



## **Section F**

# **Pandemic Disease Organisational Response Plan (Summary)**

**La Trobe University  
Risk Management Unit**

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## Organisational Response Plan Summary

	Phase	Status	Organisational requirements
Inter-pandemic period	Phase 1	No incidents of new/emerging disease in humans (internationally).  Disease with potential to infect humans detected in animals, low risk for humans (internationally).	<ul style="list-style-type: none"> <li>• Routine security procedures in operation.</li> <li>• Travel allowed not subject to health restrictions.</li> <li>• Business continuity plans prepared and tested for 'expected' operational disruptions.</li> <li>• Full workforce employed.</li> <li>• Normal standards of cleaning and hygiene applied.</li> </ul>
	Phase 2	No incidents of new/emerging disease in humans (internationally).  Disease with potential to infect detected in animals, with substantial risk for humans (internationally).	As above
Pandemic alert period	Phase 3	Human infections occurring through contact with animals (internationally).  No/rare incidents of human-to-human transmission (internationally)	<p>As above, plus:</p> <ul style="list-style-type: none"> <li>• Travel allowed, health advisories provided and country status monitored.</li> <li>• Additional provisions for pandemic disease introduced into emergency, business continuity and recovery plans</li> <li>• Specialist disinfectants sourced and improved hygiene routines documented.</li> <li>• Advice provided to travellers regarding avoiding contact with animals, markets, uncooked meats, etc.</li> <li>• Specialist disinfectant and personal protective equipment requirements identified.</li> </ul>
	Phase 4	Limited human-to-human transmissions occurring in localised areas (internationally).	<p>As above, plus:</p> <ul style="list-style-type: none"> <li>• Travel restricted to essential travel only. Home based quarantine of three weeks imposed on return.</li> <li>• Plans reviewed to ensure currency with changing situation.</li> <li>• Daily monitoring and reporting of pandemic status</li> <li>• Health advice lodged on internet/intranet staff.</li> <li>• Specialist disinfectants stockpiled.</li> <li>• Critical Incident Management Team notified and regularly updated.</li> <li>• Personal protective equipment stockpiled centrally.</li> <li>• Prepare staff guidance on work arrangements.</li> <li>• Develop 'pandemic succession' plan for senior management.</li> </ul>
Pandemic period	Phase 5	Human-to-human transmission occurring in significant clusters overseas.  New areas of infection occurring internationally.	<p>As above, plus:</p> <ul style="list-style-type: none"> <li>• Travel ban imposed on affected countries.</li> <li>• Home quarantine on all returning international travellers.</li> <li>• All plans retested across the organisation.</li> <li>• Detailed health advice provided to staff on regular basis.</li> <li>• Implement compulsory 'stay at home' policy for any individual showing any early signs of the disease.</li> <li>• New hygiene procedures prepared and ready.</li> <li>• Crisis management team briefed regularly.</li> <li>• Review and update staff guidance on work arrangements.</li> <li>• Develop 'dark site' for staff communications.</li> <li>• Review and update succession plan – out of session Council approval.</li> </ul>

