VI.(A) SEVERE WEATHER AND TRANSPORT DISRUPTION BUSINESS CONTINUITY PLAN

1. PURPOSE, OBJECTIVE AND APPROACH OF PROCEDURE

1.1 The purpose of this procedure is to enable the School to manage the risk that severe weather conditions might disrupt public transport, affecting the ability of staff and students to travel to work and jeopardising normal working and scheduled events and activities.

1.2 Through close monitoring of weather forecasts issued by the Meteorological Office and transport bulletins and actual conditions, the objective is:

- ***that well informed decisions are taken to manage the impact of weather-related disruption in a way that responds appropriately to circumstances and***
- ***that decisions are be notified in a timely way to staff and students and others due to attend scheduled events at the School.***

1.3 The underlying assumptions of this procedure are:

- ***that scheduled teaching and other activities will be fully maintained unless it becomes absolutely necessary to cancel them and***
- ***that staff and students will make every effort to get to work provided it is safe for them to do so.***

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2. CRITERIA AND PROCESS FOR INVOCATION OF PROCEDURE

2.1 The Director of Business Continuity monitors the Met Office website on a daily basis throughout the year for forecasts of severe or extreme weather conditions.

2.2 When "Advisory", "Early" or "Flash" forecasts of severe weather are issued by the Met Office, the Director of Business Continuity will contact one of the Incident Managers named in 2.3 below and obtain his/her agreement to invoke the Severe Weather Procedure in the light of the available information.

2.3 The Incident Manager will be whichever of :

- ***the Secretary & Director of Administration***

- *the Director of Finance & Facilities*
- *the Librarian & Director of IT Services*

the Director of Business Continuity is first able to contact.

2.4 The criteria for "severe weather" will include, but not be limited to the following forecast weather events:

1. A forecast risk greater than 80% of snow on the ground to a depth of 5 cms (2")or more in Greater London during a working day(s) and/or
2. A forecast risk greater than 80% of winds gusting to over 60 mph in Greater London for more than 6 hours during a working day(s) and/or
3. A forecast risk greater than 80% of 30mm (1.25") rainfall in Greater London in a 12 hour period during a working day(s)

3. <u>ACTIONS FOLLOWING INVOCATION OF PROCEDURE</u>

3.1 When the Incident Manager has agreed that the Severe Weather procedure should be invoked, the Severe Weather Team will be contacted by the Director of Business Continuity and put on standby. The role of the Team is to advise the Incident Manager and take necessary actions to implement his/her decisions The members of the Team will be the following or their appointed substitutes:

:

- *the two potential Incident Managers not fulfilling the role*
- *Academic Registrar*
- *Human Resources Director*
- *Director of Business Continuity*
- *Assistant Director ITS (Technical Infrastructure)*
- *Director of Residential Services*
- *Events Manager*
- *Head of Communications*
- *Head of Web Services*
- *General Secretary, LSE Students' Union*

3.2 The issues the Incident Manager and Severe Weather Team will consider will include but not be limited to

- *maintaining/suspending/rescheduling teaching.*
- *library opening/closure*
- *maintaining/suspending catering facilities*
- *nursery opening/closure*
- *running/suspending Public Events*
- *holding/cancelling/ rescheduling School committee meetings*
- *advice to staff on travel/attendance at work/working from home*
- *weather-related health and safety issues on the site (eg continued use of lifts if maintenance staff are not available; safety of pedestrian passage between the buildings in severe weather, availability of power/water supplies, security)*

3.3 A decision to close the School altogether may be taken by the Incident Manager only after consultation with the Director's Management Team.

3.4 When Met Office "Advisory", "Early Warning" or "Flash" forecasts predict severe weather meeting one or more of the criteria in 2.4, the Director of Business Continuity will arrange a virtual or actual meeting of the Incident Manager and Severe Weather team to agree how the issues in 3.2 will be determined.

