

# **Worcestershire CCGs**

# **Business Continuity Plan**

**January 2019**

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<b>Target Audience</b>	<b>All CCG employees and Governing Body members</b>

Version Control Record

<b>Version</b>	<b>Description of Change(s)</b>	<b>Reason for Change</b>	<b>Author</b>	<b>Date</b>
V1	Draft		Jannet Allen	February 2014
V2	Additional items	Comments received from colleagues	Jannet Allen	March 2014
V2	Additional items	Re-drafting and addition of items from HSCIC business plan	Jannet Allen	March 2014
V3	Additional Item and amendments	More information included in plan.	Jannet Allen	September 2014
V4	Review and minor changes	To reflect current structure and responsibilities	Hana Taylor	November 2015
V5	Update	Update to reflect establishment of joint management team and inclusion of new in house functions	Lucy Noon	July 2016

V6	Update	Addition of primary care functions Amendments to formatting	Lynda Williams Jannet Allen	July 2016
V7	Update	Urgent Care function added as a Category 1 function	Lynda Williams	July 2016
V8	Update	Change of email addresses	Lynda Williams	May 2017
V9	Update	Minor amendments to reflect: changes to roles, job titles and contact numbers; update CSU services provided; changes in departmental functions; addition of IT workaround document	Lynda Williams	November 2018/ January 2019

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### **Plan Updates**

If you have any suggested changes to this plan, please notify the Corporate Team. If any changes to the service or personnel occur the plan will be updated.

This plan will be reviewed annually or following any significant change to the business or following an application of the plan.

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## 1. Introduction

The Business Continuity Plan will assist in the recovery of the three Worcestershire Clinical Commissioning Groups (hereon known as CCGs) in the event of a significant incident which threatens personnel, buildings or the operational structure of the business and requires special measures to be taken to restore things back to normal. The CCGs are lean organisations who delegate a number of their functions to a Commissioning Support Unit including:

- IT programme and contract management
- Payroll
- Business intelligence
- Specialist corporate services
- Human Resources

The CCGs share the following. Some of these shared services are hosted in Worcester at the Coach House and some are hosted by Redditch and Bromsgrove at Barnsley Hall:

- Individual Funding Requests
- Commissioning and Contracting
- Safeguarding children and adults
- Patient Safety

In May 2016 the three Worcestershire CCGs established a joint management team, initially in shadow form, and became fully established in April 2017.

Service specifications for both shared services and delegated services are available in the corporate area of the shared drive.

The Commissioning Support Unit (CSU) have their own Business Continuity Plans. Worcestershire Health Economy IT infrastructure also has a separate Business Continuity Plan.

### 1.1 Aim

The aim of the Plan is to set out the roles, responsibilities and actions to be taken by CCG staff and identify how we will work with other organisations to re-instate the business following a significant incident.

### 1.2 Objectives

The plan will:

- Provide for continuity of activities essential to the CCGs.
- Reduce the disruption to patients, public, member practices, providers who we commission services from, partners and employees.
- Maximise the safety and security of the CCGs' employees and visitors.
- Open easily accessible communication channels for employees and stakeholders.
- Ensure good quality instructions and flow of information to employees and stakeholders.

## 2. Significant Incidents

Notification of a significant incident may originate from any source. It is envisaged however that it will come from site staff during occupation of premises, or from one of the emergency services during unoccupied periods. Although not an exhaustive list, examples of significant incidents include:

- Inability to access building due to fire, flood or other
- Theft or criminal damage
- Power failure
- Loss of utilities
- Terrorist attack
- Severe IT disruption
- Epidemic striking the population
- Employees unable to reach their office base due to severe weather conditions.

## 3. Activation of Plan

Either the Accountable Emergency Officer (Director of Partnerships and Change) or the Senior Manager on call will be responsible for the activation of this Business Continuity Plan. Once activated all Managers/Senior staff members must be informed, and they in turn will then cascade the information. All CCG employees will be contacted and informed of the current situation and advised what their role will be in the recovery plan.

***Other action check lists that should be referred to as well as this document include:***

- Emergency on-call folder
- Major Incident Plan
- Computacenter Business Continuity Plan
- Commissioning Support Unit Business Continuity Plan.

