



**ADELAIDE**  
**I N S T I T U T E**  
*of HIGHER EDUCATION*

# **AIHE BUSINESS CONTINUITY PLAN**

## **2024**

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Attachments:

Business Continuity Schedule

### References and related documents

Document Title
AIHE Business Plan
AIHE Risk Register
AIHE Risk Management Policy
AIHE Risk Management Procedure
AIHE Critical Incident Policy
AIHE Critical Incident Procedure
AIHE IT Disaster Recovery Plan

## Introduction

This Business Continuity Plan is to be read and implemented in conjunction with AIHE's

1. Critical Incident Policy
2. Critical Incident Procedure
3. AIHE's IT Disaster Recovery Plan

In the event of a disaster which interferes with the Adelaide Institutes of Higher Education's (AIHE) ability to conduct business from its primary facility, this plan is to be used by the delegated individuals and teams to coordinate business recovery.

## Objectives

The objective of the Business Continuity Plan is to coordinate recovery of critical business functions in the event of a primary facilities disruption or disaster. This can include short or long-term disasters or other disruptions, such as fires, floods, earthquakes, explosions, terrorism, tornadoes, extended power interruptions, hazardous chemical spills, and other natural or man-made disasters.

A disaster is defined as any event that renders a business facility inoperable or unusable so that it interferes with the Organisation's ability to deliver essential business services.

### The priorities in a disaster situation are to:

1. Ensure the immediate safety of students, employees and visitors in the Campus/office building. (Responsibility of First Responders on the site)
2. Mitigate threats or limit the damage that threats can cause. (Responsibility of the Critical Incident Team)
3. Have advanced preparations to ensure that critical business functions can continue.
4. Have documented plans and procedures to ensure the quick, effective execution of recovery strategies for critical business functions.

## Scope

The Business Continuity Plan is limited in scope to recovery and business continuance from a serious disruption in activities due to the non-availability of AIHE's facilities. This plan is separated from AIHE's Disaster Recovery Plan, which focuses on the recovery of technology facilities and platforms.

The scope of this plan is focused on localised disasters such as fires, floods, and other localised natural or man-made disasters. This plan is not intended to cover major regional or national disasters such as regional earthquakes, war, or nuclear holocaust. However, it can provide some guidance in the event of such a large-scale disaster.

## Responsibilities

The General Manager is responsible for:

1. Periodically reviewing the adequacy and appropriateness of AIHE's Business Continuity strategy.

2. Assessing the impact on AIHE’s Business Continuity Plan of additions or changes to existing business functions, procedures, equipment, and facilities requirements.
3. Ensuring that required staff awareness measures are in place.
4. Assigning a Business Continuity Coordinator.
5. Communicating all plan changes to the Business Continuity Coordinator

The Business Continuity Coordinator is responsible for:

1. Updating the Business Continuity Plan.
2. Ensuring the workability of the Business Continuity Plan which should be periodically verified by active or passive testing.
3. Ensuring that the personnel who carry out the Business Continuity Plan are sufficiently aware of the plan’s details. This may include practice exercises, participation in tests, and awareness programs conducted by the Business Continuity Coordinator.

## Business Continuity Strategy

### Business Function Recovery Priorities

The strategy is to recover critical AIHE’s business functions at the alternate site location. This strategy will be invoked should AIHE’s primary facility somehow be damaged or inaccessible. This is to be implemented in alignment with the AIHE IT Disaster Recovery Plan to recover IT functions.

### Relocation Strategy and Alternate Business Site

In the event of a disaster or disruption to the primary facilities, the strategy is to recover operations by relocating to an alternate business/campus site. The short-term strategies (for disruptions lasting four weeks or less), which have been selected, include:

Primary Location	Alternate Business Sites
Adelaide Campus: Level 5, 127 Rundle Mall Adelaide, South Australia 5000	Level 4, 127 Rundle Mall, Adelaide, South Australia 5000
	209 Lonsdale Street, Melbourne, Victoria, 3000
Melbourne Campus: 209 Lonsdale Street, Melbourne, Victoria, 3000	Level 5, 127 Rundle Mall, Adelaide, South Australia 5000

The above strategies will be used in the short term (less than thirteen weeks). The long-term strategies will be to acquire/lease and equip new office space in another building in the Adelaide CBD.

