

London School of Economics & Political Science (LSE)

Pandemic Business Continuity Plan

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Contents

1. Introduction	4
1.1 Purpose of the Document.....	4
1.2 Reference Documents.....	4
1.3 Scope	4
1.4 Plan Objective	4
1.5 Pandemic Planning Scenarios	5
1.6 Key Assumptions.....	5
2. Pandemic Overview	6
2.1 Influenza Viruses.....	6
2.2 A/H5N1.....	6
2.3 WHO International Phases of Pandemic Progression	6
3. Roles & Responsibilities.....	7
3.1 Incident Management Organisation Chart.....	7
3.2 Incident Management Responsibilities	7
4. Pandemic Business Continuity Planning Lifecycle	8
5. Pandemic Business Continuity Guidance Notes	9
5.1 WHO Phase 3: Pandemic Plan Preparation.....	9
5.2 WHO Phase 4: Pandemic Alert Phase	13
5.3 WHO Phase 5: Pre pandemic Preparation Phase.....	15
5.4 WHO Phase 6: Pandemic Outbreak Phase.....	17
5.5 Post Pandemic Phase	19
6. General Guidance Notes for Divisions and Departments.....	20
Appendix A: Pandemic Issues & Actions Log – Pandemic Working Group	22
Pandemic Issues & Actions Log Template: Pandemic Working Group	23
Appendix B: Pandemic Issues & Actions Log - <<Department/Division>>	25
Pandemic Actions Log Template: <<Department/Division>>	26

1. Introduction

1.1 Purpose of the Document

This is a Pandemic Business Continuity Plan which includes information intended to ensure London School of Economics (LSE) is able to respond effectively to a pandemic situation.

The Pandemic Business Continuity Plan outlines a strategic approach to endeavour to protect LSE's mission critical business processes should a pandemic occur and to help ensure that key business activities continue to operate, where feasible, until such a time as the pandemic has subsided and normal operations are restored.

This document is intended to be used in conjunction with LSE's main business continuity plan and is designed to supplement this information to help direct appropriate activity before, during and after a pandemic outbreak.

1.2 Reference Documents

This plan should be read and applied in conjunction with the following:

- LSE's MIIRP Handbook
- LSE's Business Continuity Plan
- Pandemic Issues & Actions Log

1.3 Scope

This Plan is designed to respond to a pandemic flu outbreak which affects the UK.

A similar approach could be used for any situation which has a serious adverse affect on the availability of staff for an extended period of time, e.g. a flu epidemic or other virus outbreak which has the ability to spread globally.

1.4 Plan Objective

The Plan aims to ensure that, during all phases of a pandemic, LSE will maintain an effective business continuity response capability and will take action to avoid any unnecessary business disruption. The School's Business Continuity Steering Group has agreed that the School's objective in dealing with a pandemic is:

To encourage people to carry on as normal as far as possible if they are well whilst taking additional precautions to protect themselves from infection and lessen the spread of risk to others.

The Plan will address the following planning priorities:

1. Staff and student welfare
2. Maintaining the School's credibility
3. Maintaining the ability to deliver the published syllabus for each component course
4. Safeguarding of assets
5. Fulfilling obligations

The Plan suggests how a Pandemic Operating Regime can be established; together with the recommended actions for LSE should a pandemic reach the UK. The intention is that the incident organisational structure, recovery strategies and business priorities defined within LSE's main business continuity plan will continue to apply, although these will be adapted to

suit a pandemic situation. For example, it is envisaged that there will be increased remote working to limit staff and student contact with virus.

1.5 Pandemic Planning Scenarios

The Plan is written assuming that potential implications of a pandemic could include:

- 50% of staff and students would be unavailable over a period of 12-15 weeks, but that the remaining 50% are ready, willing and able to work
- Disruption to delivery and assessment of published syllabus
- Disruption to suppliers' services
- Disruption to transport
- Financial and reputational implications

1.6 Key Assumptions

Key assumptions have been made in developing the Plan, these being that:

- In the pandemic outbreak phase, 50% of staff and students are unavailable and the first pandemic wave lasts for up to 12-15 weeks
- The pandemic situation remains within the control boundaries of the organisation, e.g. the School is not forced to shut down operations as a result of, for example, Government action, civil unrest, etc.
- Some disruption to the supply chain and contractors' services would result, but sufficient essential supplies would still be available to the School
- Sufficient personnel are available to support the critical processes at all times
- Staff and students who are well or have recovered from infection are ready, willing and able to attend work
- LSE will endeavour to maintain usual operations, but in the event that sufficient resources are no longer available to achieve this, the focus will be on maintaining the critical operations described in the Business Continuity Plan. Should it no longer be possible to achieve this, a controlled shut down of operations will be implemented in a safe and effective manner.

2. Pandemic Overview

A pandemic is an outbreak of a disease that affects many hundreds of thousands of people across many countries. The current threat is from an influenza pandemic and the World Health Organisation (WHO) together with international experts believe that the world is now closer to another influenza pandemic than at any time since 1968, when the last of the previous century's three pandemics began. The flu pandemics of the last century caused approximately 20-45 million deaths worldwide. It is possible for other diseases to reach pandemic proportions such as HIV/AIDS and tuberculosis.

