

Business Continuity Plan

A strong Business Continuity Plan (BCP) identifies potential threats and assesses their impact on operations, such as power outages, utility failures, or natural disasters. It establishes a framework to mitigate risks and ensure the Union's prioritised activities to continue even if the worst happens.

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0. Aim

The Business Continuity Plan (BCP) outlines how the Union will ensure the continuation of its identified prioritised activities in the event of a disruption to standard service delivery while maintaining predefined service levels and adhering to established protocols and timeframes.

Objectives

- Outline the Union's response to incidents.
- Specify when and how the BCP is activated.
- Record current work locations and alternative backup options
- Maintain delivery of prioritised services during an incident
- Address responses for specific incident impacts.
- Specify when and how the Crisis Communication Plan is activated.
- Define the recovery process, 'business as usual'
- Define the process of a Call Cascade

Scope

The Union, an independent charity, is vital to the Imperial community and relies on Imperial's support. Together, they ensure measures are in place to deliver core operations under the Education Act of 1994. The Union collaborates with Imperial to align its Business Continuity Policy with the College's risk management framework, protecting the interests of members and stakeholders.

This Business Continuity Plan (BCP) is aligned with the Union's policy. It identifies prioritised activities through a Business Impact Analysis and evaluates the resources and strategies necessary to maintain them during service disruptions.

Imperial Emergency Plan categorises five types of incidents:

- An incident requiring an urgent operational response.
- An incident or situation necessitates a coordinated but non-urgent response.
- A situation occurring outside of Imperial that may affect the Imperial community.
- A significant disruption to normal business activities requires staff to activate their BCP.
- The SMT has resolved to implement the Business Continuity Plans when a hazard or threat significantly disrupts normal activities.

The BCP does not cover:

All activities undertaken by the Union.

Contingency plans, processes, or procedures that already exist.

1. Union Teams Overview

This section provides a summary of each Union team's activities, structure, statutory and regulatory responsibilities, purpose, and prioritised activities. It offers a clear overview of their key functions, compliance obligations, and overall role within the organisation.

Advice	
Team size & structure	1 Advice Manager, 1 Advisor Caseworker, 1 Advisor Caseworker 0.5 Advice Administrators
Primary Role / Purpose	Provides academic guidance and free, confidential, impartial support to Imperial students.
Statutory / Regulatory responsibilities	The Education Act 1994 defines a students' union as an organization representing student interests. It mandates effective governance, finance, academics, discipline, and democratic processes. H&S at Work Act 1974 (HSWA) UK law that sets out employers' and employees' responsibilities to ensure workplace safety. The act's goal is to prevent accidents, injuries, and illnesses and a duty of care to students.

Role	Generic Responsibilities	WFH Yes/No
Advice Manager	Oversees advice service, manages advisers, ensures policy compliance, and enhances student well-being support.	Yes
Advisor Caseworker	To provide advice per the union's policies at a high-level standard.	Yes
Advice Administrators	Oversee inbox /advice request tool and ensure students have quick and easy access to advice and support.	Yes

Locations	Current locations from which the Advice Team delivers its services.
The whole Advice are located on the South Kenniston Campus, Beit Building, Level 2	

Prioritised Activities	RTO	MAO	Comment / Time priorities/ Equipment Required
Provide Advice Service to Imperial Students	3 hrs.	2-3 days	Service can fully transition online if the building is inaccessible. Internet outages mainly impact email; backup communication methods can be used. Equipment: Outlook, internet, AdvicePro.

Prioritised Activities Delivery	Locations where the Team can continue delivering.		
Role	WFH	Campus/Building/Floor	Comment
Advice Team – All	Yes	SK; Beit Building	

Activities		
Team size & structure	Activities Manager (Ops); Activities Coord (Ops) x2 Helpdesk Coord; Activities Coord (Finance)	Activities Manager (Events) Activities Coord (Events) x4 Activities Admins
Primary Role / Purpose	Supporting / empowering student leaders to run student groups.	
Statutory / Regulatory responsibilities	H&S at Work Act 1974 (HSWA) law that sets out employers' and employees' responsibilities to ensure workplace safety. The act's goal is to prevent accidents, injuries, and illnesses.	

Role	Generic Responsibilities	WFH Yes/No
Activities Mgr. (Ops)	Manages Activities & Helpdesk Coords. Beit Helpdesk, minibus fleet, room bookings, CSP training, finance, incidents, policy.	Yes
Activities Coord (Ops)	Manages bus service, transport, equipment, funding, grants, refunds, new activity committees, and inclusivity projects.	Yes
Activities Coord (Ops)	Handles room bookings, role account management, space complaints, and community outreach projects.	Yes
Helpdesk Coord	Manages helpdesk operations, student staff, CSP elections, space access, and inbox.	Yes
Activities Coord (Fin)	Oversees student group finances, budgeting, debt management, event/trip budgets, sponsorships, and expenditure.	Yes
Activities Mgr. (Events)	Manages Activities Coords. Student-led events/trips, risk manage, contracts, incidents, policy. Welcome & Awards projects.	Yes
Activities Coord (Events)	Reviews student group events/trips, CGCU, recreation, and Freshdesk inbox. Leads Awards project.	Yes
Activities Coord (Events)	Reviews student events/trips, Silwood community. Handles Freshdesk inbox & external speakers. Leads GIAG Welcome.	Yes
Activities Coord (Events)	Reviews events/trips for RSMU, sports, culture. Freshdesk inbox & coaching applications. Supports Awards & Varsity.	Yes
Activities Coord (Events)	Reviews events/trips for RCSU, Arts & Ents, and Knowledge. Leads Welcome project.	Yes

Locations	Current locations from which the Activities Team delivers its services.
The whole Activities are located on the South Kenniston Campus, Beit Building, Level 2	