### Recovery Plan Phases

The activities necessary to recover from a facilities disaster or disruption are divided into four phases. These phases follow each other sequentially in time.

### Disaster Occurrence

AIHE’s Disaster Recovery Plan is to be followed in this initial phase.

### Plan Activation

In this phase, the Business Continuity Plans are put into effect. This phase continues until the alternate facility is occupied, critical business functions re-established, and computer system service restored.

### Alternate Site Operations

This phase begins after secondary facility operations are established and continues until the primary facility is restored.

### Transition to Primary Site

This phase consists of all activities necessary to make the transition back to a primary facility location.

### Recovery Teams

This section identifies who will participate in the recovery process for the AIHE Business Continuity Plan.

#### Emergency Response Team

Will be the Critical Incident Team, as detailed in the AIHE's Critical Incident Procedure.

#### Recovery Team

Responsible for oversight of the recovery functions.

Department/Position	Floor	Comments
General Manager	5	Overall coordination of Recovery Team
ICT Manager	5	Information Technology Recovery Team Leader and Facilities Functions
Head of School	5	Business Continuity Coordination
AEG Corporate Services	5	Human Resources / Communications
AEG Corporate Services	5	Administration Functions

### Business Continuity Coordinator

In the event of a disaster, the Business Continuity Coordinator is responsible for ensuring that the following activities are successfully completed:

- Assist in the development of an official public statement concerning the disaster. The AIHE General Manager is the only individual able to authorise public statements about organisation affairs.
- Monitor the progress of all Business Continuity and IT Disaster Recovery teams.
- Present Business Continuity Plan recovery status reports to General Manager
- Interface with appropriate work management personnel throughout the recovery process.
- Communicate directions received from General Manager.

- Provide on-going support and guidance to the Business Continuity teams and personnel.
- Review staff availability and recommend alternate assignments, if necessary.
- Work with the General Manager to authorise the use of the alternate site selected
- Review and report critical processing schedules and backlog work progress.
- Ensure that a record of all Business Continuity and Disaster Recovery activity and expenses incurred by AIHE is being maintained.

### **Communications Team**

Communications is responsible for providing information regarding the disaster and recovery efforts to:

- General Manager and Senior Management
- Students
- Vendors/Contracts
- Regulatory Agencies
- Other Stakeholders
- Coordinating, submitting, and tracking all claims for insurance.

### **Human Resources**

Human Resources is responsible for:

- Providing information regarding the disaster and recovery efforts to employees and families.
- Notifying employee's emergency contact of employee injury or fatality.
- Ensuring the processing of all life, health, and accident insurance claims as required.
- Coordinates temporary organisation employee requests.

### **Administration**

Administration is responsible for:

- Ensuring the recovery/restoration personnel has assistance with clerical tasks, errands, and other administrative activities.
- Arranging for the availability of necessary office support services and equipment.
- Providing a channel for authorization of expenditures for all recovery personnel.
- Tracking all costs related to the recovery and restoration effort.
- Identifying and documenting when repairs can begin and obtaining cost estimates.
- Contacting vendors to schedule specific start dates for the repairs.
- Coordinating the removal, shipment, and safe storage of all furniture, documentation, supplies, and other materials as necessary.
- Supervise salvage and clean-up activities.
- Coordinating relocation to the permanent site after repairs are made.

### **Facilities**

This team is responsible for:

- The safe worksite for all employees.
- Arranging Inspecting the physical structure and identifying areas that may have sustained damage.

- Expanding on and/or revising the findings of the Preliminary Damage Assessment.
- Providing management with damage assessment reports and recommendations.

### **Information Technology Recovery Team**

This team is responsible for:

- Activating the IT Disaster Recovery Plan
- Managing the IT disaster response and recovery procedures.
- Mobilising and managing IT resources.
- Coordinating all communications-related activities, as required, with telephone and data communications, PC, LAN support personnel, and other IT related vendors.
- Assisting, as required, in the acquisition and installation of equipment at the recovery site.
- Participating in testing equipment and facilities.
- Participating in the transfer of operations from the alternate site as required.
- Coordinating telephone setup at the recovery site.
- Coordinating and performing restoration or replacement of all desktop PCs, LANs, telephones, and telecommunications access at the damaged site.
- Training Disaster Recovery/IT Team Members.
- Keeping Senior Management and the Business Continuity Coordinator apprised of recovery status.