3.5 If severe weather is forecast during the night and into the morning of a working day, a final decision on the issues in 3.2 will not normally be taken by the Incident Manager until the morning of the day in question following consultation with the Severe Weather Team. The Severe Weather Team will need to come to a view whether it is necessary to notify staff and students of the possibility of disruption during the preceding evening and that a final decision will be taken and publicised early on the following morning. A decision whether to suspend or continue activities (with the strong presumption for continuation) will be based on:

- ***the actual weather conditions***
- ***impact on scheduled School activities (to be reported by members of the Severe Weather Team for their areas of responsibility)***
- ***the latest Met Office forecasts (to be reported by the Director of Business Continuity)***
- ***whether there is or is likely to be serious disruption to public transport (to be reported by the Director of Business Continuity on the basis of information on the TFL and Network Rail websites)***

3.6 The criteria for"serious disruption to public transport" will include, but not be limited to the following events:

1. Greater London is specifically highlighted with a Met Office warning against travel unless absolutely necessary and/or
2. More than 50% of London Underground services are suspended and/or
3. All bus services in Greater London are suspended and/or
4. More than 50% of overground commuter services operating into London are suspended

3.7 . A decision by the Incident Manager to suspend any activity listed in 3.2 will be taken by 6.30am to ensure there is sufficient notice to staff and students before they attempt to travel to work. Any decision to suspend an activity will require endorsement by the Director or a Pro-Director.

3.8 The Severe Weather Team will be responsible for implementing the decisions reached by the Incident Manager and endorsed by the Director

or a Pro-Director. Discussion of changes to approved decisions will take place only on the authority of the Incident Manager in the light of information about new developments and/or changed circumstances.

4. COMMUNICATIONS STRATEGY

4.1 Arrangements will be made to convey the decisions reached by the Incident Manager immediately to all staff and students by mass text message, mass e-mail and messages on the LSE website. All messages will be drafted by the Head of Communications and approved by the Incident Manager.

4.2 If a previous notification was issued advising staff and students of the possibility of suspension of activities, and no suspension takes place, further advice to that effect will also be issued immediately.

4.3 To expedite the communication process, pro forma messages will be devised to cover various scenarios for off the shelf use. Arrangements will be made with the General Secretary of the Students' Union to issue approved messages on media widely used by students such as Facebook.

4.4 To establish a clear and structured process for determining the content and timing of release of messages to the School community updating them on developments and changes in relation to the issues listed in 3.2 above, times will be established at the outset by the Incident Manager (eg at 1, 3, 6 hrs after an initial announcement) on which updates will be released to staff and students (if further information has not previously been issued) following consultation with the Severe Weather Team. The period for receiving comments on draft messages from team members will be fixed by the Incident Manager and will be short. The final text of all messages will be drafted by the Head of Communications and approved for release by the Incident Manager.

4.5 To enable regular well-informed updates to be issued to staff and students, members of the Severe Weather Team will make regular reports to the Incident Manager on developments affecting their areas of responsibility at times agreed with the Incident Manager. Developments requiring urgent consideration by the Incident Manager may be reported to him or her by members of the Severe Weather Team at any time. Any further consultation among members of the Severe Weather Team on information received will be instigated by the Incident Manager only through an appropriate electronic medium. Responses to such consultations should only be sent by members of the Severe Weather Team direct to the Incident Manager and not to each other.

5. STANDING DOWN THE PROCEDURE

5.1 The Procedure will be stood down by the Incident Manager:

- ***when it has been decided that there will be no suspension of activities***

- ***when a decision is taken to resume normal working following a suspension of activities, based on an improvement in the weather and travel situation***

5.2 The stand down of the Procedure will be confirmed to the Severe Weather Team by the Director of Business Continuity.

2 March 2009

Approved by the Business Continuity Steering Group on 18.2.09 subject to amendments which have been included.

VI(B) - UTILITIES OUTAGE RECOVERY PLAN

General Approach

The restrictions of the central London site make it impractical for the School to invest in substantial electricity back up generating plant to offer increased resilience in the event of a loss of electricity supply.. The School will ensure that statutory requirements for providing uninterrupted power supplies for emergency lighting fire alarms and lift evacuation. Loss of utilities is therefore primarily a matter of (a) effective contract management to secure the restoration of supply at the earliest opportunity and (b) taking steps to maintaining only the most business critical activities (c) effectively communicating developments to the School community.

There is very little that can be done to duplicate loss of gas or water supplies. An interruption to the electricity supply will impact on the water supply to some areas of the campus which depend on pumped water supply.

Electricity Loss- Central Campus

1. EDF is responsible for supply points of 132kw down to 11kw in the distribution network, supply points over 132kw are the responsibility of the National Grid. The LSE is fed from a 66kw substation at High Holborn which in turn is fed from a 400kw substation at St John's Wood. There are six low voltage substations on LSE premises located in the Towers, LRB, St Clements, St Phillips, Old Building, NAB. If any of the sub-stations should fail it will only affect the building that it directly feeds. (see details below) as EDF feeds the rings in a dual way (clockwise and anti-clock wise); therefore they can isolate the failed sub-station and still feed the rest of the campus with energy.