	Phase	Status	Organisational requirements	
	Phase 6	Pandemic declared: sustained transmission in humans: a) all cases occurring overseas.	As above, plus: <ul style="list-style-type: none"> <li>Total ban imposed on international staff travel.</li> <li>Ban imposed on overseas visitors.</li> <li>Essential travel only –domestic – home based quarantine on return.</li> <li>Critical Incident Management Team convened.</li> <li>Business continuity plans on 'gear up'.</li> <li>Health communications to staff updated daily.</li> <li>Personal protective equipment distributed to all sites.</li> <li>Finalise staff guidance on work arrangements.</li> <li>Update and finalise 'dark site'.</li> </ul>	
		b) cases occurring in Australia	As above, plus: <ul style="list-style-type: none"> <li>Total ban imposed on domestic staff travel</li> <li>Stand-down of non-essential staff and non-critical functions placed on hold</li> <li>Home based work where practicable</li> <li>Critical Incident Management Team – daily telemeetings.</li> <li>New hygiene procedures implemented</li> <li>Restrictions placed on face-to-face meetings and gatherings</li> <li>Business continuity plans implemented.</li> <li>Requirement to use personal protective equipment.</li> <li>Distribute staff guidance on work arrangements.</li> <li>Activate 'dark site'.</li> </ul>	
		c) cases occurring locally	As above plus: <ul style="list-style-type: none"> <li>Absolute critical staff only on site (eg maintenance, security, etc).</li> <li>All other critical business functions conducted remotely (internet, email, telephone).</li> <li>Review need to provide 2+ pay period advance salary deposits.</li> <li>Implement senior management succession plan</li> </ul>	
	Post pandemic period	Phase Post-pandemic recovery	a) No new cases identified in Australia for >7 days.	<ul style="list-style-type: none"> <li>Commence staged recovery of critical business functions.</li> <li>Develop plan for recovery of other functions and return of students to campus.</li> <li>Update communications to staff.</li> <li>Critical incident management team meets daily.</li> </ul>
			b) +14 days post end of pandemic	<ul style="list-style-type: none"> <li>Implement recovery plan for other business functions.</li> <li>Commence staged return of students to campus.</li> <li>Critical incident management team briefed daily.</li> <li>Commence stand-down of business continuity plans as capability returns.</li> </ul>
			c) + 28 days post end of pandemic	<ul style="list-style-type: none"> <li>Deactivate continuity plans as recovery is established.</li> <li>Monitor and report on status weekly to critical incident management team.</li> <li>Conduct debriefs with key staff at each location.</li> <li>Provide interim and final status reports + learnings to Council.</li> </ul>

### Phase 3: Pandemic Alert Period

**Status** - human infections are only occurring through contact with animals. These infections are limited to overseas locations in rural areas. There has been no substantiated significant transmission of the disease from human to human in any location.

**Continuity arrangements** - arrangements as for Phase 2 are established with the additional arrangements implemented.

Arrangements	Responsibility
<b>International travel</b>	
No restrictions placed on travel. Where specific health advisories have been released – these are provided to travelling staff as part of the TravelSafe@LaTrobe process.	Director Risk Management Unit
Country disease status monitored weekly.	Director Risk Management Unit
Monitoring of DFAT advisories.	Traveller
<b>Domestic travel</b>	
No additional arrangements are required.	
<b>Preparedness</b>	
Ensure that the suite of critical incident management plans incorporate provisions for the potentially emerging pandemic disease.	Director Risk Management Unit

Arrangements	Responsibility
<b>Campus management</b>	
Identify sources of recommended bulk disinfectants.	Director Risk Management Unit
Identify sources of recommended personal protective equipment.	Director Risk Management Unit
Document improved hygiene and cleaning requirements.	Director Risk Management Unit

**Student management**

No additional arrangements are required.

**Staff management**

No additional arrangements are required.

## Phase 4 – Pandemic Alert Period

**Status** - limited human-to-human transmissions of the potentially pandemic disease have occurred in localised areas overseas. Only neighbouring countries within the same region may have been affected.

**Continuity arrangements** - arrangements as for Phase 3 are established with the additional arrangements implemented.

Arrangements	Responsibility
<b>International travel</b>	
<p>Travel to specific locations within country where disease is prevalent is subject to an immediate ban.</p> <p>This ban is to be regularly reviewed and risk assessed for reconsideration.</p>	<p>Vice Chancellor on advice from Director Risk Management Unit</p>
<p>Travel to affected countries is restricted to absolutely essential travel only.</p>	<p>Director Risk Management Unit</p>
<p>Full risk assessment required prior to approval for travel. Monitoring of risk is required up to day of departure &amp; ongoing for duration of trip.</p>	
<p>Home based quarantine of three weeks imposed on return from affected country.</p>	<p>Director HR and supervisor</p>
<p>Approval to travel is contingent upon traveller's agreement to mandatory reporting of any adverse health affects to HR and to quarantine arrangements.</p>	<p>Director HR</p>
<p>Daily monitoring and reporting of pandemic status to travellers in affected country - via email/fax.</p>	<p>Director Risk Management Unit</p>
<p>Health advice lodged on University staff and student web sites.</p>	<p>Director Risk Management Unit in consultation with OHS Manager</p>
<p>Continuing monitoring of other destinations – advice direct to the traveller of any change in disease status.</p>	<p>Director Risk Management Unit</p>