Identified Prioritised Activities

Prioritised Activities	RTO	MAO	Comment / Time priorities/ Equipment Required
Facilitating activity & events (Activities)	2 wks.	2 wks.	Events require 3-week submission (2 wks. MAO). Summer setup (Aug/Sept) crucial for BUCS/competitive activities. High risk if events proceed without proposals. WFH: Laptop, internet, system access.
Union-Led Events (Welcome/GIAG/Awards)	2 wks.	4 wks.	Seasonal: 1-wk RTO/MAO if event is <1 month away. Key Events: Welcome (Sept/Oct), Awards (May/June). On-Campus Preferred, online backup possible. Staff collaboration required
Support Services (Helpdesk/M'bus/Rm Bookings/Equipment)	2 wks.	2 wks.	Helpdesk: Staff & building dependent. Minibus: Weekend trips, reliant on staff/systems. Room Bookings: Essential, dependent on SUMS & Celcat. Equipment: Office presence needed; WFH possible with laptop/internet.
Financial services	2 wks.	2 wks.	WFH is possible. Equipment: Laptop & internet needed + access to systems.
CSP elections	2 wks.	4 wks.	WFH: Online elections possible. Deadline: 1 Aug for onboarding. Equipment: Laptop, internet, eVoting access.

Prioritised Activities Delivery	Locations where the Activities can continue delivering.		
Role	WFH	Campus/Building/Floor	Comment
Activities Team – All	Yes - All	SK; Beit Building	

Commercial

Team size	Head of Commercial Services, Retail Manager, Venues Manager, Events & Partnerships Manager, Assistant Retail Manager, Retail Supervisor, Assistant Venues Manager, Duty Manager (x2), Events Coordinator, Events & Partnerships Coordinator
Primary Role / Purpose	Create student communities through events, manage financially viable venues, and offer quality merchandise.
Statutory / Regulatory responsibilities	Licensing Act 2003 – Regulates alcohol sales, late-night refreshment, and entertainment in the UK. H&S at Work Act 1974 (HSWA) Defines employer and employee responsibilities for workplace safety to prevent accidents and injuries. Food Safety & Hygiene Regs 2013 (FSH(E)R) – Enforces strict food safety and hygiene standards.

Role	Generic Responsibilities	WFH Yes/No
Head of Commercial Services	Oversee day-to-day commercial ops, financial Mgmt., provide support, serve as the DPS.	Yes
Retail Manager	To lead on the retail operations, financial management and assist operationally when necessary	Yes
Venues Manager	To lead on all bar's operations, financial management and liaise with key stakeholders	Yes

Events & P'ship Manager	Lead on commercial events, financial Mgmt., relationships with stakeholder; assist operationally when necessary	Yes
Assistant Retail MGR.	Lead on commercial events, fin. Mgmt., relationships with stakeholder; assist operationally when necessary	Yes
Retail Supervisor	To operate Shop Extra and lead on ordering and troubleshooting	Yes
Assistant Venues MGR.	To lead on ordering, accepting deliveries and processing documentation	Yes
Duty Manager (x2)	To operate the venues during busy days, oversee relevant documentation and staff scheduling	Yes
Events Coordinator	To operationalise the events program, liaise with suppliers and clients	Yes
Events & P'ship. COORD	To lead on partnerships and media sales, liaising with clients and finance to ensure payments are completed	Yes

Locations	Locations from which the Activities Team delivers its services.		
Campus/Building	Floor	Outlet	Who Works Here
SK; Beit Building	0	Beit Bars	Head of Com Services, Venues Mgr., Events & Part. Mgr., Assistant Venues Mgr., Events Coord.
SK; Sherfield Building	L-Ground	H Bar	
SK Beit Building	2M	Offices	
SK; Sherfield Building	1	Union Shop	Retail Manager, Assistant Retail Manager, Retail Supervisor
SK; Sherfield Building	1	Shop Extra	Retail Manager, Assistant Retail Manager, Retail Supervisor
Hammersmith/ Reynolds Building	Ground	Reynolds Bar	

Prioritised Activities Delivery	Locations where the Activities can continue delivering.		
Role	WFH	Campus/Building/Floor	Comment
Whole Commercial Team	Yes	Various	

Finance	
Team size & structure	Financial Controller; Management Account; Finance Admin; Finance Admin; Finance Support and Training Coordinator
Primary Role / Purpose	Manage the Union's financial resources by tracking income and expenses, preparing financial statements and management accounts, analysing performance, and providing key data to support
Statutory / Regulatory responsibilities	Ensuring compliance with financial reporting laws, taxation regulations, and anti-money laundering requirements. H&S at Work Act 1974 (HSWA) UK law that sets out employers' and employees' responsibilities to ensure workplace safety. The act's goal is to prevent accidents, injuries, and illnesses and a duty of care to students.

Locations	Current locations from which the Finance Team delivers its services.
The whole Finance team are located on the South Kenniston Campus, Beit Building, Level 2M	

Role	Generic Responsibilities
Financial Controller	Oversee daily financial management, monitor financial controls, review accounts, and support the Finance Team.
Mgmt. Accountant	Prepare month-end accounts, post accruals, deferrals, prepayments, reconcile bank and balance sheet, handle credit
Finance Admins	Process financial transactions (invoices, expense claims), approve sales invoices, manage payments / suppliers/customers.
Finance Admins	Support finance team, resolve queries, provide drop-in support, prepare training, and maintain training resources.
Finance Support and Training COORD	Support finance team, chase missing documents, resolve issues, address queries from students, staff, suppliers, and customers; face-to-face support via drop-ins, finance training for officers, and maintain up-to-date online training resources.

Identified Prioritised Activities			
Prioritised Activities	RTO	MAO	Comment / Time priorities/ Equipment Required
Financial Transaction Processing	1wk	1wk	SAP Business One: Reliable system, hosted on Imperial's server with external backups. Potential impact if system failure coincides with end-of-year or quarterly VAT processes. WFH: Laptop with SAPB1 access.
Paying supplies/casual staff	1wk	2wk	The Finance team can perform prioritised activities remotely/WFH using laptops with SAPB1 access and NatWest Bankline to process payments to suppliers and students, a process successfully tested during the pandemic.