The following activation sequence will normally be used when informing personnel of the activation of this plan:

- Standby phase
- Implement phase
- Stand Down phase

**“Standby”** will be used as an early warning of a situation which might at some later stage escalate and thus require implementation of this Plan. A “Standby” allows key officers time to think, brief staff, start a business interruption log and prepare for the deployment of resources should an “Implement” message be received. This is particularly important if an interruption occurs towards the end of office hours and staff may need to be asked to stay at work until the situation becomes clear. Resources are not normally deployed at this stage (although this will largely depend upon circumstances) and a “Stand Down” may follow this type of alert.

**“Implement”** will be used to request the immediate utilisation of staff and resources in activation of the plan. Certain business interruptions will trigger the implement stage of activation immediately, for example a power failure or a terrorist attack.

**“Stand Down”** will be used to signify the phased withdrawal of any services provided due to activation of the plan. The stand down order will be given by a Director who will brief staff, stakeholders and customers as appropriate.

#### 4. Business Impact

##### 4.1 Impact Assessment

In order to construct a Business Continuity Plan, the starting point is to undertake a Business Impact Assessment which identifies the essential functions and services which define the organisation and assesses, based on impact and risk, the maximum time (Recovery Time Objective) the organisation can be considered to be sustainable without the ability to deliver those functions and services.

##### 4.2 Categorisation of the Worcestershire CCGs’ Functions

<b>CATEGORY 1</b> <b>Critical - Resume within 24 hours</b>	Emergency Preparedness - Planning and Response - On Call function
	Continuing Health Care – Fast Track Assessment and Decision
	Programme management of the urgent care system
	Staff Engagement - Intranet
	EPRR & Senior Decision Making - On call for CCG and wider health economy at TCG
<b>CATEGORY 2</b> <b>Very high and High - Resume within 1 to 7 days</b>	Financial Management - Budgeting and Reporting
	Financial Transactions – Payroll, sales ledger, purchase ledger and cash management
	Activity and Contract Management - Data capture and analysis
	Quality Management - Monitoring SUIs, Safeguarding
	Quality Management - Surveillance
	Medicines Management – Benchmarking, best practice and monitoring prescribing
	Human Resources – ESR and Staffing
	Commissioning - Provider Contract Management and IFR
	Public Engagement - Website and Press relations
	Continuing Healthcare – Routine assessment and decision, maintenance of client records
	Primary Care – Commissioning function
Primary Care – Routine management of the primary care contract	
<b>CATEGORY 3</b> <b>Moderate and Low - Resume as soon as practical 1 week to 1 month</b>	Handling of Complaints - Responding to and handling of Patient Complaints
	Human Resources - Recruitment
	Public Engagement – surveys and FOI requests
	Procurement – Securing goods and services
	Governance and Corporate – Maintenance of risk register and BAF, conducting Boards and
	Performance – Monitoring and reporting QIPP, AT liaison and performance regime
	Transformation and Delivery - Delivery of Service Transformation Programme – project management and co-ordination of clinical involvement
	Strategy and Integrated Care – Delivery of Accountable Care Strategy, project and programme management, stakeholder engagement



Financial Sustainability and PMO - co-ordination of NHSE returns, development of Verto system, STP governance, financial recovery and cost improvement programmes

Purpose of activity	Actual Activity	Carried out by	Resources needed	Dependencies (other teams, other agencies)	Impact	Recovery Time Objective	Current Contingencies	Proposed Contingencies
Financial Management	Budgeting & Reporting	Finance team	Network access to IFSE PC access	CSU	High	3 - 7 days	Home working. Alternative CCG base. NHSE	As current
EPRR and Senior Decision Making	On call for CCG and wider health economy at TCG	On Call Executive	Mobile phone, network access, PC/laptop	Providers, NHS England, Local Resilience Forum	Critical	0-3 hours	Calls fielded by acute switch, on call exec can be changed with ease. Hard copies of plans	As current
Urgent Care	Programme management of urgent care system	Urgent Care	Network Access PC/laptop Telecoms	Providers	Critical	0-3 hours	Home working Alternative CCG office Provider site	As current
Financial Transactions	Payroll Sales ledger Purchase ledger Cash management	Finance Team	Network access & access to specialist packages	CSU, HR	Very High	1-2 days	SBS Business Continuity Plans	As current
Activity and Contract Management	Data capture & analysis	CSU, Finance Team	Network access PC access, Telecoms	Providers data	High	3-7 Days	CSU Business Continuity Plan	Depends on CSU Business Continuity Plan
Handling of Complaints	Responding to and handling of Patient Complaints	Corporate team	Network access PC access, Telecoms	Provider responses	Moderate	1 week	Home working. Alternative CCG Office. NHSE	As current
Quality Management	Monitoring SUIs Safeguarding	Quality Team	Network access Telecoms	Providers Reports	Very High	1-2 days	Home working. Alternative CCG office NHSE	As current
Quality Management	Surveillance	Quality Team	Network access Pc access, Telecoms	Provider Reports	High	3 - 7 Days	Home working. Alternative CCG office NHSE	As current
Medicines Management	Benchmarking Best practice Monitoring prescribing	Medicines Commissioning Team	Prescribing data, File Access, Telecoms		High	3 - 7Days	Home working. Alternative CCG office NHSE	As current