Arrangements	Responsibility
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<b>Domestic travel</b>	
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No additional arrangements are required.

<b>Preparedness</b>	
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Plans reviewed regularly to ensure currency with changing situation.

Director Risk Management Unit

<b>Campus management</b>	
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Critical Incident Management Team notified and regularly updated.

Critical Incident Management Officer

Specialist disinfectants stockpiled.

OHS Manager

Personal protective equipment stockpiled centrally.

OHS Manager

<b>Student management</b>	
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Recent arrivals from affected countries are quarantined from campus access for three weeks. Medical assessment required prior to entry.

Director Student Services

<b>Staff management</b>	
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Prepare staff guidance on future alternate work arrangements.

Director HR with Deans

Develop 'pandemic succession plan' for senior management.

Vice Chancellor with senior management team

## Phase 5 – Pandemic Alert Period

**Status** - human-to-human transmission is occurring in significant clusters in previously affected overseas locations. Evidence of the disease is emerging in previously unaffected locations.

**Continuity arrangements** - arrangements as for Phase 4 are established with the additional arrangements implemented.

Arrangements	Responsibility
<b>International travel</b>	
Total travel ban is imposed on all affected countries.	Vice Chancellor on advice from Director Risk Management Unit
<i>All</i> returning travellers are subjected to compulsory home quarantine for a period of three weeks on return. No physical contact with other members of the University community is permitted.	Director HR
Where multiple members of the same household work for the University, quarantine requirements extend to all members (students or staff).	Director HR Director Student Services
Approval for travel to all overseas locations is subject to health risk assessment.	Director Risk Management
Pandemic travel kit is issued to all travellers (cost recovery basis)	Director Risk Management Unit
<b>Domestic travel</b>	
No additional arrangements are required.	
<b>Preparedness</b>	
Critical Incident Management Team is convened as the Pandemic Disease Coordinating Committee	Incident Controller
All critical incident management plans reviewed and	Director Risk

Arrangements	Responsibility
retested across the organisation.	Management Unit
<b>Campus management</b>	
New hygiene and cleaning procedures prepared, readied and checked.	OHS Manager
Critical Incident Management Team briefed regularly.	Critical Incident Management Team
<b>Student management</b>	
New arrivals from affected countries subjected to three week quarantine from contact with University country.	Director Student Services and Deans
Compulsory 'stay at home' policy for any student showing any early signs typical of the disease.	Director Student Services and Deans
Detailed health advice provided to students on regular basis.	Director Student Services (via OHS Manager)
Support centre established to advise/assist students from affected countries.	PVC Equity & Access
<b>Staff management</b>	
Detailed health advice provided to staff on regular basis.	OHS Manager
Review and update staff guidance on future alternate work arrangements.	Director HR
Develop 'dark site' for staff communications via the internet.	Director Marketing and Communications
Review and update senior management succession plan – out of session Council approval.	Vice Chancellor

## Phase 6a – Pandemic Period

**Status** – The WHO have declared a pandemic. Sustained transmission in humans is occurring with all cases **occurring overseas**.