Prioritised Activities Delivery	Locations where the Finance can continue delivering.		
Role	WFH	Campus/Building/Floor	Comment
Whole Finance Team	Possible	SK; Beit Building / 2M	

Governance	
Team size & structure	Governance & Executive Manager.
Primary Role / Purpose	Oversee Board and Sub-Committee meetings, maintain Charity Commission records, and manage Union complaints and discipline
Statutory / Regulatory responsibilities	Education Act 1994 defines a students' union as an organization representing student interests. It mandates effective governance, finance, academics, discipline, and democratic processes. H&S at Work Act 1974 (HSWA) UK law that sets out employers' and employees' responsibilities to ensure workplace safety. The act's goal is to prevent accidents, injuries, and illnesses and a duty of care to students.

Identified Prioritised Activities			
Prioritised Activities	RTO	MAO	Comment / Time priorities/ Equipment Required
Ensure access myCharity Commission portal with updated details. (Gov)	24hrs	48hrs	Maintain trustee details and submit annual reports/financial statements. Key Deadlines: Annual Return (May), Trustee Updates (Aug). WFH: Laptop, software, Wi-Fi, secure cloud access. Risk: Late submissions harm reputation; repeated delays may trigger warnings.
Manage ICU complaints, records, and member discipline.	1wk	2wk	Legal & reputational risk if not addressed per Education Act 1994. Roles: Union President (discipline), SMT (Level 2 complaints), Trustee Pool (panels & appeals). WFH: Laptop, software, Wi-Fi, secure access. Dependencies: Requires input from other teams (e.g., Commercial, Activities).

Locations	Current locations from which the Governance Team delivers its services.
The whole Governance team are located on the South Kenniston Campus, Beit Building, Level 2	

Prioritised Activities Delivery	Locations where the Finance can continue delivering.		
Role	WFH	Campus/Building/Floor	Comment
Whole Governance Team	Possible	SK; Beit Building / 2	

Representation	
Team size & structure	Representation Manager; Policy & Research Coordinator; Rep. Coordinator; Democracy & Campaigns Coord. PT Casual Staff Representation & Democracy Assistant
Primary Role / Purpose	Facilitate effective representation of students by assisting student leaders in gathering and delivering feedback, advocating for underrepresented groups, employing policy and research to exert influence, and developing and providing campaigns.
Statutory / Regulatory responsibilities	The Education Act 1994 defines a students' union as an organization representing student interests. It mandates effective governance, finance, academics, discipline, and democratic processes. H&S at Work Act 1974 (HSWA) UK law that sets out employers' and employees' responsibilities to ensure workplace safety. The act's goal is to prevent accidents, injuries, and illnesses and a duty of care to students.

Role	Generic Responsibilities	WFH Yes/No
Representation Manager	Lead the team's strategic direction, support staff with their delivery, manage budget, and develop the project objectives.	Yes
Representation COORD	Leads Autumn Elections, creates and delivers student representative training, support and rewards.	Yes
Democracy & Campaigns COORD	Co-leads Leadership Elections with Rep. Mgr. creates and delivers Liberation & Community; campaign group training, support and rewards.	Yes
Policy & Research COORD	Leads Union's role in NSS, TEF, and PRES/PTES. Develops and delivers research projects. Supports Officer Trustee objectives through research.	Yes

Locations	Current locations from which the Representation Team delivers its services.
The whole Representation team are located on the South Kenniston Campus, Beit Building, Level 2	

Identified Prioritised Activities			
Prioritised Activities	RTO	MAO	Comment / Time priorities/ Equipment Required
Student Leadership Elections.	1 hr	1 wk.	eVoting: Web-based system for student voting (mobile data/laptops). Hosted on Imperial servers with cloud-based backups. Low risk of failure, but high impact if it occurs. Designated staff member oversees system. In case of failure, elections would be delayed or conducted via the SUMS voting module.

Prioritised Activities Delivery	Locations where the Representation Team can continue delivering.		
Role	WFH	Campus/Building/Floor	Comment
Whole Representation Team	Possible	SK; Beit Building; 2	

People	
Team size & structure	People and Culture Manager; People and Culture Coordinator
Primary Role / Purpose	Deliver Human Resources, Development, Culture initiatives that support permanent / casual staff members at Imperial College Union
Statutory / Regulatory responsibilities	Ensuring the Union complies with UK Employment Laws by managing minimum wage, working hours, anti-discrimination policies, leave entitlements, health and safety regulations, and proper employee record documentation. H&S at Work Act 1974 (HSWA) UK law that sets out employers' and employees' responsibilities to ensure workplace safety. The act's goal is to prevent accidents, injuries, and illnesses and a duty of care to students.

Role	Generic Responsibilities	WFH Yes/No
People & Culture Mgr.	Drives implementation of the Union's People & Culture Plan, covering staff induction, support, and wellbeing.	Yes
People & Culture Coord.	Supports People & Culture processes, staff engagement surveys, appraisals, training coordination, wellbeing programs.	Yes

Locations	Current locations from which the People Team delivers its services.
The whole People team are located on the South Kenniston Campus, Beit Building, Level 2M	

Identified Prioritised Activities			
Prioritised Activities	RTO	MAO	Comment / Time priorities/ Equipment Required
Wellbeing Support for Staff Members	1 days	2-3 days	The People team will direct staff to appropriate support services. Staff can access Confidential Care (Imperial's EAP) from any device via call, email, or chat without relying on Imperial College Union systems. Equipment Needs: The People team requires access to laptops, Teams, and email to communicate with staff. A lack of access to Imperial accounts (Teams/email) would create significant communication challenges

Prioritised Activities Delivery	Locations where the People Team can continue delivering.		
Role	WFH	Campus/Building/Floor	Comment
Whole People Team	Possible	SK; Beit Building	

