Major Incident Recovery Actions for Academic Departments

It is expected that all academic units will have their own local business continuity plan (BCP). Those academic units that have not submitted a BCP to the Business Continuity Manager have been entered into the School's operational risk register, which is regularly reviewed by the School's senior management body. In the absence of their local own plan the following guidance summarises the actions the School and academic units will respectively take to deal with a major emergency incident interrupting scheduled activities on the Houghton Street site. It should be noted that any assistance the School is able to offer during a major incident will be dictated by the prioritisation of the business critical activities and recovery objectives of the School.

Objectives

1.   The objectives of the guidance is to help ensure:-

    (a) that academic units make preparations to handle an incident in partnership with the School's Emergency Management Team;

    (b) that the impact of the incident is dealt with effectively so that normal activities are resumed as soon as possible;

    (c) that developments concerning the incident are communicated effectively to students and staff so they know what to do and what not to do.

Timing of Actions

2.   The preparations departments need to make to handle an incident should be put in place as soon as possible.

3.   When an incident occurs the guidance in this note comes into play following the initial

response phase to the incident , that is, after the School, having formally declared a major incident and convened its Emergency Management Teams, has:

(a) as directed by the emergency services, worked with academic units to evacuate their staff and students safely from affected premises and directed them to await further instructions;

(b) established the impact of the incident on the School's scheduled activities.

Scope of Guidance

4. The guidance covers:-

(a) the generic roles of the School and academic units in a major incident;

(b) steps the School and academic units will take to deal with the impact of an incident on three specific student-focused priority activities- (i) teaching, (ii) examinations and (iii) student induction.

Generic roles of the School and academic departments in a major incident

5. *In any major incident, the broad role of the School, through its Emergency Management Team, is:-*

(a) to take and communicate all major decisions concerning the suspension and resumption of activities;

(b) to provide where practical and possible the resources and infrastructure for recovery of activities after a major incident : primarily temporary office and teaching accommodation, the restoration of IT facilities and pastoral support for students and staff. These resources and their distribution will be prioritised and potentially on a phased recovery. It is not an automatic given that they will be immediately available to every service area and academic unit.

6. *The School through its Emergency Management Team will* :

(a) issue an initial notification that an activity has been suspended until a given date or until further notice;

(b) make the notification of the suspension of activity known through a variety of media. These could include : direct instructions from the Emergency Management Team to the emergency contact person nominated by each academic department; e-mails; mass text messages; notices placed on the LSE website, plasma screens, social media channels, notice boards posted at prominent locations around the campus;

(c) in the event of multiple casualties, set up an emergency call centre to forward calls from parents and carers of students and staff to the Police's Casualty Bureau and notify academic units of the numbers that parents and carers should ring either directly or via the School's website or social media channels;

(d) notify academic units' emergency contact persons when temporary office accommodation is available for them, liaise with them at that location, and publicise information on departments' temporary locations. This allocation will be prioritised according to business criticality needs for the School. It is not an automatic given that academic units will be immediately relocated either in part or whole;

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(e) issue updates on the developing situation, including the anticipated date on which suspended activities will be resumed;

(f) if there are the resources to do so, and priorities allow, respond to any requests from academic units for additional resources to help the recovery of their activities. It should be noted that this assistance will be prioritised according to business criticality for the School. It is not an automatic given that academic units will have resources made available to them immediately ;

(g) where possible allocate responsibility to specific members of the emergency management team for maintaining contact with specific academic units as appropriate and in so far as recovery priorities will allow.

7. *The role of academic units during a major incident is*:

(a) to reinforce messages from the School's Emergency Management Team to its staff and students and where necessary assist in circulating them;

(b) to take steps to recover suspended activities within the department, using the resources available to them;

(c) to raise any queries and requests for additional resources to resume suspended activities with the School's Emergency Management Team but understand that dependent on the School's recovery priorities these resources may be limited or unavailable;

(d) to offer academic support and advice to students registered in the department and deal with any queries from students so far as they are able.