**Continuity arrangements** - arrangements as for Phase 5 are established with the additional arrangements implemented.

Arrangements	Responsibility
<b>International travel</b>	
Total ban imposed on all overseas travel by staff and students.	Vice Chancellor
Ban imposed on all overseas visitors to campuses and contact with the University community.	Vice Chancellor
<b>Domestic travel</b>	
Australian airports regarded as high risk locations – advise against contact.	Director Risk Management Unit
Interstate travel restricted to essential business only – consider the need for three weeks home based quarantine on return.	Director Risk Management Unit
<b>Preparedness</b>	
Business continuity plans 'geared up' – made ready for rapid activation, teams placed on notice.	Director Risk Management Unit
Update and finalise 'dark site' for the internet. Live test on password restriction.	Director Communications and Marketing
<b>Campus management</b>	
Critical Incident Management Team convened.	Incident Controller on advise of Critical Incident Management Officer

Arrangements	Responsibility
Personal protective equipment distributed to all campuses.	OHS Manager
Documented pandemic management protocols distributed and training provided to staff at each campus.	
Student management	
Total ban on students (not already in Australia) departing for attendance at LTU.	Director Student Services
New arrivals from overseas, automatic quarantine from contact with the University community for three weeks.	Director Student Services and Deans
Information on pandemic influenza maintained on student website	Director Public Affairs
Staff management	
Health communications to staff updated daily.	OHS Manager
Review and update staff guidance on alternate work arrangements.	Director HR
Information on pandemic influenza maintained on staff website	Director Public Affairs

## Phase 6b: Pandemic phase

**Status:** The WHO has declared a pandemic phase, cases are now occurring in Australia.

**Continuity arrangements** - arrangements as for Phase 6a are established with the additional arrangements implemented.

Arrangements	Responsibility
<b>International travel</b>	
Total ban on international travel by staff and students is maintained	Vice Chancellor
Activate dark site, prepare access details for release.	Director Public Relations
<b>Domestic travel</b>	
Prohibition placed on all non absolute critical interstate travel.	Vice Chancellor and Deans
Mandatory three week quarantine imposed upon return.	Vice Chancellor and Deans
Physical contact between campuses restricted to essential business travel only.	Campus managers
<b>Preparedness</b>	
Liaise with Health Department to determine predicted extent and duration of pandemic.	OHS Manager
<b>Campus management</b>	
Convene daily virtual (eg teleconference) meetings of the Critical Incident Management Team (GOLD).	Critical Incident Manager
Roll out new hygiene procedures.	OHS Manager
Restrictions placed on face-to-face meetings and gatherings, encourage virtual solutions (eg	Vice Chancellor and

Arrangements	Responsibility
teleconferencing) wherever possible.	Deans
Business continuity plans placed on standby for activation.	Critical Incident Manager
<b>Student management</b>	
Reduce unnecessary student contact time.	Deans
Wherever practicable move teaching to online delivery (eg downloadable files, podcasts etc)	Deans
<b>Staff management</b>	
Distribute staff guidance on alternate work arrangements.	Director HR
Communicate non-business essential roles to staff, and planned stand-down arrangements.	Director HR
Communicate the identity of 'business essential roles'	Director HR
Encourage staff to move to home based work wherever practicable.	Deans
Personal protective equipment issued to 'at risk staff' and use encouraged.	OHS Manager

## Pandemic phase 6c

**Status:** Pandemic disease cases are occurring locally.

**Continuity arrangements** - arrangements as for Phase 6b are established with the additional arrangements implemented.

Arrangements	Responsibility
<b>International travel</b>	
Total ban on international travel is maintained.	Vice Chancellor
Monitor government advice as pandemic proceeds – essential business travel may be allowed by government as successive waves of outbreaks occur.	Vice Chancellor- on advice from the Critical Incident Management Officer
Consider allowing travel for persons recovered from infection (if acceptable immunity has developed).	Vice Chancellor – on advice from the OHS Manager
<b>Domestic travel</b>	
Total ban on interstate travel is implemented.	Vice Chancellor and Deans
Restriction of physical contact between staff and students is maintained.	Vice Chancellor and Deans
Consider relaxing travel restrictions if the pandemic period persists for several months - for essential business travel only.	Vice Chancellor – on advice from the Critical Incident Management Officer
Consider allowing travel for persons recovered from infection (if acceptable immunity has developed).	Vice Chancellor – on advice from the OHS Manager
<b>Preparedness</b>	
No additional requirements	
<b>Campus management</b>	