Digital and Marketing	
Team size & structure	Head of Digital & Marketing, 2x Graphic Designers, 2x Content & Communication Coords., Systems Specialist, 1x Sen Web Developer
Primary Role / Purpose	To oversee the briefing and delivery of all digital and creative processes
Statutory / Regulatory responsibilities	H&S at Work Act 1974 (HSWA) UK law that sets out employers' and employees' responsibilities to ensure workplace safety. The act's goal is to prevent accidents, injuries, and illnesses and a duty of care to students

Role	Generic Responsibilities	WFH Yes/No
Head of Digital and Marketing	Managing workflow and delivery of all marketing and digital processes	Yes
Graphic Designer	Creates artwork and designs for marketing campaigns and day-to-day tasks.	Yes
Content & Communications Coord.	Produces copy and content for marketing campaigns and routine tasks.	Yes
Systems Specialist/Sen Web Developer	Building and running the functionality of the website (front and back end)	Yes

Identified Prioritised Activities			
Prioritised Activities	RTO	MAO	Comment / Time priorities/ Equipment Required
N/A			

Location	Locations from which the Digital and Marketing Team delivers its services.		
Campus/Building	Floor	Who Works Here	
SK; Beit Building	2M	Whole Digital and Marketing Team	

Prioritised Activities Delivery	Locations where the Digital and Marketing can continue delivering.		
Role	WFH	Campus/Building/Floor	Comment
Whole Digital & Marketing Team	Possible	SK; Beit Building; 2M	

2. Overview of Identified Prioritised Activities

The following is a consolidated list of all the Union's teams' prioritised activities—those essential functions for which a Business Continuity Plan (BCP) must be prepared to ensure operational resilience in the event of disruptions.

Union Team	Prioritised activities impacted RTO & MAO > 1wk.	
Advice Service	Provide Advice Service to Imperial Students	
Activities	N/A	
Commercial	N/A	
Digital and Marketing	N/A	
Finance	Financial Transaction Processing	Paying supplies/casual staff
Governance	Ensure access my Charity Commission portal with updated details. (Gov)	Access ICU. Complaints email, manage records, and handle member discipline allegations.
Representation	Student Leadership Elections	
People	Wellbeing Support for Staff	

3. Technical Communications Alternative

The following table lists what means of communication can be used during any disruption to the communications networks.

Situation	Means of Communicating
Normal communication available	Email, Teams/Teams calls, Mobile phones, Word of Mouth (in-office), WhatsApp, Yammer
No ICT, Wi-Fi, or internet	Mobile phones, Yammer/other messaging systems, Personal mobiles (if details held)
Mobile network failure	Email/Teams, Yammer/WhatsApp, Attempt SMS (data), Word of Mouth (in-office)
No ICT/connectivity & mobile network failure	Word of Mouth (in-office), pre-determined time and location for face-to-face meetings

4. Incident Triggers and Plan Activation

Not all incidents escalate into major disruptions requiring the activation of the Business Continuity Plan (BCP). However, all staff should be familiar with the criteria for initiating a significant incident response and understand when escalation is necessary to ensure a swift and effective resolution.

Immediate Action -In the Event of a Business Disruption

If an incident prevents a Union team or service from carrying out its activities—and normal management efforts cannot resolve the situation—further escalation and intervention will be required. This applies to incidents that:

- Significantly impact Union activities, or
- May not have an immediate effect but have the potential to disrupt operations.

Rapid Initial Impact Assessment

Quickly assess the situation by considering:

- Urgency – How immediate is the threat?
- Scale – What areas or teams are affected?
- Likely Duration – How long is the disruption expected to last?
- Impact – What are the consequences for Union operations?

Union Staff Response Management

- Staff should manage the immediate response and notify their Operational Manager or Director (or another member of the Senior Management Team in their absence).
- This may help mitigate and resolve the issue or lead to the formal activation of Business Continuity Plans (BCPs).
- Outside regular working hours, staff should contact their Operational Manager or Director as necessary.

5. Imperial College Union Incident Management Group (ICUIMG)

- The formal activation of Business Continuity Plans (BCPs) will result in the Imperial College Union Incident Management Group (ICUIMG) to convene and manage the incident.
- ICUIMG/SMT must also inform the Imperial Chief Operating Officer, Registrar, and University Secretary.

