messages using multiple channels.
- Develop and maintain Frequently Asked Questions on website.
- Establish location for press conferences.

Section 4 Incident Notification

4.1 Site Security / Alarm Activation

Within Borders College, out of hours alarm monitoring for all sites is undertaken by a contracted monitoring company, who forward all alarm activations to the relevant emergency service for response. Depending on the nature of the incident, either the Estates Manager or another member of the Facilities Department will be required to attend the relevant building should it be necessary.

Any Borders College employee involved in any form of emergency call- out procedure who is likely to be informed by either the Emergency Services or the alarm monitoring company should be fully aware of the contents of the Business Continuity Plan (BCP) and relevant Disaster Recovery Plan (DRP), and with the procedures for entering and checking of all College premises.

During working hours any alarm activation will normally be actioned by Facilities Staff under procedures set down by the Estates Manager.

Procedures are to be reviewed periodically by the Estates Manager and any changes communicated to the Senior Leadership Team and other relevant staff.

4.2 Business Continuity – Identification and Notification

Any identified problem likely to cause any interruption to normal services should be referred to the Vice Principal Finance and Corporate Services, or in their absence another member of the Executive Team.

Information obtained should be sufficient to perform an initial evaluation of the situation. If insufficient information or expertise is available, IMT members will be requested to contact the required people using callout procedures documented in their Disaster Recovery Plan (DRP). IMT members may contact these people directly thus releasing other staff to concentrate on the recovery response.

The Executive member will decide whether the situation may require the initiation of the BCP. In doing so they will contact as many IMT Members as possible to complete the assessment and agree an initial action plan. The IMT leader will advise the Executive team of the need to invoke the BCP.

From the outset, adequate administrative support should facilitate accurate recording of all actions instructed by the IMT. This will normally be provided by the Facilities Department supplemented, as necessary, by Business and Project Support Team.

The IMT are to ensure the Principal, or in his/her absence designated Deputy, are advised of the situation and actions being taken at the earliest possible opportunity and at agreed intervals thereafter.

Section 5 Individual and Departmental Responsibilities

5.1 College Principal

The Principal will:

- Handle all public relations and media contacts for Borders College.
- Ensure that all staff and students, via the Vice Principals, are kept informed of the situation and are being told, as an absolute minimum, that which is being released to the media.
- Ensure the Chair and Members of the Board are kept informed.
- Work with the IMT to ensure that a consistent version of events is being released internally and externally.
- The Principal will remind Leadership Forum managers to ensure that College staff (including Contractors) are reminded of their responsibilities.
- Brief all staff as to the contact details of the Vice Principals.
- Ensure that all news agencies are aware of who the Media Manager is and how they can be contacted.

5.2 Vice Principal – Student Experience

- Act as a focal point for all Student and Student related enquiries. Consider setting up a dedicated helpdesk, dependent on the nature or scale of the incident.
- Upon direction of the IMT and in consultation with the Emergency Services, establish contact with notified Next of Kin of any Student that has been injured or who has been killed.
- Ensure that all Students are aware of what assistance is available in recovering from a major incident, specifically medical and insurance assistance and where applicable, counselling.
- Liaise with members of the IMT to resolve problems that have been identified.
- In conjunction with the SLT keep Students updated on developments.

5.3 Estates Manager

- Co-ordinate the provision of furniture, computers and supplies for the operation of the Incident Management Room during the Recovery and Restoration phase.
- Arrange the provision of emergency food, water, sanitation and shelter for those members of staff working on the scene of any incident.

- Arrange for any transportation services as needed to support the recovery effort.
- Identify, survey and equip any temporary accommodation, which is required.
- Identify requirements for any clean up operation that is required.
- Liaise with IT & Digital to ensure the facilities requirements to support ICT processing facilities are met.
- Recruit any additional support staff required to effect the recovery process.
- Ensure that all personnel accessing any College site that has sustained damage observe all Health and Safety requirements.
- Ensure where applicable that staff are in possession of appropriate safety equipment (hard hats, reflective vests, hearing protection, waterproof clothing etc.)
- At all times ensure that adequate records are maintained of any staff which for operational reasons are required to enter any damaged building. Entry to any damaged building should not be permitted until authorised by the Emergency Services and Director of Estates and Facilities.
- The College Health Safety & Environmental Manager, must ensure that staff are not exposed to any unnecessary risks and that working conditions at both the incident site and any temporary location are acceptable.