### **Ensuring Staff Awareness**

The effectiveness of the Business Continuity Plan is supported by processes designed to ensure that

- All AIHE staff have a clear understanding of its content and scope, including the specific responsibilities of organisational areas, of the Business Continuity Coordinator, and of the General Manager.
- All staff in each organisational area designated in the Business Continuity Plan have a clear understanding of the responsibilities of that area in the event of business continuity disruptions, and of the specific responsibilities of the position to which they are appointed.
- All staff in positions designated in the Business Continuity Plan have a clear understanding of the specific responsibilities of their position in the event of business continuity disruptions.
- All staff who may be appointed to the role of Business Continuity Coordinator have a clear and comprehensive understanding of the Business Continuity Plan and of the Business Continuity Coordinator's responsibilities.

### **Staff Induction**

AIHE has a compulsory staff induction process for new staff, which includes:

- For all staff, an overview of the Business Continuity Plan, including the specific responsibilities of organisational areas and particular positions.
- For staff appointed to a particular organisational area designated in the Business Continuity Plan, a detailed description of the responsibilities of that area in the event of a business continuity disruption.
- For staff appointed to positions designated in the Business Continuity Plan, a detailed description of their responsibilities in the event of a business continuity disruption.



- An electronic staff induction information pack which includes the Business Continuity Plan, the Critical Incident Policy, the Critical Incident Procedure and the IT Disaster Recovery Plan.

AIHE has a compulsory, modified staff induction process for staff who change positions within AIHE, which includes:

- For staff appointed to a particular organisational area designated in the Business Continuity Plan, a detailed description of the responsibilities of that area in the event of a business continuity disruption.
- For staff appointed to positions designated in the Business Continuity Plan, a detailed description of their responsibilities in the event of a business continuity disruption.
- An electronic staff induction information pack which includes the Business Continuity Plan, Critical Incident Policy, Critical Incident Procedure and the IT Disaster Recovery Plan.

## **Position Descriptions**

Staff position descriptions include a description of relevant responsibilities in the event of a business continuity disruption and indicate whether the incumbent of the position may be appointed Business Continuity Coordinator.

## **On-going Awareness Training**

AIHE requires staff to undertake annually a Business Continuity Plan Refresher which replicates the Business Continuity Plan component of staff induction, updated to include relevant changes.

## **Communication of Changes**

In the event that Council approves changes to the Business Continuity Plan, these are communicated to all staff by email in a timely manner, as part of the standard communications of changes to policies and procedures process. In addition, organisational areas or positions particularly impacted by changes to the Business Continuity Plan are advised by email in a timely manner of the implications of the changes for the organisational area or the position.

In the event that particular details of the Business Continuity Plan unexpectedly change, such as alternative business sites, these are communicated to all staff by email as soon as possible. In addition, organisational areas or positions particularly impacted by such changes are advised by email as soon as possible of the implications of the changes for the organisational area or the position.

## **Recovery Procedures**

This section of the plan describes the specific activities and tasks that are to be carried out in the recovery process. This section transforms the Business Continuity Strategy into specific activities and tasks according to the recovery phase.

Each activity has a designated responsible person/team who has the primary assignment to complete the activity. The activities will only generally be performed in this sequence. All plan activities are completed by performing one or more tasks. The tasks are numbered sequentially within each activity, and this is generally the order in which they would be performed.



## Recovery Activities and Tasks

### PHASE I: Disaster Occurrence Activity:

#### Emergency Response

**Activity is the responsibility of:** All Employees

**Tasks:**

1. After a disaster occurs, quickly assess the situation to determine whether to immediately evacuate the building or not, depending upon the nature of the disaster, the extent of damage, and the potential for additional danger.
2. Quickly assess whether any personnel in your surrounding area are injured and need medical attention. If you are able to assist them without causing further injury to them or without putting yourself in further danger, then provide what assistance you can and also call for help. If further danger is imminent, then immediately evacuate the building.
3. If appropriate, evacuate the building following your building's emergency evacuation procedures. Use the nearest stairwells. Do not use elevators.
4. Outside of the building meet at the designated evacuation meeting area. Do not wander around or leave the area until instructed to do so.
5. Check-in with your manager for roll call. This is important to ensure that all employees/students are accounted for.