2. Upon the occurrence of a loss of power on the campus, the Duty Officer will notify the Head of Maintenance who will seek to establish if the outage has been caused by a fault which is within the competence of the School's maintenance staff to rectify, or whether it is a network fault which will be necessary to call EDF in to examine, diagnose and rectify. EDF have accepted that the School's maintenance staff are qualified to determine whether the fault is one requiring their involvement.

3. In the event of the outage being beyond the School's control, an initial call should be made by the Head of Maintenance to the EDF call centre to log a network fault, after which a call should be made directly to the EDF Local Operations Manager, London NW or EDF Field Lead Engineer. (Contact details:<><>) They will authorize an escalation of repairs so that power can be restored more quickly than through the standard reporting and inspection procedures. Matters can be further expedited by the School quoting the relevant 5 figure substation reference number .

BUSINESS CONTINUITY

MAINTENANCE SECTION

Abbreviations used:

UPS – Uninterrupted Power Supply

BMS – Building Management System

GCM - Global Control Module

MCB – Miniature Circuit Breaker

LRB - Lionel Robbins Building

NAB - New Academic Building

A/C – Air Conditioning

Uninterrupted Power Supply (UPS)

UPS is a device that prevents loss of power and does not allow power surges to affect the equipment. It's an electronic device with back up batteries that can hold the power supply to the equipment it is protecting for a period of time. This time depends on the load on the UPS but on normal cases it is only necessary to hold it while the generator kicks in (i.e. interim power supply). In exceptional circumstances we can have a UPS without a generator but this means that we require a lot more batteries and they tend to hold the load for only a few hours where a generator as long as it has got fuel will keep going. An example of the latter is the NAB.

Below are the locations of all UPS on campus:

- Tower 2 – Supplies V208, main computer server room only
- St Clements S010 (plant room) – supplies S119, main computer room
- Old building roller shutter – Gorger Alley between the Old Building and 20 Kingsway (the reason this was installed is Exxon Mobil Oil wanted the roller shower to operate during a power cut in order to have continuous access to the underground car park).

- Most Comms and Data rooms – local UPS installed to stop surges, approx 1 hrs backup.

- NAB – the UPS controls 2 x fireman's lifts, Fire Safety equipment- e.g. smoke extract systems, sprinklers, pumps (no IT systems). There is no generator fitted as mentioned above.

- Peacock theatre – UPS feeds a central emergency lighting system only. There is no stand alone battery operated fittings in this building.

- All other building – emergency lights systems have a stand alone self contained emergency light fittings that last approximately 3hrs.

- All building fire alarm system have backup batteries installed. On standby they can last 24hrs. On activation they last 2-3 hours – depending on load/use.

- Building Management System (BMS) – this has a 3 hour disposable battery that keeps time and date. If the time and date fails the start times for the plant will be out resulting in services not coming on.
  It would be a good idea to install mini UPS on the Global Control Module (GCM's) and head-ends. The GCM is the electronic control panel of the BMS and it is local to each building.

- Telecom Exchange in the Old Building is battery backed up.

Generator

A generator is a stand alone piece of equipment that can generate electricity and is fuelled by gas oil (diesel).

The generators that are currently on campus:

- Towers – 3 fire fighting lifts 1 in each tower,
  Lighting on fire staircases, 3 in total, 1 in each Tower
  Sprinklers in the car park
  UPS – V208
  Emergency room first floor.

The fuel supply for this large generator is feed by gas oil, it has a day tank that should last 12 hour, depends on load /use. We keep spare 1 barrel. This generator is located at the back of Tower 1.

- St Clements located in S010 plant room – supports
  UPS for S119.

The fuel supply to this smaller generator lasts approx 8 hrs plus 1 spare barrel.

Note: this generator is near its replacement age.

Note: We can pump fuel out of peacock in an emergency.

Electrical

See CAD drawing showing the main power distribution to our buildings on campus. There is a 33 KV substation located in Holborn that transforms the voltage down to 11 KV, this 11 KV ring main feeds 6 sub-stations located in the Towers, LRB, St Clements, St Phillips, Old Building, NAB. If any of the sub-stations should fail it will only affect the building that it directly feeds. The reason for this is that EDF Energy feeds the rings in a dual way (clockwise and anti-clock wise); therefore they can isolate the failed sub-station and still feed the rest of the campus with energy.