Arrangements	Responsibility
Restrictions placed on non-essential staff entering campus.	Vice Chancellor, Vice Principal, Deans
All other critical business functions conducted remotely (internet, email, telephone) wherever practicable.	Vice Principal, Deans
Review need to provide 2+ pay period advance salary deposits.	Director HR
<b>Student management</b>	
Restrictions placed on non-resident staff entering campus.	Vice Chancellor
Resident students encouraged to return to home wherever practicable.	Accommodation Service, Deans
Priority University accommodation provided to students unable to return home because of government imposed travel restrictions.	Accommodation Service
<b>Staff management</b>	
Absolute critical staff only on site (eg maintenance, security, etc).	Vice Principal, Deans
Implement senior management succession plan.	Vice Chancellor
Consider return to work for any staff recovered from infection (if acceptable immunity).	OHS Manager

## Post-pandemic Phase – Recovery a

**Status:** No new cases identified in Australia for >7 days.

Arrangements	Responsibility
<b>International travel</b>	
Maintain the all- travel ban, subject to advice from government agencies (WHO, DFAT, etc).	Vice Chancellor
Where travel is allowed, mandatory home quarantine on return is applied.	Director HR, Deans
<b>Domestic travel</b>	
Essential business travel only is allowed.	Deans, Director Risk Management Unit
Consider need for home based quarantine measures to be applied.	Director HR, Deans
<b>Preparedness</b>	
Develop plan for recovery of other functions and return of students to campus.	Critical Incident Management Team
<b>Campus management</b>	
Critical incident management team meets daily (virtual conference).	Incident Controller
Commence staged recovery of critical business functions.	University Recovery Team
<b>Student management</b>	
Provide updated communications to students regarding timetable for recovery to normal business.	Director Student Services, Deans

Arrangements	Responsibility
<b>Staff management</b>	
Provide updated communications to staff regarding timetable for recovery to normal business.	Director HR
Support centre reopened.	Director HR

## Post-pandemic Phase – Recovery b

**Status:** No new cases identified in Australia for +14 days

Arrangements	Responsibility
<b>International travel</b>	
Daily monitoring of overseas disease status by country.	Director Risk Management Unit
Regularly update and publish approved travel locations (based upon WHO and DFAT advice).	Director Risk Management Unit
Require personal health monitoring by travellers and self declaration before return to work.	Director HR
<b>Domestic travel</b>	
Remove remaining domestic travel restrictions (subject to Health Department advice)	Vice Chancellor
<b>Preparedness</b>	
Implement recovery plan for other business functions.	University Recovery Team
<b>Campus management</b>	
Critical incident management team briefed daily.	Incident Controller
Continue stand-down of continuity arrangements.	Incident Controller and BCP co-ordinators
<b>Student management</b>	
Commence staged return of students to campus.	Director Student Services, Deans
<b>Staff management</b>	
Commence staged return of staff to normal duties.	Director HR, Deans

## Post pandemic Phase: stand down of arrangements

**Status:** no new cases for +28 days. Declaration of end of pandemic

Arrangements	Responsibility
<b>International travel</b>	
Routine travel risk assessment requirements apply.	Director Risk Management Unit
International disease status monitoring continues.	Director Risk Management Unit
<b>Domestic travel</b>	
No travel restrictions apply.	Deans
<b>Preparedness</b>	
Debrief on management of the pandemic and incorporation of learnings into Critical Incident Management Plans.	Incident Controller
<b>Campus management</b>	
Provide interim and final status reports to the Vice chancellor and to Council.	Incident Controller
Monitor and provide weekly recovery status reports to the critical Incident Management team.	Incident Controller
<b>Student management</b>	
Provide information and support to students in returning to normal University operations.	Deans
<b>Staff management</b>	
Provide information and support to staff in returning to normal University operations.	Deans and Directors