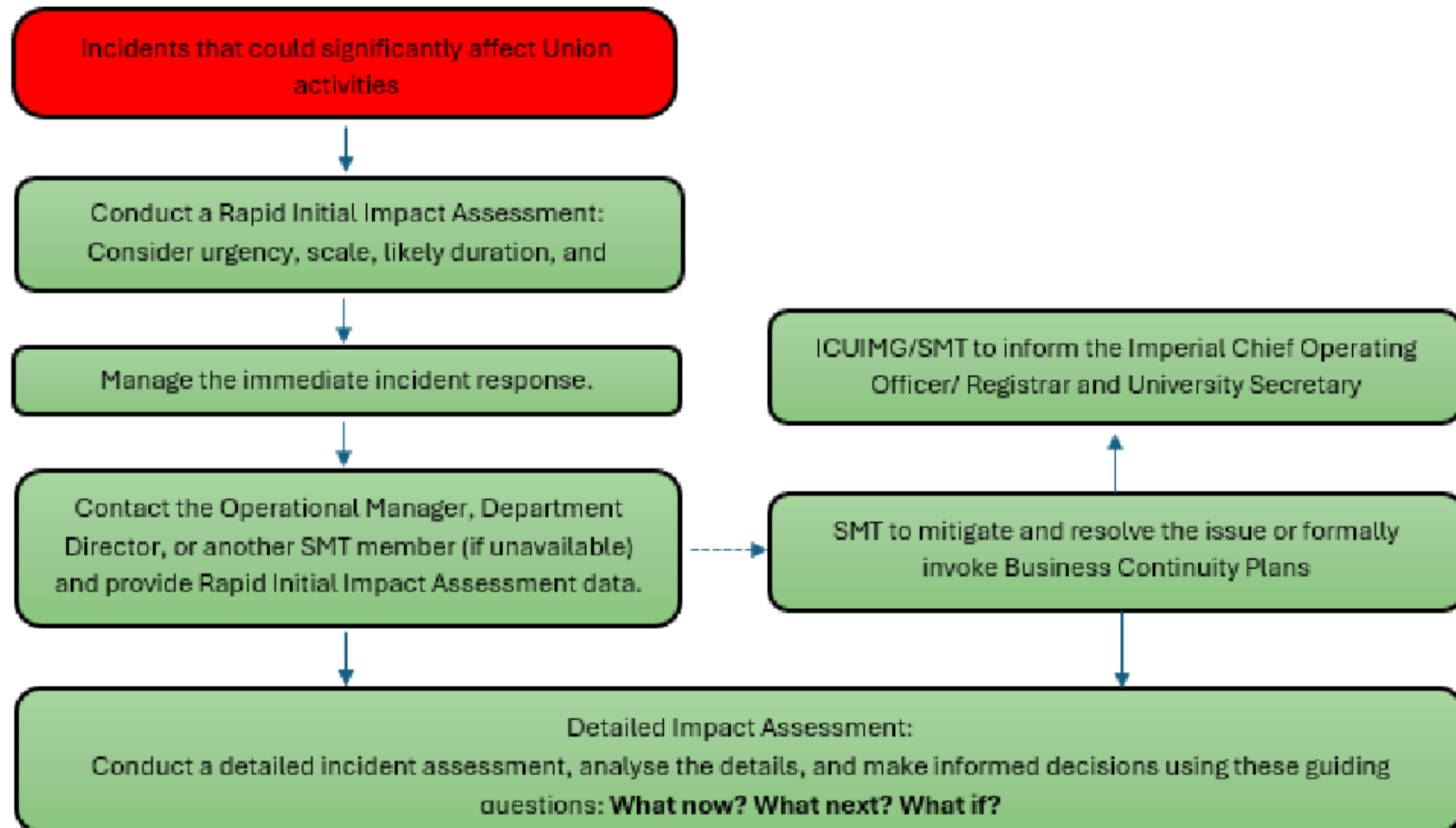
6. Detailed Impact Assessment

Once the initial response is underway, ICUIMG will designate a Union staff member to conduct a thorough evaluation of the incident. This assessment will be guided by key questions to support informed decision-making:

1. **What now?** – What immediate actions are required?
2. **What next?** – What short-term measures and contingencies should be implemented?
3. **What if?** – What are the potential long-term consequences, and how can they be addressed?

This structured approach ensures a clear, effective response to disruptions while minimizing operational impact.

In the event of a Business Disruption



Imperial College Union Incident Management Group (ICUIMG)

If a significant incident occurs and the BCP is activated, the ICUIMG will convene and manage the emergency until the ICUIMG leader confirms the situation is resolved.

ICUIMG Remit & Objectives	ICUIMG Actions during the initial 1-3 hrs.	ICUIMG Meeting Agenda
The goal is to manage the incident efficiently, reduce negative impacts, and restore Union operations promptly. Their responsibilities may include: - Ensuring students, staff, and visitors' safety, health, and welfare. - To always follow the Union's core values. - Working with Imperial during a significant incident and BCP response. - Stabilising and securing incidents. - Working with the Imperial Communications team to align internal and external messaging, including social media. - Protecting the Union and Imperial Community's reputation. Core Group Managing Director. Director of Membership Services. Director of Support Services. Union President. Senior Management Team. Extended Group The extended group may include OMG managers, as needed based on the incident, such as - Head of Digital and Marketing - Head of Commercial Services - Facilities, H&S Manager. - Financial Controller - Governance & Executive Manager - Deputy Presidents	Set up an Incident Control Room or online meeting platform for real-time communication and coordination. Maintain an event log. Activate the Union Call Cascade to inform and involve all relevant parties. Contact and brief the Imperial Chief Operating Officer, Registrar, and University Secretary. Check if suitable Imperial office space is available for Union Prioritised Activities. Review the Union's BCP to determine: - Office space needed for Prioritised Activities. - Staff who can work from home. - Prioritised Activities that can temporarily share space. Assess the incident's impact on students, Union staff, and other stakeholders. Initiation of the Call Cascade - Crisis Comms Plan: Ensure clear, consistent communication: align with Imperial, media etc. as required. Evaluate the impact on IT network, systems and resources: - Identify what can be reinstated in-house. - Determine which equipment requires external services. - Notify Imperial ICT staff and suppliers about anticipated demands. - Evaluate if mobile networks are operational Arrange a second meeting of ICUIMG with the following objectives: - To receive further impact assessments. - To agree on aims and objectives for the next 24 hours. - Update Imperial of the situation status - To set up a third meeting for 24 hours later (or earlier if required).	- Introductions - Urgent issues requiring resolution. - Actions from previous meeting - Situation Update, including updates from the Silver Group. - Aim & Objectives of the response. - Risks, Hazards, Threats - assessment and actions required. - Crisis Comms Plan - Stakeholder Engagement - Outstanding Issues. - Health & Wellbeing. - Issues for escalation to the Imperial Gold Group. - Attendees – should anyone else be attending. - Urgent learning identified. - Any Other Business - Date, Time, Location / Mechanism for the next meeting. - Summary of actions.

Impact Assessment

Those affected by the incident should undertake an impact assessment to help determine their next course of action. A rapid impact assessment should take place where time appears short.

Questions	Considerations	Deductions
When?	<i>Ongoing or complete?</i>	
Where?	<i>Which building / campus. How to access the location?</i>	<i>Who is / could be involved? Those at potential risk.</i>
Who is involved?	<i>Currently involved from the Union Any vulnerable? Emergency Services? Utilities? Other?</i>	<i>What to do about the vulnerable? Future responders? Who needs to be told?</i>
What has happened?	<i>What is the hazard / threat? Scale? Likely duration? What are the impacts of the hazard / threat? Are there casualties / fatalities? Is there any damage to property / infrastructure?</i>	<i>Incident Level?</i>
What is happening now?	<i>What is the response now? Who is responding? How?</i>	<i>Incident Level? Anyone else required?</i>
What is likely to happen?	<i>Situation deteriorates – how? Situation stabilises – how?</i>	<i>What can be done to mitigate this? Who else needs to be involved now? How to support the stabilisation? Incident Level?</i>
What are the known and possible risks?	<i>What are the hazards / threats?</i>	<i>Who / how can they be mitigated? Who needs to be engaged, how and by whom? Incident Level?</i>

7. Crisis Communications Plan

The crisis comms plan will ensure communication during a crisis is addressed effectively across the organisation including relevant employees, stakeholders, the media and public (where applicable).