Problems after power cuts

We have listed some of the known problems after a building wide power cut:

- Miniature Circuit Breakers (MCB's) trip where start up loads are high, e.g. computer rooms. This will result in a loss of power to an area.
- BMS controlled plant does not come on – this will result in no heating / cooling in an area.
- Gas valves drop – The following buildings Old Building, Lionel Robbins Building (LRB), New Academic Building (NAB) – 4,5th floor kitchens Old Building have an electronically controlled gas valves that need to be manually reset following a power cut.
- Lifts if in travel will crash stop and may not restart. This may result in passenger trappings and we will need to call the contractor to reinstate them back in service.
- Stand alone Air Conditioning – they will loose their programmed start times and will not come on, e.g. Director's floor.
- All magnetic locks will open and the buildings will be exposed to security risks. The locks may not reinstate when the power is back and will need to be checked individually.

Each sub-station transforms the voltage from 11 KV to 415 V and this supply feeds directly into our buildings. The sub-stations feed as follows:

- The Towers - the Law Courts
  Tower 1 and the chillers
  Tower 2 and Tower 3
  Anchorage
  Clement House (not confirmed)
- The LRB – feeds the Library
- St Clements – feeds St Clements and its extension / Claire Market

Island Sites (not confirmed)

St Phillips (not confirmed)

Sheffield Street (not confirmed)

- St Phillips - 80% of Old building
- Old Building – 20 % Old Building

Connaught House

East Building

- NAB - feeds the NAB
- All other buildings – the sub-stations feeding them are unknown

A104 telecom - Telecom Exchange is fed from the Old Building front switch room, but can alternatively be feed should there be a problem from the rear switch room (manually switched).

Water problems

A boosted water system is installed when water mains pressure is low or insufficient due to high buildings and it will not reach the tanks on the roof. Electrically operated pumps are used to boost the water up the system and supply all areas.

Building with boosted water systems will fail in a power cut.

The buildings that currently have a boosted water system are:

- Old – A45 stairs

  Catering areas

  All hot water

Note – front of the Old Building is fed from mains water; all toilets will work in this area.

- Towers 1,2 3

Note - a full tank will last a few hours dependant on load.

- LRB – the water will be cut off straight away (no tank on roof)
- NAB – the water will be cut off straight away (no tank on roof)
- Lakatos - the water will be cut off straight away (no tank on roof)
- Clement House - the water will be cut off straight away (no tank on roof)

INFORMATION ON HALLS OF RESIDENCE

Electricity

All halls have the mandatory 4 hour emergency lighting power battery back-up, which are located mainly on fire escape routes.

High Holborn and Bankside house have a fireman's generator that will power the fireman's lift to enable the fire crews to gain access to the highest floors. These are similar to the generators discussed at the last meeting at Rosebery. They have a diesel tank with a supply of about 2-3 hours if not refilled.

All fire alarm systems have a standard battery back-up, again about 4 hours worth of supply.

Water

- All halls mains water is pumped to tap and not fed by water pressure from the mains. The only exceptions are the flats in Tufnell Park.
- All drinking water would be out of action as soon as the electricity supply was cut because drinking water is mains fed and not stored.
- Tank stored water for sanitation would last a maximum of 2-4 hours depending on the occupancy levels of the hall at the time of the power outage.

4.

VI- (C) PROCEDURE FOR DEALING WITH SIGNIFICANT ICT OUTAGES THAT DO NOT REQUIRE INVOKING THE COMMON INITIAL EMERGENCY RESPONSE PROCEDURE

SECOND DRAFT

1. Purpose of Procedure

1.1 To set out the procedure for managing recovery from a significant outage of business critical ICT facilities, the LSE website and loss of access to the internet which does not merit invocation of the Common Initial Emergency Response Procedure (CIERP)

2. Scope and Definitions

2.1 This procedure applies:

(a) when there is a total or partial loss of business critical ICT facilities or capabilities with a recovery time objective in the *Statement of ICT Recovery* of 4 hours or less, outside the context of a major campus incident.The *Statement of ICT Recovery* specifies that some of these facilities or capabilities will be recovered for designated priority staff or activities within 4 hours *in the event of an emergency,* But as their loss in any situation would leave the School dangerously exposed and would in itself constitute an emergency, they have been included within the scope of this procedure. Such facilities/capabilities are denoted with an asterisk * in Table 1 below.