Purpose of activity	Actual Activity	Carried out by	Resources needed	Dependencies (other teams, other agencies)	Impact	Recovery Time Objective	Current Contingencies	Proposed Contingencies
Public Engagement	Website Press relations Surveys FOI requests	Comms Team  CSU	Internet access Telecoms	None	Very High Very High Low Moderate	1 - 2 Days 1 - 2 days 1 month 1 Week	Home working. Alternative CCG office.	As current  CSU Business Continuity Plan
Staff engagement	Intranet	Comms Team	Internet access Telecoms	EPRR on Call	Critical	0 – 24 hours	Home working Alternative CCG office Remote access	As current
Human Resources	Recruitment ESR Staffing	Corporate Team and CSU	Telecoms Internet access	CSU	Moderate High High	1 weeks 3 - 7 Days 3 - 7 Days	CSU Business Continuity Plan	CSU Business Continuity Plan
Commissioning	Provider Contract Management IFR	Commissioning, Contracting Team	Network access PC access Telecoms	Lead CCGs Providers	Very High  Very High	1-2 Days  1-2 Days	Home working. Alternative CCG office NHSE	As current
Primary Care	Routine management of the primary care contract	Primary Care team	Network access Telecoms		High	3-7 days	Home working Alternative CCG office Remote access	As current
Primary Care	Primary Care commissioning function	Primary Care team	Network access Telecoms		Very high	1-2 days	Home working Alternative CCG office Remote access	As current
Procurement	Securing goods and services	CSU	Network access Telecoms	CSU	Moderate	1-2 weeks	CSU	CSU
Governance and Corporate	Maintenance of risk register and BAF Conducting Boards and Committees	Corporate team	Network access Telecoms	None	Moderate	1 – 2 weeks	Home working Alternative CCG office Remote access NHSE	As current
Performance	Monitoring and reporting QIPP AT liaison and performance regime	Performance team	Network access Telecoms	None	Moderate	1 – 2 weeks	Homeworking Alternative CCG office NHSE	As current
Continuing Healthcare	Routine assessment and decision  Fast track assessment and decision	CHC team  CHC team	Network access Telecoms Broadcare system		High  Critical	3-7 days  0-12 hours	Homeworking Alternative CCG office NHSE	As current

Purpose of activity	Actual Activity	Carried out by	Resources needed	Dependencies (other teams, other agencies)	Impact	Recovery Time Objective	Current Contingencies	Proposed Contingencies
Transformation and Delivery	Service Transformation Programme Project management Clinical involvement	Transformation and Delivery team	Network access Telecoms	Providers	Moderate	1-2 weeks	Homeworking Alternative CCG office NHSE	As current
Strategy and Integrated Care	Accountable Care Strategy Programme management Stakeholder engagement	Strategy and Integrated Care team	Network access Telecoms	Providers	Moderate	1-2 weeks	Homeworking Alternative CCG office NHSE	As current
Financial sustainability PMO	Financial recovery Cost improvement programmes STP governance	PMO team	Network access Telecoms	STP partners	Moderate	1-2 weeks	Homeworking Alternative CCG office NHSE	As current

Impact: Critical (1) Very High (2), High (2), Moderate (3), Low (3)