2.1 Influenza Viruses

Influenza (flu) viruses are named according to their exterior protein structure, based on two proteins, haemagglutinin (H) and neuraminidase (N). There are 3 different groups of flu viruses (A, B & C). Type A is the usual source of 'ordinary' flu epidemics and also infects birds and other animals e.g. pigs and horses. This unique ability to jump the species barrier enables the type A virus to cause pandemics and has been responsible for previous pandemic outbreaks.

For a flu virus to be able to cause a pandemic, it is far more virulent than 'ordinary' flu and has distinctive characteristics causing it to be different from previously circulating strains. This novel subtype virus happens as a result of major genetic changes in the flu virus, known as antigenic shift, and has occurred sporadically throughout history.

2.2 A/H5N1

The current threat of a pandemic is from a highly pathogenic avian influenza or 'bird flu' virus, A/H5N1. The virus was first documented in 1997 in Hong Kong causing severe respiratory disease in 18 humans, six of whom died. Close contact with live infected poultry was shown to be the source of human infection. The outbreak was halted by the culling of chickens. There have been widespread outbreaks of this virus in poultry in Asia and isolated incidents in other parts of the world. The mortality rate in humans who have been infected with the A/H5N1 is over 60%.

This strain has therefore demonstrated the ability to infect humans and is proving difficult to eliminate. Experts fear that the virus could either adapt, giving it a greater affinity for humans, or exchange genes with a human flu virus, thereby producing a completely novel virus capable of spreading easily between people, causing a pandemic. The likelihood of this mutation occurring is not easy to predict.

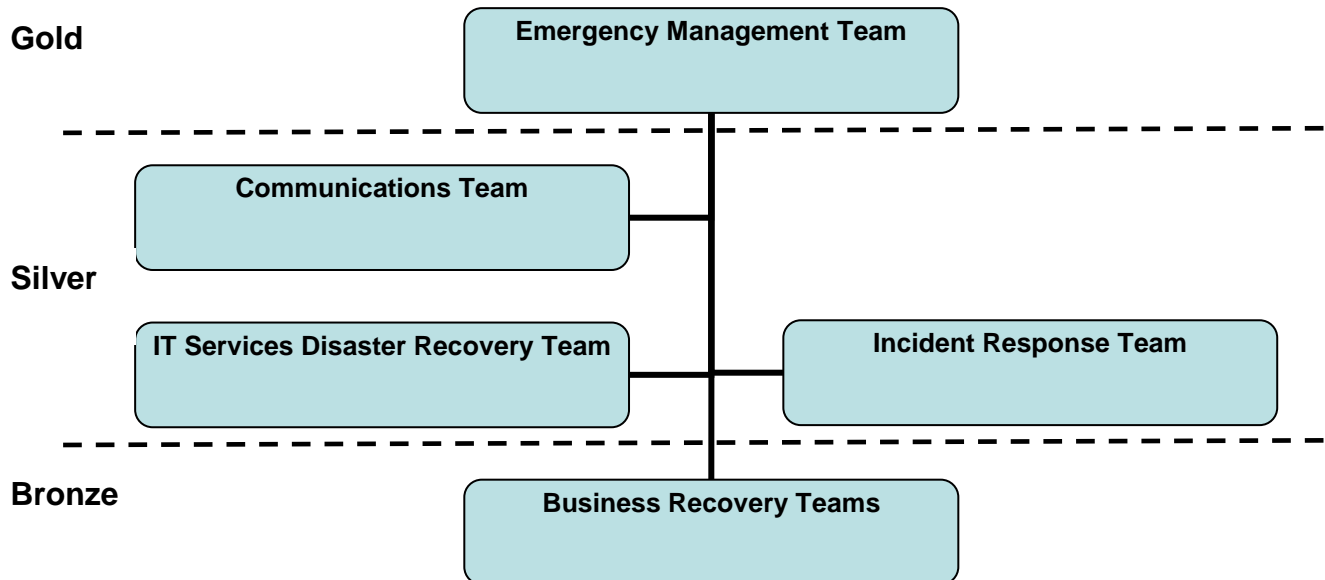
2.3 WHO International Phases of Pandemic Progression

The WHO has identified phases to describe the progression of an influenza pandemic. This is a global classification based on the overall international situation and used internationally for planning purposes. The current WHO phase of Pandemic Alert is Phase 3.

WHO International Phases		
Inter-pandemic Period	Phase 1	Low risk of human cases.
	Phase 2	New virus in animals, no human cases but higher risk of human cases.
Pandemic Alert	Phase 3 (current)	No or very limited human-to-human transmission.
	Phase 4	New virus causes human cases. Evidence of increased human-to-human transmission.
	Phase 5	Evidence of significant human-to-human transmission.
Pandemic	Phase 6	Efficient and sustained human-to-human transmission.