Table 1 summarises this part of the scope of the procedure

TABLE 1-LOSS OF FACILITIES AND CAPABILITIES UNDER THE STATEMENT OF ICT RECOVERY
LSE WEBSITE
• loss of the LSE's external web presence • loss of ability to update the main LSE webpage
E-MAIL
• ***** all staff e-mail
KEY CORPORATE SYSTEMS
• complete loss of one or more corporate systems (or those agreed with the Head of Division to be critical at certain times of the year)
LIBRARY SYSTEMS
• loss of read-only on-line access to the Library catalogue
CORE NETWORK SERVICES
• * loss of ability to gain access to the internet from dedicated facilities (list of dedicated facilities at Appendix 2) • loss of campus connection to the Internet • loss of residences network
TELEPHONE SERVICES
• * loss of ability to make or receive external calls from priority selected lines (list of designated lines at Appendix 3) • loss of ability to make internal calls

(b) in the event of other incidents which, while not listed within the *Statement of ICT Recovery* nevertheless have a significant impact on the availability of services and require urgent restoration. Examples include:

- the loss of access to the network, or telephony in one or more of the student residences
- power issues affecting delivery of IT services

3. Exclusions

3.1 Other outages will be dealt with under under ITS's Incident Management process, and out of hours requirements.

3.2 Outages occurring in the context of a major campus incident will be dealt with under the Common Initial Emergency Response Procedure (CIERP).

4. Invocation of the Procedure

4.1 Reports of outages of one or more of the facilities and capabilities in Section 2.1 are likely to be notified to members of staff in the Library Help Desk IT Services or Website Services by users in working hours and by members of the security staff receiving calls from users outside normal working hours.

4.2 Those receiving the reports of an outage should attempt to establish in the first instance whether the facility or capability experiencing outage falls under this procedure as set out in Section 2.1 by asking the following questions:

- Who is the notifying the system failure or malfunction –e.g. members of the academic and/ or support staff and/or students and/or others?
- How widespread is the problem? In addition to any information individual informants are able to supply, a note should be kept of the number of reports received, the time at which they were received and where the failure or malfunction is being experienced eg office pc; pc in public computer space; laptop in a residence ? As a rule of thumb, if more than 6 calls are received in 30 minutes, the procedure should be invoked by contacting an Incident Manager listed in Section 4.4 of the procedure
- What is/are the system(s) in which failure or malfunction is being reported? What are the characteristics of the problem? At what time did the problem begin?
-

4.3 . If the incident clearly falls within the scope of the procedure, or if further clarification is required to establish whether it does, as much information as possible about the scope, duration and impact of the outage should be reported to the Incident Manager in Table 2 who appears best placed to deal with the incident. If those receiving the reports of the system failure or malfunction are not able to decide who is the most appropriate Incident Manager to contact, they should report the incident to the first member on the list with whom they are able to establish contact **No other individual should be contacted by those receiving reports an outage that falls under this procedure.**

4.4 The role of the Incident Manager is to be accountable to the Librarian & Director of IT Services for co-ordinating and overseeing the steps necessary to recover systems, report on progress and declare resumption of service.

TABLE 2- INCIDENT MANAGERS GROUP

Incident Manager	Title	Work number	Mobile number (p=personal) (w=work)	Home Land Line
Andrew Coulthard	Asst Director (MIS)	020 7955 6745	07764 859526 (p) 07840 881734 (w)	01462 491738
Adrian Ellison	Asst Director (Technical Infrastructure)	020 7955 7707	07809 655358(p) 07809 665223(w)	

Amber Miro	Asst Director (User Services)	020 7955 6367	07971 244429(p)	
Bryan Young	Programme Manager	020 7955 6486	07929 088871(p)	020 7503 0272
Stephan Freeman	Information Security Manager	020 7955 6641	07899 997485(p)	020 8696 1996
James Hargrave	User Support Manager	020 7955 6584	07590 062974 (p)	01379 384419
The above details will be checked and as necessary revised on a monthly basis by IT Services and notified to the Director of Business Continuity who will re-issue the procedure with these and any other changes to contact details, These contact details are stored and maintained on public folders				

4.5 On the basis of the report of the incident, the Incident Manager will confirm whether the outage will be dealt with under this procedure, and if it is, s/he will proceed to assemble in a suitable location a team of appropriate colleagues comprising as necessary any other member of the incident managers group and those from Tables 3a and 3b needed to secure recovery of the facility/ capability. All members of these teams will have agreed to be contactable for callout 24/7 to deal with any incidents under the procedure,