**Activity:** Initial Reporting and Management

**Activity is the responsibility of:** Critical Incident Team (CIT)

**Primary:** IT Manager

**Tasks:**

1. Follow AIHE's Critical Incident Procedure.
2. CIT leader informs Senior Management if they have not been informed.
3. AIHE personnel are notified of the disaster.
4. Depending upon the time of the disaster, personnel provided with preliminary instructions (i.e. stay at home and wait to be notified again, etc.).

**Activity:** Preliminary Damage Assessment

**Activity is the responsibility of:** Facilities

**Tasks:**

1. Facilities to determine responsibilities and tasks to be performed.
2. If the Facilities Team requests assistance in performing the Preliminary Damage Assessment, caution all personnel to avoid safety risks as follows:
3. Enter only those areas the authorities permit entry.
4. Ensure that all electrical power supplies are cut to any area or equipment that could possess a threat to personal safety.
5. Ensure that under no circumstances is power to be restored to computer equipment until the comprehensive damage assessment has been conducted, reviewed, and authority to restore power has been expressly given by the Emergency Services.
6. Deliver the preliminary damage assessment status report immediately upon completion.
7. Facilitate retrieval of items needed to conduct the preliminary damage assessment.

8. Ensure that administrative support is available, as required.
9. Arrange a meeting with the General Manager to review the disaster declaration recommendation that results from the preliminary damage assessment and to determine the course of action to be taken.

**Activity:** Declaration of a Disaster

**Activity is the responsibility of:** General Manager

**Tasks:**

1. Actual declaration of a disaster is to be made by the General Manager after consulting with Emergency services personnel.
2. Because of the significance, disruption, and cost of declaring a disaster, appropriate facts should be gathered and considered before deciding to declare a disaster.

## **PHASE II: Plan Activation**

**Activity:** Notification and Assembly of Recovery Teams and Employees

**Activity is the responsibility of:** General Manager

**Tasks:**

1. The General Manager calls each member of the management team, instructs them of what time frame to assemble at the alternate site.
2. Review the recovery strategy and action plan with the assembled team.
3. If necessary, adjust the team assignments based on which members are available.
4. The Management Team contacts critical employees and tells them to assemble at the alternate site. Non-critical employees should be instructed to stay at home, doing what work is possible from home until notified otherwise.
5. In the event of a disaster that affects telecommunications service regionally, the Management Team should instruct critical employees to proceed to the alternate site even if they have not been contacted directly. Delays in waiting for direct communications can negatively impact AIHE's ability to recover vital services.

**Activity:** Relocation to Alternate Site

**Activity is the responsibility of:** All Critical Personnel

**Tasks:**

1. When instructed by the Management Team, make arrangements to commute or travel to the alternate site.
2. The Management Team needs to consult with Emergency services Personnel to determine if access can be gained to the primary (damaged) site to retrieve vital records and other materials. Only allow access to the primary site if the authorities grant access. This will be dependent upon the nature of the disaster and the extent of the damage.
3. If allowed access to the primary site to retrieve vital records and other materials, perform some pre-planning to determine what is most important to retrieve. This may be necessary since the time you may be allowed access to the primary site may be minimal.
4. Depending on the number of vital records and other materials you can retrieve from the primary site, make arrangements to transport this material to the alternate site. If

the material is not too great, this could be accomplished by giving it to employees to carry along with them. If the material is a large amount, then make arrangements for transport services.

5. Management and critical employees travel to an alternate site.

**Activity:** Implementation of Interim Procedures

**Activity is the responsibility of:** Business Continuity Coordinator

**Tasks:**

1. After arrival at the alternate site, map out locations that can be used for workspace, offices and classrooms.
2. Obtain additional tables and chairs, either from the office or from outside rental agencies to provide additional classrooms and workspace.
3. Determine flexible working schedules for staff to ensure that student and business needs are met, but also to enable effective use of space. This may require that some employees work staggered shifts or may need to work evening or nightshifts.
4. Gather vital records and other materials that were retrieved from the primary site and determine appropriate storage locations, keeping in mind the effectiveness of workgroups.
5. Determine which vital records, forms, and supplies are missing.
6. Developed prioritised work activities, especially if all staff members are not available.