3. Roles & Responsibilities

3.1 Incident Management Organisation Chart



3.2 Incident Management Responsibilities

It is likely that the same incident management organisational structure will apply in a pandemic situation as detailed within Section 2 of the Business Continuity Plan, although noting the following additional responsibilities:

Emergency Management Team (EMT)

- Will continue to have the same responsibilities although the incident period is extended over pandemic business continuity planning lifecycle WHO Phases 4 to 6 and, if appropriate, post pandemic
- Specialists who can be appointed to the team to assist with the management of the pandemic response are likely to include medical representatives and members of the Pandemic Working Group
- A nominated individual should have responsibility for external communication

Pandemic Working Group (PWG)

A Pandemic Working Group will be established pre-pandemic, whose main responsibilities will apply in the lead up to a pandemic outbreak:

- The responsibilities of the Pandemic Working Group will be principally linked into pandemic business continuity planning WHO Phase 3: Pandemic Plan Preparation

Major Incident Initial Response Plan (MIIRP)

This procedure sets out the immediate actions that will be taken by the School's Emergency Management Teams and other designated emergency response personnel to secure the health, safety and welfare of staff, students and visitors on School premises in the event of a major emergency. This procedure forms part of the School's Business Continuity Strategy.

4. Pandemic Business Continuity Planning Lifecycle

For the purposes of business continuity planning, five distinct planning phases of a pandemic lifecycle have been identified for LSE, based on the WHO's preparedness planning framework noted earlier in this Plan (Section 2.3) and are summarised below:

1. WHO Phase 3: Pandemic Plan Preparation

- *This is the pre-pandemic phase where a plan of action is developed and preparedness related actions taken to ensure that company objectives could be met should a pandemic occur. **This is the phase we are currently in as at the date of this plan.***

2. WHO Phase 4: Pandemic Alert

- *In this phase, the WHO advises governments that a pandemic is probable and that preparedness plans should be reviewed and updated as necessary.*

3. WHO Phase 5: Pre-pandemic Preparation

- *This phase begins when the WHO declares Phase 5 in response to a virus outbreak that was spreading outside UK and is unlikely to be contained.*

4. WHO Phase 6: Pandemic Outbreak

- *The arrival of the virus in UK and/or any of the other countries in which we operate would activate this phase.*
- *Within WHO Phase 6, the UK has identified four additional Alert Levels:*
 - *Level 1: Virus case outside the UK only*
 - *Level 2: Virus isolated in the UK*
 - *Level 3: Outbreaks in the UK*
 - *Level 4: Widespread activity across the UK*
- *(There could be rapid escalation between these stages)*

5. Post Pandemic

- *Once the pandemic is under control and the authorities advise that a further outbreak is highly unlikely with any corresponding restrictions on travel, etc., lifted. Ultimately resume 'normal' business operations.*

It is the intention within each phase for all activity required within subsequent phases to be defined and managed accordingly.

5. Pandemic Business Continuity Guidance Notes

The five phases of the Planning Lifecycle and the actions identified as necessary to maintain business continuity through a pandemic situation by LSE during each phase are detailed in the tables below.

To assist with the allocation of appropriate roles and responsibilities, each activity has been assigned an appropriate category (BCP/Health/Resources/Comms), as detailed below:

- Business Continuity Planning (BCP)
 - Issues relating to business continuity planning
- Health
 - Issues relating to health, welfare, hygiene, cleaning, containment
- Resources
 - Issues relating to required resources in a pandemic situation
- Comms
 - Issues relating to the importance of maintaining effective communications both internally and externally

The activities stated within this section refer to the actions to be taken by the Pandemic Working Group (PWG) or the Emergency Management Team (EMT). General division and department activities and/or responsibilities are stated within Section 6.0 of this document. Activities for individual divisions and departments are stated with Appendix B of this document.

5.1 WHO Phase 3: Pandemic Plan Preparation

This is the information and advisory stage when efforts are focused on planning, training and awareness and preparedness-related actions to ensure that company objectives can be met should a pandemic occur.

Note: this is the Phase we are currently in at the date of this Plan (WHO Phase 3).

Ref	Pandemic Plan Preparation Phase Activity	Owner	BCP Health, Comms, Resources	Status (complete/ in progress/ not started)
1	Establish composition of Pandemic Working Group (PWG)	PWG	BCP	
2	Discuss and agree pandemic business continuity aim and objectives	PWG	BCP	
3	Discuss and agree scope of project and draft project plan	PWG	BCP	
4	Identify business critical functions that will require to be maintained throughout a pandemic outbreak in order to meet with the School's pandemic business continuity objectives	PWG	BCP	
5	Conduct appropriate critical function analysis to consider the potential impacts of unavailability of up to 50% of staff and students over a 12-15 week period <ul style="list-style-type: none"> • Consider impacts at different times in School calendar, e.g. registration, exams, progression, graduations, vacation, etc. and consider how these would be prioritised at the time of heightened pandemic alert • Establish minimum numbers of staff needed to maintain teaching at acceptable levels • Identify at the point at which teaching may have to be suspended due to insufficient staffing and/or significantly reduced attendance levels • Consider alternative teaching methods, e.g. VLE, long distance teaching, pre-prepared course material • Give consideration to the potential impact on research 	PWG	BCP	