TABLE 3a IT TECHNICAL SUPPORT RECOVERY GROUP-

Area of outage	***MIS***	***Systems***	***Networks***	***Telecom***	***Teaching & Learning spaces***	***LSE Website***	***Library Services***	***IT Front Line Support***
Primary Contact 1	**Alastair Lindsley** 020 7955 7682 07930 824119	**Puneet Singh** 020 7955 6284 07930 521006	**Malcolm Barker** 020 7955 7742 07734 993566	**Linda Clarkson** 020 7955 7964 07990 585443	**Dan Roberts** 020 7955 7846 07941 643151	**Stephen Emmott** 020 7955 6939 07711 082554 07894 048281 020 8424 8807	**Glyn Price** 020 7955 6755 07984 715906 07515 189737 020 8668 8499	**James Hargrave** 020 7955 6584 07590 062974 01379 38441
2ndary Contact	**Steve Earley** 020 7955 6771 07970 028808 **Roy Bhurtha** 0207 955 6117 07890	**Paul Gee** 020 7955 7841 07921 944166 0208 3182339 **Rick Barns** 020 7955 7834 07985 093663 020 8300 0032	**Jeremy Skelton** 020 7955 7845 07734 483520 07772 874863 01483 522208	**David Fair** 020 7107 5107 07793 876865 020 8857 9734	**Mike Betts** 07721 592642 01268 80415			**Angela Aubertin** 020 7955 6050 07913 313 396 07850 919119 020 8378 2030

	599764							
Primary Contact 2	**Ron Riley** 020 7955 6746							
2ndary contact	**Chen Wang** 0207 955 6026 07887 650930							
Primary Contact 3	**Bryan Young** (see Table 2 for contact details)							
The above details will be checked and as necessary revised on a monthlu basis by IT Services and notified to the Director of Business Continuity who will re-issue the procedure with these and any other changes to contact details. These contact details are stored and maintained on public folders								

TABLE 3b OTHER RECOVERY SUPPORT STAFF					
	Estates	***Security***	***Residences***	***CommsOffice***	***IT Admin Staff***
Primary Contact	**Paul Franklin** 020 7955 6736 020 7252 3721 07734 287706	**Paul Thornbury** 020 7955 6055 07515 188350 07809 481283	**Ian Spencer** 0207 055 7083 07976 150577 01424 830738	**Claire Sanders** 0207 955 7053 07515 189057	**James Harvey** 020 7955 6189 07977 912355 01276 508581
2ndary contact	**Malcolm Callender** 020 7955 7780 07739 226038	**Richard Mulcahy** 020 7955 6589 020 8244 3308 07515 188410	**Paul Trivett** 020 7955 6786 07764 442560	**Warwick Smith** 020 7955 7440 07970 824299 01444 892758	**Gill Hope** 020 7955 7836 07966 206177
The above details will be checked and as necessary revised on a monthly basis by the Director of Business Continuity who will re-issue the procedure with these and any other changes to contact details. Contact details are stored and maintained on public folders					

4. **Communications Strategy**

4.1 The precise and timely dissemination of information to users and senior management of the School about the impact and scope of a system failure or malfunction, the assignment of responsibilities for securing recovery, the progress of action to restore services and the

projected time of restoration of services will be key to the successful management of an incident under this procedure.

4.2 When this procedure has been invoked, information about the scope and impact of the outage will be made known by the Incident Manager to the Librarian & Director of IT Services by e-mail or telephone call at the earliest opportunity. Thereafter, using the website and e-mail if available and other channels of communication on the main campus, public PC rooms and in LSE residences if appropriate, including use of the janet.txt mass texting facility, the priority will be to keep users informed about the scope and impact of the incident with an indication that every effort will be made to restore the lost facility or capability within 4 hours. The text of all notifications shall be issued on the authority of the Incident Manager following discussion of the content with recovery support staff from the Communications Office.

4.3 Progress reports will be issued via appropriate media at hourly intervals on the authority of the Incident Manager during the recovery process following discussion with recovery support staff from the Communications Office giving details of any revisions to the likely time of restoration of services.

4.4 Authority to issue public confirmation to users that services have been restored may only be given to the Communications Office by the Incident Manager dealing with the outage following consultation with the Librarian & Director of IT Services.