5.4 Director of IT and Digital Learning

- Ensure that all IT & Digital Learning staff members are fully aware of internal Cyber Attack Initial Response guidelines as well as Disaster Recovery process with the supplier.
- Co-ordinate the provision of IT equipment, connectivity and support for the Incident Management Room.
- Recruit any additional support staff required to effect the recovery process.
- Provide regular updates to IMT in relation to specific incident which would include timelines for potential recovery of services.

5.5 People Services Department

- Ensure that all employees are aware of all relevant emergency contact numbers in order that they can obtain any required information concerning any issues in respect of the incident that maybe applicable to them. General media announcements are to be released by the Marketing Department through the SMT.
- Upon directions of the IMT and in consultation with the Emergency Services, establish contact with immediate family members of any member of Borders College staff who has been injured or has been killed.
- Ensure that all Borders College employees are aware of what assistance is available in recovering from a major disaster specifically medical and insurance assistance and where applicable, counselling.
- Instruct Borders College employees how to charge overtime, expenses etc related to the incident.
- Provision of any travel expenses incurred as a result of the incident.

5.6 Finance Department

- Set up project accounting and assign a project code to the incident.
- Inform IMT how any incurred bills are to be invoiced.
- Monitor all travel expenses, labour charges, and any other costs related to business continuity.
- Co-ordinate with Borders College's Executive Team Administrative Staff and College Insurers regarding claims etc. Obtain initial indicating costs of the incident and agree with Insurance Company appointed professional loss adjusters.
- Arranging for emergency funding from central sources for necessary repairs to buildings and replacement of specialist equipment.
- The Finance Department will process all costs associated with the incident to the relevant ledger code.
- Contact should be made with the insurance company via the finance team to establish ability to make a claim.

5.7 All Managers

- Ensure that where necessary sufficient administration support is allocated and that such support may be required on a 24 hour a day basis until such time as the situation stabilizes.
- With the support of the People Services, managers should monitor staff morale ensuring that it is kept as high as possible through effective communication.
- Recruiting, through People Services, any temporary administrative staff where needs have been identified.
- Depending on the nature of the incident act as liaison with the Colleges appointed PR Consultants. Contact will only be authorised by either the Principal or another member of the Executive team.

5.8 All staff and contractors

- Staff, contractors and students should be reminded that existing Health and Safety rules are applicable even in the event of an incident, and that additional requirements may be instructed as required.
- Staff must ensure that they are aware to whom they are speaking before releasing any information concerning the incident.
- Staff and contractors are not permitted to share information with the news media, employees' relatives or any non-College person regarding the status or circumstances of an emergency situation at the College, except when instructed to do so by an authorised member of the Business Continuity Team.
- If asked questions by journalists, staff should reply with "no comment" but be polite. The questioner should be referred to the Media Response Team.
- If necessary be responsible, in conjunction with the IMT, for the setting up of a press briefing facility.

APPENDIX A IMT – Examples Action List on Notification

Situation	Action
College Manager, Facilities Staff, Site security or other authorised person notifies a member of the IMT of a potential or actual incident.	Contacted IMT member decides if the situation is potentially a major service interruption. Log opened.
Insufficient information available to decide if a major service interruption situation exists.	Contacted IMT member asks those involved and wider group of SLT managers for more information or regular status reports.
Insufficient staff or experts available to answer IMT questions.	SLT staff will use their DRP to contact staff so that IMT requests can be satisfied.
Lead IMT member identifies task managers who will form the necessary Initial Evaluation Team (IET).	Staff will refer to the DRP for what to expect. They are told: • What incident has occurred • Where the IET will be located • Who will report • When to report • What to bring.
SLT or members of IMT have difficulty in contacting staff.	People Services Department is involved so that central contact records can be used.
Lead IMT memberbelieves situation could have major impact for Borders College.	Contact other members of the IMT. Evaluate potential scale of disaster and decide on an initial action plan.
IMT decide that incident requires the BCP to be invoked.	IMT consultation with relevant experts to confirm decision.
IMT and the on site experts agree that BCP is invoked.	Executive team briefed and member of Executive team invokes the BCP.
Open lines of internal communication and tell how information will be cascaded	The relevant SLT or Leadership Forum managers are contacted by the IMT.
Business Continuity Plan invoked.	IMT decide where the incident will be managed from, identify task managers. Assign tasks, authorise the use of resources, agree timescales for the task, agree reporting frequency.