Ref	Pandemic Plan Preparation Phase Activity	Owner	BCP Health, Comms, Resources	Status (complete/ in progress/ not started)
	<p>programmes</p> <ul style="list-style-type: none"> Consider where cross training and documenting of skills knowledge is necessary to ensure sufficient appropriately trained staff will be available to maintain critical activities Incorporate any output from the analysis within an appendix to the Pandemic Business Continuity Plan 			
6	Document specific actions that arise from the critical function analysis and add to the general department/division and specific business area activities in Section 6	PWG	BCP	
7	<p>The Pandemic Working Group should meet regularly to monitor the global pandemic situation and report as appropriate to the School's Board</p> <ul style="list-style-type: none"> Establish the alert level at which the Pandemic Operating Regime will become operational 	PWG	BCP	
8	<p>Identify additional representatives who would be required to join the Emergency Management Team to manage the response to a pandemic outbreak</p> <ul style="list-style-type: none"> Establish a chain of command, with clearly defined roles and responsibilities to become operational at relevant alert levels Consider if EMT should undertake appropriate training and awareness sessions 	PWG	BCP	
9	Ensure responsibility for external communication is allocated to the relevant individual	PWG	BCP	
10	<p>Understand government and local authorities' policies for pandemic management and the potential impact they may have on LSE's operations and emergency plans</p> <ul style="list-style-type: none"> Meet with local health agencies as appropriate Analyse what assistance is likely to be provided by local and government agencies to LSE's staff and students 	PWG	BCP/ Health	
11	Take into account pandemic planning guidance issued by DfES/DUIS and Universities UK	PWG	BCP	
12	Ensure that an Issues & Actions Log is maintained and that pre-identified and agreed actions are progressed by business areas within appropriate timescales	PWG	BCP	
13	Maintain contact with suppliers to establish that they have pandemic contingency plans and that they are in line with LSE's expectations. Ensure these are regularly tested and updated accordingly.	PWG	BCP	
14	Ensure that an Inventory of key supplies is produced and kept up to date	PWG	Resources	
15	Liaise with staff, students and other stakeholders to ensure they are aware of LSE's pandemic preparedness and expectations during a pandemic situation	PWG	Comms	
16	<p>Establish a communications plan specific to a pandemic situation and review periodically. This plan should identify key contacts (with back-ups), chain of communications and processes for tracking and communicating business, staff and student status</p> <ul style="list-style-type: none"> Ensure there is a system in place to enable efficient dissemination of information to staff and students during all phases of a pandemic e.g., dedicated website including relevant official links and a central point of contact e.g. a 'flu desk' to deal with queries 	PWG	Comms	

Ref	Pandemic Plan Preparation Phase Activity	Owner	BCP Health, Comms, Resources	Status (complete/ in progress/ not started)
	<ul style="list-style-type: none"> Consider whether this advice would need to be available in other languages 			
17	Test the pandemic preparedness regularly using different scenarios and update plans accordingly	PWG	BCP	
18	<p>Consider the potential financial impact that a pandemic could have on the School's business and develop plans to mitigate any identified issues in so far as is possible</p> <ul style="list-style-type: none"> Also consider impact of a pandemic outbreak occurring in another region which could potentially affect partnership arrangements 	PWG	BCP	
19	Ensure that Student Residences are fully integrated into the School's pandemic planning arrangements	PWG	BCP	
20	Consider issues relating to quarantine and isolation and create appropriate guidelines. Maintain ready for distribution during appropriate phase	PWG	Health	
21	<p>Consider developing guidance on anti-virals and PPE (personal protective equipment), e.g. masks, in accordance with relevant agency advice and, if appropriate, arrange to stockpile the necessary supplies</p> <ul style="list-style-type: none"> Ensure sufficient training is available to all who will be using PPE 	PWG	Health	
22	<p>Prepare procedures to reduce risk of virus spread on campus</p> <ul style="list-style-type: none"> Review opportunities for remote working Consider implementing movement restrictions Prepare advice for staff and students of relevant infection control methods appropriate to a pandemic situation both in the workplace and at home Consider how different methods of teaching can be adopted to ensure 'social distancing' measures are in place Ensure staff and students are encouraged to stay at home if they feel unwell 	PWG	Health	
23	Consider whether increased usage of IT, communications and telecoms networks due to remote working will reduce efficiency of systems	PWG	BCP	
24	<p>Review catering and cleaning procedures in residences and on campus to ensure appropriate arrangements are in place relevant to a pandemic situation</p> <ul style="list-style-type: none"> Consider stockpiling of cleaning supplies Review arrangements for dealing with clinical waste 	PWG	Health/ Resources	
25	<p>Review existing HR policies and consider whether they will be applicable in the event a pandemic</p> <ul style="list-style-type: none"> Update and document procedures specifically for use during a pandemic, e.g. sick leave, compassionate leave, working from home, annual leave, etc. Consider regulatory issues that may arise if employees are asked to take on different responsibilities e.g., health & safety, Working Time Directive Establish guidelines for Return to Work procedures Establish a procedure for ensuring a record is kept of staff and students' status during a pandemic 	PWG	Health	
26	<p>Consider whether to encourage staff and students to receive annual flu vaccinations as appropriate and in accordance with published health guidelines</p> <ul style="list-style-type: none"> Consider issues relating to staff and students with specific health and/or academic needs 	PWG	Health	

