

Strategy 2021-2026

Strategy refresh 2023

V2.1 Approved 6 October 2023

Introduction

HEBCoN launched our Strategy in late 2020 to outline how we would continue to support the membership to create and disseminate shared best practice in all areas of business continuity management within the higher education sector. During the Covid-19 pandemic, HEBCoN was a touchstone for its membership, providing a safe space for members to come together, share examples of good practice and support each other as we navigated our respective paths back to full operations within our organisations.

The experience and development of business practices we have experienced over the Covid-19 pandemic have helped the membership review and improve its business continuity plans and responses in incident management. The new HEBCoN Executive elected in Spring 2023 has taken the opportunity to revise our Strategic Plan and refocus our ambitions.

For the lifetime of this Strategy document (until end of the academic year 2026) we have reaffirmed our commitment to raise the profile of our members and the role of HEBCoN in shaping the national approach to Business Continuity and Incident Management with UK Higher Education. We will restart our training programme and continue to develop our webinars alongside our excellent annual Conference. We are revamping our website to make our resources easier to find for our members and we will continue to develop our resources jointly with our membership – sharing our expertise through Peer-to-Peer learning is our USP.

HEBCoN is the sum of its membership, and the Executive would like to thank all our members for making HEBCoN the organisation it has become and we continue to encourage all our members to support our work through their contributions within our regional networks, webinar hosting and conference presentations

HEBCoN Executive
6th October 2023

Aim 1: Enhance the HEBCoN Profile and Collaborations

HEBCoN will be valued as the representative body for Higher Education on all strategic business continuity management matters, and regularly provide expert advice within and outwith the sector as opportunities arise. We will influence opinion formers and decision-makers on business continuity management issues. We will successfully collaborate with other professional institutions and bodies and work in partnership with related organisations, regionally, nationally, and internationally. The longer-term ambition will be to present, under the HEBCoN banner, to the BCI Annual Conference to be raise the HEBCoN profile of supporting Higher Education Institutions.

Objective 1.1: Raise HEBCoN profile

Executive Lead: All Executive Members, with specific tasks delegated

Ref:	Action	Milestone	Owners/ACTIONS
1.1.1	Identify opportunities for HEBCoN to contribute articles to relevant publications/Apply for National awards	<ul style="list-style-type: none"> Article Submission or award application submitted by September 2026 	No progressed. Pause for the remaining life of the strategy
1.1.4	Refresh Website assets. Leads: Communications Lead	<ul style="list-style-type: none"> Complete a new website launch by start of AY 2023/24 New provider agreed Jun 23. Review of materials and website structure to improve usage and access to materials. 	<ul style="list-style-type: none">

Objective 1.2: Collaboration with relevant networks and professional bodies

Executive Lead: Chair, with specific networks delegated to appropriate Executive Members

Ref:	Action	Milestone	Progress
1.2.1	Explore collaboration with specific networks with the goal of establishing agreements to bring a wider range of benefits to our members and vice versa.	<ul style="list-style-type: none"> Aim to have one successful arrangement announced during the life of the strategy. AUCSO MOU in place. 	
1.2.2	Deliver training/presentations at other Network events, such as AHUA, AUCSO, HESPA etc.	<ul style="list-style-type: none"> At least one presentation delivered at another Network event under the HEBCoN Banner by September 2026 	<ul style="list-style-type: none"> UHSA Joint Scenario Session In November 2023. Date to be agreed by HEBCON
1.2.3	Continue to engage with other HE sector bodies to provide as the “go to” provider for advice and guidance on business continuity	<ul style="list-style-type: none"> Continue to represent the BC sector within HE, providing advice and guidance on professional operations 	<ul style="list-style-type: none">

Aim 2: HEBCoN training programme for membership

To support our membership in delivering and maintaining a strong business continuity and incident response service for their organisations, we will create a suite of materials to facilitate training in our organisations. These materials will be developed with feedback from the membership to ensure they cover the key areas needed to meet our ambitions and reflect the currency of our internal and external environments.

Our materials will draw not only from the national standards, but also from our collective experience and insight ensuring they are relevant to our sector and the needs of students and staff to ensure the sustainability of high- quality teaching and research.

Objective 2.1: Professional Development and Training

Executive Lead: HEBCoN Chair (Interim)

Ref	Action	Milestones	Owner/ACTIONS
2.1.1	Review and restart a training programme for members	<ul style="list-style-type: none"> • Increase visibility to existing training materials on the website • Create and deliver additional resources to support the existing training materials such as short videos. • Produce and deliver a diary of training dates for existing materials. These should include both in person and online training dates in the first instance. • Consider a formalized CPD scheme to recognize commit to training and development of skills specific to HE 	
2.1.2	Creation of an asset bank of training materials. This would be combine the training aims with the technical library, bring these assets into one ambition.	<ul style="list-style-type: none"> • Further development and enhance of existing material, coupled with existing training materials and improvements to the website to provide one stop shop for exemplars • Secure delivery for additional training materials including training the trainers, presenting, communications mentor programme. • Confirm with the membership other training interests and review. 	
2.1.3	Consider in line with aim 1.2.2 delivery of BC specific training programmes to other sector organisations.	<ul style="list-style-type: none"> • Explore further priced training options with other parties in the sector as an income stream and to develop the value of the network. 	
2.1.4	To continue to develop the HEBCON Conference and a flagship asset for the network.	<ul style="list-style-type: none"> • Consider changes to the programme delivery including formal calls for papers, Speed Dating, more time for networking in small groups, changes to awards and CPD recognition 	<ul style="list-style-type: none"> •

2.1.5	Create a plan to develop the regional groups to ensure succession planning and support personal development	<ul style="list-style-type: none">• Increase the sustainability of the local region meetings with the introduction of Deputies in all Regions. Initiatives to be costed and approved would include (but is not limited to)<ul style="list-style-type: none">○ Opportunities to shadow regional leads as a support for new chairs, those considering being Chair.○ Free conference places for Regional Chairs.○ Ability to have a rolling Chair.○ Increased visibility on the role of Region Chair and work involved○ Demonstrate opportunities for career development through taking on a Regional Chair position.	<ul style="list-style-type: none">•
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Aim 3: Strong Membership/Expansion

We aim to be the preferred network for BC professionals in the tertiary sector. We will continue to develop and expand the network to bring enhanced value to members by broadening opportunities to share and promote good practice in business continuity.

Objective 3.1: Expansion of Members

Executive Lead: Marketing & Recruitment Officer

Ref:	Action	Milestone	Progress
3.1.1	Seek to engage specifically with the further education sector to test interest in the sector for engagement with HEBCoN. A review of interest will be undertaken in line with capacity within HEBCoN to serve increased membership and respond to FE specific Concerns	<ul style="list-style-type: none">Engage with and deliver a taster event (presentation, panel etc) to determine appetite within FEReview initial engagement and agree if appropriate an extended engagement plan with FE	