Introduction

This crisis communications plan will detail the communication escalation process and procedures to be followed in the event of a major incident or situation that could result in significant reputational damage.

This may include urgent reactive information required to be communicated to students. There may be an incident involving Imperial College Union's resources, data or systems or an occurrence that poses a serious threat to the union's core operations.

Objectives:

- To maintain consistency and control in communication regarding a serious incident.
- To reduce the risk of reputational harm.
- To keep students, Imperial staff, Imperial College Union staff, Officer Trustees, Student Reps and other stakeholders well-informed in a timely manner.
- To strengthen stakeholder confidence in Imperial College Union's ability to handle difficult situations.
- To collaborate effectively with the designated crisis comms team where necessary

Crisis Communications Team (CCT)

The CCT are responsible for creating and executing the crisis communications plan. The core team will consist of the below:

- Managing Director
- Director of Support Services (Head of Digital and Marketing as nominated second)
- Director of Commercial Services (Head of Commercial Services as nominated second)
- Director of Membership Services (Representation Manager, Advice Manager or Activities Managers as nominated second)
- Facilities, Health and Safety Manager
- Systems Specialist
- Union President (or Deputy Presidents as nominated second)
- Imperial College communications team

Nominated seconds have been included above. They should be included in communication when the designated member of the CCT is absent, or if an incident involves their team. For example, if there is an incident regarding clubs, societies and projects (CSPs), the Activities Managers and Deputy President (Clubs and Societies) should be notified in addition to the Director of Membership Services.

An incident could be reported through various channels. It is the responsibility of any staff member in Imperial College Union who has come across the incident to report by following the guidelines: Incident Triggers and Plan Activation.

Once notified, the designated member of the CCT should share the incident with the rest of the CCT and set up an emergency meeting.

In cases of high-risk or major incidents, Imperial College comms team may override decisions made by the CCT. However, the CCT will continue to convene and serve as key contacts for the university and other relevant colleagues.

Where possible, the CCT will meet in person but in certain situations, communication may need to occur via phone or on Microsoft Teams.

Contact details

The contacts listed in **red** should be notified for incidents that significantly impact Union activities or when the BCP is initiated. **Orange** contacts should only be informed if the incident is relevant to their team or role or if the primary contact is unavailable.

Managing Director Tom Newman, t.newman@imperial.ac.uk	DIR. of Support Services Ashley Cory, a.cory@imperial.ac.uk	DIR. of Commercial Services Robert Pegg, r.pegg@imperial.ac.uk	DIR. of Membership Services Cat Turhan, c.turhan@imperial.ac.uk	Union President Camille Boutrolle, union.president@imperial.ac.uk
Imperial College communications team: internal-communications1@imperial.ac.uk				
Facilities, H&S Manager Sital Gandesha, s.gandesha@imperial.ac.uk	Head of Digital and Marketing Ailis Fahim, ailis.fahim@imperial.ac.uk	Head of Commercial Services Kat Iliopoulou, k.iliopoulou@imperial.ac.uk	Representation Manager Helena Schofield, h.schofield@imperial.ac.uk	Deputy President (Welfare) Nico Henry, dpwelfare@imperial.ac.uk
Systems Specialist Phil Stewart, p.stewart@imperial.ac.uk	Advice Manager Henry Setter, h.setter@imperial.ac.uk	Activities Managers (Events) Lucy Brown lucy.brown1@imperial.ac.uk	Activities Manager Opps. Robert Fenner, robert.fenner@imperial.ac.uk	Deputy President (Education) Emina Hogas, dpeducation@imperial.ac.uk
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8. Call Cascade

The Call Cascade process enables the Union Senior Management Team (SMT) to quickly contact all staff during major incidents affecting ICU Core Operations and requiring urgent action—such as restricted access to the Beit Building.

To ensure effective communication, SMT members must have mobile contact details for all staff, which will be used strictly for emergency purposes.

Key Responsibilities:

- Informing staff of the incident and any mitigating actions (e.g., "Work from home" or "Call your front-line staff") falls within the line management structure.
- As a failsafe, all SMT members must maintain up-to-date contact details for Union staff.
- Line Managers are responsible for informing Student Staff of the incident and necessary actions.

Initiation of the Call Cascade

For incidents that could significantly impact Union activities or have the potential to do so—especially those requiring communication with the entire Union staff team—the Imperial College Union Incident Management Group (ICUIMG) will assess the situation within the initial 1–3 hours and determine whether the Call Cascade should be initiated

9. General Business Continuity Solutions.

This section outlines the set of plans, actions that can be taken to mitigate the specific impacts of multiple risks, these solutions help safeguard the Union's ability to function effectively in the face of disruptions.

- Loss of Union Premises, Workplaces, Facilities.
- Loss of ICT (software, hardware)
- Loss of access to data / critical information
- Loss of Utilities (Gas, Water, Electricity)
- Supplier Failure
- Preserving a Crime Scene
- Issues of Compliance

Trigger	Action	Next Steps
Loss of Union Premises, Workplaces, Facilities.	- Notify the Operational Manager, Director, or an available SMT member. - Conduct a Rapid Initial Impact Assessment. - Implement emergency evacuation procedures if needed. - Follow the Business Disruption Plan flowchart.	- Activate the Call Cascade and Crisis Communications Plan. - Conduct Damage Assessment, Salvage, and a Health & Safety Survey. - Perform a detailed Impact Assessment. - Execute ICUIMG actions within the first 1–3 hours
Prioritised activities impacted RTO & MAO > 1wk.	Contingency arrangements	
Union Advice Service	The service can operate fully online, moving all in-person appointments to a virtual space.	
Financial Transaction Processing	Finance team can perform prioritised activities remotely using laptops with SAPB1 access, a process successfully tested during the pandemic.	
Charity Commission submissions	This can be carried out WFH if required	
Student Leadership Elections	On-site election stalls that promote participation; provide information, to be fully digital	
Wellbeing Support for Staff	The service can operate fully online, and staff can access Confidential Care (Imperial's EAP).	