Ref	Pandemic Plan Preparation Phase Activity	Owner	BCP Health, Comms, Resources	Status (complete/ in progress/ not started)
27	Consider what provision would be available to staff and students who require emotional support/bereavement counselling/medical assistance <ul style="list-style-type: none"> Consider adopting a 'buddy' scheme for staff and students 	PWG	Health	
28	Establish a procedure to ensure that staff and student contact details (including next of kin) are kept up to date	PWG	BCP	
29	Ensure students are registered with a GP and consider whether appropriate to make this mandatory	PWG	Health	
30	Prepare and document appropriate procedures for implementing closure of certain buildings or the entire campus for a sustained period of time	PWG	BCP	
31	Consider how potential travel restrictions and/or disruptions could impact on the ability of staff to get to School	PWG	BCP	
32	Consider establishing a security plan specific to a pandemic situation which includes protection of staff, students, assets and infrastructure	PWG	BCP	
33	Research what advice is available from the FCO on potential travel restrictions from/to infected areas and develop appropriate policies <ul style="list-style-type: none"> Consider related issues, e.g. immigration, overseas students wanting to return home Establish at what point it may become necessary to advise overseas students and staff to return home 	PWG	Health	
34	Consider if provision of financial support for students may be affected and ensure that alternative arrangements would be available	PWG	Resources	
35	Share information and best practice with other HE institutions to enable a coordinated response to a pandemic outbreak	PWG	BCP/ Comms	

5.2 WHO Phase 4: Pandemic Alert Phase

This is the readiness stage which is coincident with WHO Phase 4. There is an increased awareness of the potential to declare a pandemic. Preparedness plans should be reviewed, tested and updated as necessary.

Ref	Pandemic Alert Phase Activity	Owner	BCP Health, Comms, Resources	Status (complete/ in progress/ not started)
1	Review plans and fast-track unfinished planning, actions and/or training as identified within Phase 3. <ul style="list-style-type: none"> Consider whether it is appropriate to invoke plans and pandemic management procedures 	PWG	BCP	
2	Increase frequency of meetings of Pandemic Working Group and monitor pandemic situation closely <ul style="list-style-type: none"> Establish a means of remote communication to be adopted during subsequent phases 	PWG	BCP	
3	Confirm individuals who will make up the Emergency Management Team (and deputies) and invoke Team at appropriate time	PWG	BCP	
4	Increase ongoing liaison with external agencies and monitoring of guidelines for a pandemic situation	PWG	BCP/ Health	
5	Consider invoking the internal communications structure and associated activity. Brief staff and students on the situation and the School's expectations of them during a pandemic. <ul style="list-style-type: none"> Print and display or distribute appropriate information posters and leaflets to promote awareness Keep pandemic dedicated website up to date Consider implementing 'flu desk' facility 	PWG	Comms	
6	If appropriate, communicate change of alert status to other stakeholders, e.g. suppliers, customers, etc. <ul style="list-style-type: none"> Obtain confirmation that key suppliers have reviewed and tested their pandemic business continuity preparedness procedures 	PWG	Comms	
7	Consider the time of year and the School's calendar in respect of critical activities that should be given priority	PWG	BCP	
8	Consider testing the critical elements of the plans and strategies to ensure that they are appropriate, e.g. table top or more dynamic testing	PWG	BCP	
9	Review whether there are any gaps in knowledge/skills and implement cross training for alternates as required	PWG	BCP	
10	Review capability of IT, communications and telecoms networks to support increased usage of VLE and remote working <ul style="list-style-type: none"> Ensure staff and students are aware of, and trained in, relevant methods for remote working/learning 	PWG	BCP/ Comms	
11	Consider whether to start bulk buying of key supplies and hygiene supplies and ensure inventory is up to date <ul style="list-style-type: none"> Advise staff and students of the potential need to stockpile essential supplies at home e.g. food, water, medicines, etc. 	PWG	Resources	
12	Facilitate good health habits in the workplace and residences <ul style="list-style-type: none"> Consider establishing health controls, e.g. <ul style="list-style-type: none"> Deploy cleaning supplies 	PWG	Health	

Ref	Pandemic Alert Phase Activity	Owner	BCP Health, Comms, Resources	Status (complete/ in progress/ not started)
	<ul style="list-style-type: none"> Encourage frequent hand washing using soaps and sanitisers Start using additional cleaning protocols Encourage increased personal hygiene practices e.g. coughing/sneezing etiquette Advise all personnel not to come to the workplace if they are feeling unwell 			
13	Review and consider whether to implement catering procedures specific to a pandemic situation	PWG	Health/ Resources	
14	Review HR policies and consider whether to invoke <ul style="list-style-type: none"> Communicate policies to staff and advise when they will become operational Ensure staff and student contact details are up to date 	PWG	BCP/ Health	
15	Ensure students have registered with a GP and consider encouraging staff and students to receive annual influenza vaccinations as appropriate and in accordance with published health guidelines <ul style="list-style-type: none"> Be aware of issues relating to staff and students with specific health and/or academic needs 	PWG	Health	
16	Ensure staff and students are aware of emotional support/bereavement counselling/medical assistance <ul style="list-style-type: none"> If appropriate, implement the 'buddy' scheme 	PWG	Health	
17	Consider issuing guidance to staff and students who are returning from high risk locations or who choose not to return	PWG	Health	
18	Implement travel restriction policies if appropriate and give particular consideration to those staff and students who may have issues with immigration, visas, want to return home, etc.	PWG	Health	
19	Review local, regional and national health authority initiatives for pandemic preparedness and how these will support the School's own plans and procedures	PWG	BCP/ Health/ Resources	
20	Increase awareness on quarantine and isolation and distribute guidelines and identify emergency treatment centres, isolation wards, quarantine locations	PWG	Health	
21	Increase awareness on 'social distancing' and health awareness in and outside the campus. Locate or create work, home and public social distancing guidelines	PWG	Health	
22	If anti-virals and other PPE are to be made available to individuals, ensure they are trained in appropriate use and know how to access these	PWG	Health	
23	Review security plan or procedures specific to a pandemic situation and ensure these are up to date and appropriate	PWG	BCP	
24	Review procedures for implementing closure of certain buildings or the entire campus for a sustained period of time	PWG	BCP	

5.3 WHO Phase 5: Pre pandemic Preparation Phase

This is the pre activation stage which is coincident with WHO Phase 5. Partial activation of preventative measures should be implemented and plans reviewed, tested and updated as necessary.