8. *Each academic unit is asked to take the following steps to prepare for a possible incident*:

(a) to nominate a Business Continuity Representative and let the Business Continuity Manager know who that person is;

(b) to formulate their own local business continuity plan;

(c) agree who will take overall responsibility for the unit's actions during any major incident and ensure that there is a nominated deputy for them;

(d) to consider setting up a departmental business recovery team to support and advise the person with overall responsibility for the department's actions during a major incident. Membership might include the Head of Department, Departmental Manager, Departmental Tutor and other colleagues key to the department's operationally critical activities;

(e) to maintain up-to-date lists of contact details of their staff which can be used by the unit in an emergency to establish their safety and to assist with the recovery of the unit's critical activities. The unit should also have a way to contact their students, whether through SITS or another method;

9. *When a major incident occurs, each academic unit is asked to take the following steps:*

(a) assure itself of the safety of its staff and students as far as it is able to;

(b) to help ensure that staff and students working on the premises are evacuated at the time of the incident and if so directed by the School, ensure they gather at emergency holding

locations.

(c) if feasible, help the School account for its staff and students;

(d) to transfer support staff from emergency holding locations to temporary replacement office accommodation as soon as it is made available by the School;

(f) if the Emergency Management Team decide to suspend or resume activities, to assess, convey to and advise members of the unit of the implications of those decisions and make plans accordingly;

(g) to offer advice on academic matters to students seeking guidance while normal activities are suspended;

(h) to monitor the recovery of activities and raise any issues with the Emergency Management Team, including any needs for additional resources.

Teaching

10. *In preparation for a major incident,* academic units are asked to give guidance to students about maintaining their academic progress while conventional teaching is suspended and where possible make alternative arrangements for teaching.

11. When a major incident occurs,

(a) the School's Emergency Management Team will:

   (i) take a decision on whether it is necessary to suspend all scheduled conventional teaching for undergraduates and taught postgraduates for a period;

   (ii) if the decision is taken to suspend teaching, publicise that decision through the means set out in 6(b) above;

   (iii) advise academic units when they may contact the Timetables Office to discuss the rearrangement of cancelled teaching.

(b) Academic units are asked:

   (i) to disseminate information about the suspension of teaching to their staff and students;

   (ii) to draw students' attention to the continued availability of virtual learning resources through Moodle or any alternative arrangements the unit may make for teaching;

   (iii) to take whatever steps they consider appropriate to advise and assist students to optimise their use of Moodle-based facilities while conventional teaching is suspended.

Examinations

12. An incident occurring during the might impact upon the following stages in the examinations process in which academic units are involved. Academic units are asked to take the steps shown in the event of an incident at each stage:

(a) **the transmission of the approved examination question papers for component courses**

run by the department to the Examinations Office. Departments are asked to ensure that approved hard copy examination papers held in the departmental office prior to despatch to the Examinations Office are stored in a fire proof cupboard in the department, or elsewhere, and that papers held in electronic format are backed up on memory sticks which are stored by the departmental manager outside the office.

(b) **the transmission of completed examination scripts from the departmental office to examiners for marking**.   Departments are asked to ensure that completed examination scripts are stored in a fireproof cupboard pending transmission to the Examinations Office, or are stored in a fireproof location outside the department.

(c) **the storage of returned marked examination scripts in the departmental office during the completion of mark frames for each component paper and the transmission of mark frames to the Examinations Office;**
Departments are asked to ensure that returned marked examination scripts are stored in a fireproof cupboard pending transmission to the Examinations Office, or are stored in a fireproof location outside the department. Completed mark frames should be saved electronically with back ups kept on memory sticks outside the office prior to transmission to the Examinations Office.

(d) **the holding of Examination sub-board meetings and the transmission of degree classifications to the Examinations Office**
Departments are asked to await guidance from the Examinations Office on arrangements for rescheduling sub board meetings cancelled as a result of the incident.

13. If completed and/or marked scripts are irretrievably lost, the Examinations Office will advise departments of the steps to be taken.

Student Induction

14. In the event of a major incident occurring during the period of student induction, the School's Emergency Management Team will advise Departments whether induction should be deferred altogether until further notice or may be continued by departments by alternative means during an interruption to normal activities.

15. If the advice from the Emergency Management Team is that induction may be continued by alternative means, then departments may wish to consider some or all of the following options:

(a) giving essential advice and guidance via e-mail or Moodle instead of induction meetings

(b) establishing a help-point in a location to be agreed with the School's Emergency Management Team

(c) arranging social functions in off-campus venues

Review schedule

Review interval	Next review due by	Next review start
3 years	July 2020	July 2020

Version history

Version	Date	Approved by	Notes
1	April 2010	School Secretary & Business Continuity Steering Group	
2	July 2017	COO & Business Continuity Steering Group	

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Communications and Training

Will this document be publicised through Internal Communications?	**No**
Will training needs arise from this policy	**No**
If Yes, please give details	