Trigger	Action	Next Steps
Loss of ICT	- Notify the Operational Manager, Director, or an available SMT member. - Conduct a Rapid Initial Impact Assessment. - Identify whether the issue is with a workstation, data network, or server. - Contact Imperial ICT for campus status. - Follow the Business Disruption Plan flowchart.	- Activate the Call Cascade and Crisis Communications Plan. - Perform a detailed Impact Assessment. - Execute ICUIMG actions within the first 1–3 hours
Prioritized activities impacted RTO & MAO > 1wk.	Contingency arrangements	
Union Advice Service	The service can operate fully online, moving all in-person appointments to a virtual space.	

Financial Transaction Processing	Finance team can perform prioritised activities remotely using laptops with SAPB1 access, a process successfully tested during the pandemic.
Charity Commission submissions	This can be carried out WFH if required
Student Leadership Elections	On-site election stalls that promote participation; provide information, to be fully digital
Wellbeing Support for Staff	The service can operate fully online, and staff can access Confidential Care (Imperial's EAP).

Trigger	Action	Next Steps
Loss of access to data / critical information	• Notify the Operational Manager, Director, or an available SMT member. • Conduct a Rapid Initial Impact Assessment. • Identify whether the issue is with a workstation, data network, or server. • Contact Imperial ICT for campus status. • Follow the Business Disruption Plan flowchart.	• Activate the Call Cascade and Crisis Communications Plan. • Perform a detailed Impact Assessment. • Execute ICUIMG actions within the first 1–3 hours
Prioritized activities impacted RTO & MAO > 1wk.	Contingency arrangements	
Union Advice Service	Extremely Low Risk – Cloud based servers	
Financial Transaction Processing	Low risk – Imperial data centre has cloud-based back-up	
Charity Commission submissions	Extremely Low Risk – Web based system,	
Student Leadership Elections	Utilise e-voting module within the Student Union Management System (SUMS).	
Wellbeing Support for Staff	Extremely Low Risk – Cloud based servers.	

Trigger	Action	Next Steps
Note: In a power outage, only about three hours of emergency power is available for life-critical systems (e.g., emergency lighting), with no alternative supply (generator/battery).		
Loss of Utilities (Electricity Gas, Water)	• Contact Imperial Estates/Imperial Security • Conduct a Rapid Initial Impact Assessment. • Notify the Operational Manager, Director, or an available SMT member. • Implement emergency evacuation procedures if needed. • Follow the Business Disruption Plan flowchart. • Open an incident log, accurately record actions, decisions, conversations.	• Activate the Call Cascade and Crisis Communications Plan. • Perform a detailed Impact Assessment. • Execute ICUIMG actions within the first 1–3 hours

Prioritised activities impacted RTO & MAO > 1wk.	Contingency arrangements
Union Advice Service	Minimal impact, as all prioritised activities can be done remotely (e.g., WFH).
Financial Transaction Processing	
Charity Commission submissions	
Student Leadership Elections	
Wellbeing Support for Staff	

Trigger	Action	Next Steps
Supplier Failure	- Notify the Operational Manager, Director, or an available SMT member. - Conduct a Rapid Initial Impact Assessment. - Implement emergency evacuation procedures if needed. - Follow the Business Disruption Plan flowchart.	Perform a detailed Impact Assessment. Execute ICUIMG actions within the first 1–3 hours
Prioritised activities impacted RTO & MAO > 1wk.	Contingency arrangements	
Union Advice Service	Minimal impact	
Financial Transaction Processing		
Charity Commission submissions		
Student Leadership Elections		
Wellbeing Support for Staff		

Trigger	Action	Next Steps
Preserving a Crime Scene	- Contact Imperial Security/enforcing authorities as needed. - Record staff locations, identify potential witnesses. - Notify the DPS, Director, or an available SMT member. - Conduct a Rapid Initial Impact Assessment. - Open an incident log, accurately record actions, decisions, conversations. - Evacuate customers calmly and orderly. - Prioritise staff and customer safety; restrict exits so all pass a CCTV camera without detaining the crowd.	- Perform a detailed Impact Assessment. - Execute ICUIMG actions within the first 1–3 hours

	Preserve the crime scene by preventing movement, cleaning, or access until authorities take over.	
Prioritized activities impacted RTO & MAO > 1wk.	Contingency arrangements	
Union Advice Service	N/A	
Financial Transaction Processing		
Charity Commission submissions		
Student Leadership Elections		
Wellbeing Support for Staff		

Trigger	Action	Next Steps
Non-Compliance (Charity Commission; HMRC; GDPR etc.)	- Notify the Operational Manager, Director, or an available SMT member. - Conduct a Rapid Initial Impact Assessment	- Perform a detailed Impact Assessment/ Investigate breach. - Execute ICUIMG actions within the first 1–3 hours - Review non-compliance breaches and ensure Union compliance with all regulations. - Inform Trustee Board, and seek legal counsel as required.
Prioritised activities impacted RTO & MAO > 1wk.	Contingency arrangements	
Union Advice Service	Minimal impact	
Financial Transaction Processing		
Charity Commission submissions		
Student Leadership Elections		
Wellbeing Support for Staff		

10. Recovery

Overview

Business Continuity Plans (BCPs) outline the procedures for managing incidents while ensuring the continuation of the Union's prioritised activities. Once immediate response measures are in place, the focus shifts to recovery, restoration, and the normalisation of operations within the timeframes specified in the Business Impact Analysis (BIA), as documented in this BCP.