Ref	Pre pandemic Preparation Phase Activity	Owner	BCP Health, Comms, Resources	Status (complete/ in progress/ not started)
1	Review plans and fast-track unfinished planning, actions and/or training as identified within Phase 3 <ul style="list-style-type: none"> Consider whether it is appropriate to invoke plans and pandemic management procedures, if not already done so 	PWG	BCP	
2	Institute daily meetings of the Pandemic Working Group to monitor pandemic situation and report to the EMT	PWG	BCP	
3	Arrange to test business continuity plans if not conducted recently	PWG	BCP	
4	Confirm individuals who will make up the Emergency Management Team (and deputies) and invoke Team at appropriate time	PWG	BCP	
5	Increase ongoing liaison with external agencies and monitoring of guidelines for a pandemic situation	PWG	BCP/ Health/ Resources	
6	Consider invoking the internal communications structure and associated activity as described in Phase 4. Brief staff and students on the situation and the School's expectations of them during a pandemic.	PWG	Comms	
7	Prepare for the worst case scenario and provide regular briefings to staff and students on the situation and the School's expectations of them during a pandemic and how the School will assist them	PWG	BCP/ Health	
8	Ensure IT, communications and telecoms networks are sufficiently robust to support increased usage of VLE and remote working	PWG	BCP/ Comms	
9	Consider the time of year and the School's calendar in respect of critical activities that should be given priority <ul style="list-style-type: none"> Ensure contingency arrangements are communicated to staff and students, e.g. in relation to exams, progression, etc. 	PWG	BCP	
10	Ramp up buying of key supplies, hygiene, cleaning and catering supplies and ensure inventory is up to date	PWG	Resources	
11	Continue to facilitate good health habits in the workplace and residences and implement increased health controls (as described in Phase 4) in relation to personal hygiene, PPE, sickness, etc.	PWG	Health	
12	Review and consider whether to implement catering and cleaning procedures specific to a pandemic situation	PWG	Health	
13	Review and test pandemic procedures for Residences to ensure they are applicable and in line with government and other agency guidance <ul style="list-style-type: none"> Increase liaison with local HPUs and PCTs to determine what medical assistance will be available 	PWG	BCP/ Health/ Comms/ Resources	
14	Consider whether to invoke pandemic specific policies and ensure staff and students aware of invocation	PWG	BCP/ Health	
15	Ensure students have registered with a GP and encourage staff and students to receive annual influenza vaccinations as appropriate and in accordance with published health	PWG	Health	

Ref	Pre pandemic Preparation Phase Activity	Owner	BCP Health, Comms, Resources	Status (complete/ in progress/ not started)
	guidelines <ul style="list-style-type: none"> Be aware of issues relating to staff and students with specific health and/or academic needs 			
16	Ensure staff and students are aware of emotional support/bereavement counselling/medical assistance <ul style="list-style-type: none"> If appropriate, implement the 'buddy' scheme 	PWG	Health	
17	If appropriate implement travel restriction policies as described in Phase 4 and give consideration to staff and students with particular travel-related issues <ul style="list-style-type: none"> Consider how local transport disruption could impact on staff availability and the knock on effects on the ability to deliver teaching 	PWG	BCP	
18	Increase awareness on <ul style="list-style-type: none"> Quarantine and isolation and distribute guidelines <ul style="list-style-type: none"> Identify emergency treatment centres, isolation wards, quarantine locations 'Social distancing' and health awareness in and outside the campus <ul style="list-style-type: none"> Locate or create work, home and public social distancing guidelines 	PWG	Health	
18	Review security plan or procedures specific to a pandemic situation and ensure these are up to date and appropriate	PWG	BCP	
19	Ensure procedures for implementing closure of certain buildings or the entire campus for a sustained period of time are applicable and update as required	PWG	Health	

5.4 WHO Phase 6: Pandemic Outbreak Phase

This is the activation stage which is coincident with WHO Phase 6. Full activation of preventative measures should be implemented which will now be coordinated by the Emergency Management Team who should also take into account the four UK alert levels that will come into operation during this Phase, when deciding upon appropriate actions and decisions.