**Activity:** Establishment of Telephone Communications

**Activity is the responsibility of:** IT Liaison

**Tasks:**

1. Contact the IT Team to determine what activities they are taking to reroute telephone communications to the alternate site.
2. If your primary office phones will not be switched to the alternate site, let the IT Team know that the phones need to be transferred to the phone numbers you will be using at the alternate site.
3. Coordinate with the Communications officer regarding contacting students to notify them of the disaster situation, how AIHE is responding, and how you can be reached.

**Activity:** Restoring Data Processing and Data Communications with Primary or Secondary Backup Data Center

**Responsibility of this team:** IT Liaison

**Tasks:**

1. Contact the IT Recovery Team to determine when the data centre is to be recovered, if affected by the disaster.
2. If your alternate site is another AIHE office, determine if that site has access to the computer systems. If so, work with local office management to determine how workstations can be shared between personnel. This may involve using flexible hours or multiple shifts for your personnel.
3. Discuss with the Organisation Disaster Recovery/IT Team when and how replacement PC's and/or terminals will be provided to you at the alternate site and when they will be connected.

4. Discuss with the IT Recovery Team when the files from your normal PC/LAN servers and applications will be restored and how you can access those files. Also, work with other AIHE management at your alternate site to discuss using their LAN servers.
5. Discuss with the IT Recovery Team your normal application report distributions, such as when you can expect to receive standard computer reports and how they will be distributed to your alternate site.
6. Communicate the IT recovery status to all personnel who regularly use the systems.

### **PHASE III: Alternate Site Operations Activity:**

**Activity:** Alternate Site Processing Procedures

**Activity is the responsibility of:** Alternate Site Operations Team

**Tasks:**

1. Communicate with students regarding the disaster and re-solicit phone contacts
2. Acquire needed vital documents
3. Access missing documents and files and reconstruct, if necessary
4. Set up operation

**Activity:** Manage work backlog reduction.

**Activity is the responsibility of:** Alternate Site Operations Team

**Tasks:**

1. Determine priorities for work backlogs to ensure the most important backlogged tasks are resolved first.
2. Set an overtime schedule, if required, based on staff and system availability.
3. Set backlog priorities, establish a backlog status reports if necessary.
4. Report the backlog status to management on a regular basis.
5. If backlogs appear to be very large or will take a significant time to recover, determine if temporaries could be used for certain tasks to help eliminate the backlogs. If justified, arrange for temporaries to come in.

### **PHASE IV: Transition to Primary Operations**

**Activity:** Changing Telephone and Data Communications Back to Primary Site

**Activity is the responsibility of:** IT Liaison

**Tasks:**

1. Coordinate with the Organisation IT Recovery Team to determine when AIHE will be relocating back to the primary site. Verify that they have a schedule to ensure that telephone and data communications are rerouted accordingly.
2. Discuss when and how PC's, terminals, and printers, if brought into the alternate site, will be de-installed, moved back to the primary site and re-installed.

**Activity:** Terminating Alternate Site Procedures

**Activity is the responsibility of:** Management Team **Tasks:**

1. Determine which alternate site operating procedures will be suspended or discontinued and when.
2. Communicate the changes in procedures to all affected staff.
3. Determine if additional procedures are needed upon return to the primary site, such as to continue resolving work backlogs.

**Activity:** Relocating Personnel, Records, and Equipment Back to Primary (Original) Site

**Activity is the responsibility of:** Management Team

**Tasks:**

1. In conjunction with the Emergency Management Team and the Organisation Emergency Response Team, determine when <Department Name> will be scheduled for relocating back to the primary site.
2. Communicate this schedule to all <Department Name> personnel.
3. Inventory vital records, equipment, supplies, and other materials, which need to be transported from the alternate site to the primary site.
4. Pack, box, and identify all materials to be transported back to the primary site.
5. In conjunction with the Organisation Administration Team, make arrangement for a moving company or courier service to transport the boxes back to the primary site.