Recovery Planning

Recovery efforts can begin during the Response Phase to facilitate a smoother transition back to normal operations. A Recovery Team will be established to oversee this process, reporting directly to the Imperial College Union Incident Management Group (ICUIMG). During the Recovery Phase, the Union's responsibilities remain unchanged, with site safety and the health and well-being of the Imperial Community as primary considerations.

Recovery Team & Impact Assessment

The Recovery Team, ideally composed of Union Operational Management Group staff, will assess the incident's impact and any secondary effects on Union operations.

An ongoing impact assessment will be conducted, addressing:

- What has happened and where?
- What are the immediate impacts?
- What are the secondary consequences?
- What are the broader implications?
- What steps are needed for resolution?

Major concerns should be escalated to the Imperial College Union Incident Management Group (ICUIMG).

When the Response Phase ends and the Recovery Phase begins, there must be a clear understanding of the incident's impact on the Union. A structured framework for implementing the Recovery Plan will ensure a coordinated and efficient return to normal operations.

Specific Recovery Roles

Who	Recovery Role	Equipment Required	Action	Complete Y/N

11. Post-Incident Review and Continuous Improvement

Incidents that trigger the Business Continuity Plan (BCP) provide valuable opportunities to identify areas for improvement while reinforcing effective practices. A structured review helps refine response arrangements and enhance resilience. To achieve this, a post-incident review will be conducted to assess what worked well, what could be improved, and why.

Debrief Process

- Within one week of an incident, the Imperial College Union Incident Management Group (ICUIMG) will hold an initial debrief meeting to review issues within their directorate areas.
- A full debrief meeting will then be conducted with all Union staff involved in the incident, chaired by a member of ICUIMG.

Post-Incident Review Report

The Post-Incident Review Report will include:

- Incident details – Date, location, description, and timeline.
- Union response and recovery efforts – Directorates and Departments involved.
- Impact on Imperial students – Ensuring reputation protection and financial stability.
- Regulatory compliance – Adherence to Charity Commission requirements.
- Effectiveness of the response – Whether the Union's response and plans were effective.
- Implementation of ICU BCP – Assessing if the plan was correctly followed.
- Crisis Communications Plan – Evaluating its execution and effectiveness.
- Health & Safety management – Reviewing procedures during the incident.
- Recommendations for the Union Risk Register – Addressing identified risks.

The Post-Incident Review Report will outline actions, recommendations, anticipated outcomes, and timelines for completion.

Submission & Reporting

- The final report must be submitted to the ICU Managing Director within three weeks of the incident.
- It will be shared with key stakeholders where appropriate.
- All Incident Reviews will be presented to the ICU Trustee Board at the next available meeting for information.

12. Appendices

Situation Reports (SITREPs) provide a structured method for gathering accurate, timely information to support decision-making and response efforts. They help consolidate impact data into meaningful reports for the Imperial College Union Incident Management Group (ICUIMG).

When completing a SITREP, Union staff should:

- Conduct an impact assessment and fill out the SITREP template.
- Submit the completed SITREP to the ICUIMG.
- ICUIMG to ensure all SITREPs are collated and shared within the Union and with wider stakeholders as needed.

SITREP Form – Situation Report

Report Compiled by:		Location		Date	
Report accurate as at (time)		Updated as at (time)			

1.0	Situation to date:
A summary of date, place, time, who • Summary of overall situation to date • Ensure old information is deleted, and do not just add new/additional info	

2.0	Actions to date:
What has been done. • Brief reporting of actions completed to date • Table format may be used for repeat actions or similar is given,	

3.0	Actions to be completed
What will be done • Brief reporting of scheduled/planned actions, for the period covered by the SITREP • As above, a table may be used for repeat actions	

4.0	Issue(s)	RAG Rating	
• Provide a summary of any known or anticipated issues before the next SITREP, such as resource shortages or major health and safety concerns. • Highlight significant achievements, challenges, or failures relevant to the incident response.			
RAG Rating	Explanation		
Green	Union service is as normal. Routine Business as Usual (BAU)		
Amber	Union service is having to manage some disruptions, but this is manageable within the resources available. Add detail to explain. Focus on prioritised activities.		
Red	Union services are significantly disrupted, or there are serious concerns affecting operations. The BCP may be invoked. Please provide relevant details		

Glossary & Definitions	
Business Continuity Plan (BCP)	Document outlining how an organization will maintain critical operations and functions during an unplanned disruption
Business Impact Analysis (BIA)	systematic process used to assess the potential effects of disruptions to critical business operations.
Business Interruption	Any unwanted incident that threatens staff, buildings, or operational procedures of the Union or Imperial, requiring special measures to restore normalcy.
Crisis	An abnormal or extraordinary event that threatens the Union or Imperial community, requiring a strategic, adaptive, and timely response to preserve viability and integrity.
Disruption	An incident—anticipated or unanticipated—that disrupts the expected delivery of Union services, causing an unplanned negative impact on organisational objectives.
Event	In the context of this plan, an event refers to a planned activity for a special purpose, such as the Welcome Fair or Summer Ball.
Imperial College Union Incident Management Group (ICUIMG).	Provides leadership, operational response, and direction during incidents that impact or may impact the Union's ability to maintain normal operations.
Major Incident	An event or situation with serious consequences requiring special arrangements to be implemented by one or more emergency responder agencies.
Maximum Acceptable Outage (MAO)	The longest time a critical process can be disrupted before it causes unacceptable problems
RAG (Red, Amber, Green)	A rating system used for Situation Reports (SITREPs) to indicate the severity or urgency of a situation.
Operational Management Group (OMG)	
Recovery Time Objective (RTO)	The maximum allowable downtime for a prioritized activity before it seriously affects operations.
Senior Management Team (SMT)	Senior Management Team (SMT) – [Definition needed—please specify.]
Situation Report (SITREP)	A summary of the current situation submitted by a designated Union staff member.