Ref	Pandemic Outbreak Phase Activity	Owner	BCP Health, Comms, Resources	Status (complete/ in progress/ not started)
1	Invoke Emergency Management Team (if not already done so)	PWG	BCP	
2	Invoke Pandemic Operating Regime that clearly shows LSE will be conducting its teaching and business operations in a different way	EMT	BCP	
3	Institute daily meetings of the EMT to monitor pandemic situation (using remote working facilities if appropriate)	EMT	BCP	
4	Reduce the business impact of pandemic influenza on LSE's operations. All department/divisions should implement business continuity plan requirements, (if not already done so) e.g.: <ul style="list-style-type: none"> Suspend non essential activities Activate contingency plans dealing with shortage of people or resources Adjust personnel requirements where possible Consider implementing contingency teaching methods Consider School calendar and prioritise critical activities accordingly Consider partial closure of campus Consider total closure of operations 	EMT	BCP	
5	Invoke pandemic specific contingencies and procedures for Residences, if not already done so	EMT	BCP	
6	Ongoing liaison with external agencies and monitoring of guidelines for a pandemic situation	EMT	BCP/ Health/ Resources	
7	Communicate with division/department representatives to who have invoked business continuity plans and ensure that their approach to the situation is appropriate. Provide support in relation to any required personnel adjustments	EMT	BCP/ Comms	
8	Brief division/department area representatives using the internal communications network and advise them of any changes to LSE's working practices, policies, etc.	EMT	Comms	
9	Prepare for the worst case scenario and provide regular briefings to staff and students on the situation and of LSE's expectations of them during a pandemic and how LSE will assist them	EMT	BCP/ Health	
10	Ensure IT and telecommunications networks are in place and sufficiently robust to cope with increased activity and remote working	EMT	BCP	
11	Advise stakeholders and partners of change in pandemic status	EMT	BCP	
12	Consider ramping up bulk buying of key supplies and ensure inventory is up-to-date	EMT	Supplies	
13	Maintain additional cleaning procedures and ensure health controls are in place in the workplace and residences appropriate to a pandemic situation. <ul style="list-style-type: none"> Ramp up cleaning activity, as required 	EMT	Health	

Ref	Pandemic Outbreak Phase Activity	Owner	BCP Health, Comms, Resources	Status (complete/ in progress/ not started)
	<ul style="list-style-type: none"> Implement procedures for dealing with sick staff and students Ensure staff and students aware of local medical support available from HPAs and PCTs Implement remote working/teaching as appropriate 			
14	Reissue infection control advice information and maintain sickness record. Monitor movement of personnel into and out of areas of increased risk and declare movement restrictions. Minimise travel to reduce potential contact with the illness	EMT	Health	
15	Liaise with government/health agencies on the need to close buildings or facilities; cancel public events; etc.	EMT	Health	
16	Ensure staff and students aware of return to work criteria, i.e. when they are fully recovered from illness, based on government agency guidance	EMT	BCP/ Health	
17	Ensure PPE and anti-virals have been distributed in accordance with policy if defined (within Phase 4). Appropriate training should be available in order for effective utilisation of PPE.	EMT	Health	
18	Increase awareness on 'social distancing' and health awareness in and outside the workplace. Communicate work, home and public social distancing guidelines	EMT	Health	
19	<p>If appropriate implement travel restriction policies as described in Phase 4 and give consideration to staff and students with particular travel-related issues</p> <ul style="list-style-type: none"> Consider how local transport disruption could impact on staff availability and the knock on effects on the ability to deliver teaching 	EMT	BCP/ Health	
20	<p>Increase awareness on</p> <ul style="list-style-type: none"> Quarantine and isolation and distribute guidelines <ul style="list-style-type: none"> Identify emergency treatment centres, isolation wards, quarantine locations 'Social distancing' and health awareness in and outside the campus <ul style="list-style-type: none"> Locate or create work, home and public social distancing guidelines 	EMT	Health	
21	Ensure staff and students receive emotional support/bereavement counselling/medical assistance	EMT	Health	
22	Take action to implement security plan or procedures specific to a pandemic situation if appropriate	PWG	BCP	
23	Ensure procedures for implementing closure of certain buildings or the entire campus for a sustained period of time are applicable and invoke as required	EMT	BCP	

5.5 Post Pandemic Phase

This is the Recovery stage when there is a controlled return to normal operations. It should be noted that in the event of further 'waves' of pandemic, it may be necessary to return to the WHO Phase 5: Pre pandemic Phase.

Ref	Post Pandemic Phase Activity	Owner	BCP Health, Comms, Resources	Status (complete/ in progress/ not started)
1	Stand down the Emergency Management Team and re-activate the Pandemic Working Group	EMT	BCP	
2	Liaise with staff, students and other stakeholders to advise of LSE's intention to return to normal operations	PWG	BCP	
3	Invoke appropriate procedures to re-open buildings and other facilities that were closed during the outbreak			
4	Consider returning to normal security procedures if appropriate	PWG	BCP	
5	Consider if the impact of the pandemic on the ability to deliver teaching has affected exams, progression, research programmes, etc., and communicate appropriate actions to students to enable them to complete their studies	PWG	BCP	
6	Ensure that division/department area representatives are able to take the necessary actions to fully recover teaching and business operations as described in the Business Continuity Plan	PWG	BCP	
7	Retain revised policies and health and hygiene practices until the imminent risk of further outbreaks has receded	PWG	Health	
8	Conduct a post-pandemic review of events and response to evaluate and revise existing pandemic plans and procedures	PWG	BCP	
9	Monitor likelihood of further virus outbreaks and if appropriate return to Phase 5 operating regime	PWG	BCP	

6. General Guidance Notes for Divisions and Departments

The information stated within this section is designed to provide guidance on the general activities and responsibilities of the divisions and departments in the event of a pandemic preparedness or response situation. This will be supplemented at the appropriate time with additional guidance notes on the communication approach, alternative working methods, health issues and other relevant issues to a pandemic situation.

Specific information relating to key division and department activities can be found in Appendix B.

Ref	General Activities & Responsibilities	Owner	BCP Health, Comms, Resources	Status (complete/ in progress/ not started)
1	Having received notification of pandemic alert, appraise the situation and, if appropriate, contact the appropriate division/department representatives to set up discussions. Consider feasibility of a phone conference to minimise staff contact.		BCP	
2	Discuss and agree how the situation affects the divisions/departments represented. Identify whether the priorities and information within the Pandemic Business Continuity Plan and Business Continuity Plan are correct to respond to the current situation. Inform Emergency Management Team of any concerns or issues surrounding the continuance of key business activities.		BCP	
3	Departments and divisions should refer to their individual Actions Log in Appendix B and prioritise outstanding actions accordingly.		BCP	
4	Manage the continuity of key business activities and the suspension of non essential work as described in the Business Continuity Plan. The Emergency Management Team will keep the divisions/departments informed of the evolving situation and provide appropriate guidance and direction.		BCP	
5	With direction from the Emergency Management Team, agree method for contacting staff and the information and guidance that should be provided. Discuss and agree the key staff/teaching staff who will be required to continue working and those that are not required in the short term.		BCP	
6	Co-ordinate staff recovery, making best use of available home working facilities and any alternative working arrangements that are provided. Provide assistance in areas such as arranging transport, authorising expenses costs or other requirements.		BCP	
7	The Emergency Management Team will provide ongoing information regarding the remote working availability of IT systems, applications and data. Each business area should consider adopting remote working, where appropriate, to aid the minimisation of staff		BCP	

Ref	General Activities & Responsibilities	Owner	BCP Health, Comms, Resources	Status (complete/ in progress/ not started)
	contact.			
8	Ask staff to consider imminent appointments and ensure these are rescheduled accordingly		BCP	
9	<p>Communicate with Emergency Management Team to ensure that the most up to date information on the situation is made available.</p> <p>Ensure that the essential business activities identified within the Business Continuity Plan are continued.</p> <p>Inform the Emergency Management Team of any problems or issues, as they arise, and provide regular status reports.</p>		BCP	
10	<p>It may be necessary to return to the Pre pandemic Phase if further pandemic waves are likely.</p> <p>Once the situation is under control (i.e. Post Pandemic Phase) reassess the impact on the business areas and reprioritise work accordingly.</p> <p>Return to “business as usual” status in a controlled manner.</p>		BCP	

Appendix A: Pandemic Issues & Actions Log – Pandemic Working Group

The Pandemic Actions Log contains the issues and actions that could be relevant to a pandemic situation and the related actions which would need to be taken in order to support the Pandemic Operating Regime.

The Pandemic Working Group would be responsible for identifying the required actions and ensuring that these are given the relevant priority and resource in order to complete them within an appropriate timescale. The <<nominated individual or team>> has overall responsibility for monitoring progress and ensuring that actions are completed accordingly.

The template overleaf can be used for recording Actions & Issues relevant to the Pandemic Working Group, noting in which Phase the action is to be undertaken and who has responsibility for the action together with the target date for completion.

History of this Log:

Version No.	Date	Comments	Name

Contact for Inquiries and Proposed Changes:

If you have any questions regarding the information in this document or suggestions for improving the document, please contact the Director of Business Continuity.

Pandemic Issues & Actions Log Template: Pandemic Working Group

Pandemic Issues & Actions Log										
Pandemic Working Group										
Dept/ Div Ref No.	Issue	WHO Phase					Specific Actions	Owner	Target date	Status (complete/ in progress/ not started)
		3	4	5	6	Post				

Pandemic Issues & Actions Log										
Pandemic Working Group										
Dept/ Div Ref No.	Issue	WHO Phase					Specific Actions		Target date	Status (complete/ in progress/ not started)
		3	4	5	6	Post		Owner		

Appendix B: Pandemic Issues & Actions Log - <<Department/Division>>

The Pandemic Actions Log contains the issues and actions that could be relevant to a pandemic situation and the related actions which would need to be taken in order to support the Pandemic Operating Regime.

The nominated department/division representatives would be responsible for identifying the required actions and ensuring that these are given the relevant priority and resource in order to complete them within an appropriate timescale. The <<nominated individual or team>> has overall responsibility for monitoring progress and ensuring that actions are completed accordingly.

The template overleaf can be used for recording Actions & Issues relevant to individual <<department/division>>, noting in which Phase the action is to be undertaken and who has responsibility for the action together with the target date for completion.

History of this Log:

Version No.	Date	Comments	Name

Contact for Inquiries and Proposed Changes:

If you have any questions regarding the information in this document or suggestions for improving the document, please contact <<insert information>>

Pandemic Actions Log Template: <<Department/Division>>

Pandemic Issues & Actions Log										
Department or Division: <<insert name and/or activity>>										
Dept/ Div Ref No.	Issue	WHO Phase					Specific Actions	Owner	Target date	Status (complete/ in progress/ not started)
		3	4	5	6	Post				