Recovery Time Objective: 0-24 hrs, 1-2 days, 3- 7 Days, 1 – 2 Weeks, 1 month

## 4.1 Impact Analysis

Business activity restoration priorities have been identified against the following categories:-

PRIORITY	Services	Recovery Time Objective (RTO)
<b>Red</b>	<ul style="list-style-type: none"> <li>• Phone lines to be reinstated or an alternative available.</li> </ul>	Needs to be restored within 0-1 hour
<b>Amber</b>	<ul style="list-style-type: none"> <li>• IT systems</li> <li>• Utilities (electricity will be needed for IT systems)</li> </ul>	Needs to be restored within 1-24 hours
<b>Green</b>	<ul style="list-style-type: none"> <li>• Temporary office(s) available</li> <li>• Facilities available to enable staff to work from home or alternative base</li> </ul>	Needs to be restored within 24 hours – 48 hours
<b>Blue</b>	<ul style="list-style-type: none"> <li>• All systems operating to full capacity</li> </ul>	Needs to be restored within 5 working days
<b>Black</b>	<ul style="list-style-type: none"> <li>• Existing office facilities replaced</li> </ul>	A service which can be restored progressively after 10 working days

Minimum levels of service needed include:

Finance, Payroll, Health Economy Wide IT system, Communications, Executive Team/Senior Management Continuing Healthcare decision making

Payroll services are provided through a Service Level Agreement (SLA) with the commissioning support unit and are therefore not based at any CCG office.

Health Economy Wide IT services are provided via an outsourcing contract and are therefore not based at any CCG office.

## 5. Responsibilities

Area/Function	Responsibilities
<p><b>Directors</b></p>	<p><b>Implementation of the Business Continuity Plan and procedures.</b></p> <p><b>Review plan and the application of procedures. Support compliance through assurance activities.</b></p> <p><b>Allocate resources and budget to achieve the required level of business continuity.</b></p> <p><b>Ensure all employees maintain information governance standards and confidentiality at all times during an incident.</b></p>
<p><b>Department Heads</b></p>	<p><b>Maintain good awareness of business continuity within their areas.</b></p> <p><b>Provide feedback to Directors about the corporate business continuity plan.</b></p> <p><b>Act as a conduit for dissemination of information, guidelines etc to employees</b></p> <p><b>Ensure employees maintain information governance standards and confidentiality at all times during an incident.</b></p>
<p><b>All Colleagues</b></p>	<p><b>Maintain an adequate level of general awareness regarding business continuity.</b></p> <p><b>Be aware of any specific role or responsibilities allocated to them.</b></p> <p><b>Participate actively in business continuity where required.</b></p> <p><b>Ensure information governance standards and confidentiality at all times during an incident.</b></p>
<p><b>Communications Team</b></p>	<p><b>Ensure there are communication channels for employees and stakeholders.</b></p> <p><b>Maintain good quality and timely information dissemination.</b></p>

In the event that the CCGs' premises become unavailable to staff, please complete a log sheet/form and consider:

Objective	Actions / Considerations
1. Establish the current situation at the affected site / workspace	<ul style="list-style-type: none"> <li>• What has happened?</li> <li>• When did it occur?</li> <li>• Are the Emergency Services informed / on-site?</li> <li>• Is there access to the site?</li> <li>• Are the IT systems and services still running?</li> <li>• Who else has been informed?</li> <li>• How potentially serious is it?</li> <li>• Are there any casualties? If so, details?</li> </ul>
2. Decide whether the Business Continuity Plan should be invoked? The decision will be based upon the information provided. Consideration should be given to:	<ul style="list-style-type: none"> <li>• How quickly will we be able to re-enter the affected workspace?</li> <li>• Are there prevailing weather conditions?</li> <li>• Whether the area is currently responding to an external incident</li> <li>• If the decision is to relocate key staff to the agreed alternative accommodation alert the site – (contact details in table below)</li> <li>• If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal access is granted to the disrupted location.</li> </ul>
3. Communicate with staff	<ul style="list-style-type: none"> <li>• IF EVACUATION IS NEEDED – Follow site evacuation plan taking into account staff, customer and visitor safety.</li> <li>• Keep staff informed at Assembly Points until a decision has been made about whether the building is likely to become available again soon. If the building will not be available, relocate identified key staff to the agreed alternative workspace and consider sending other staff home and tell them to await instructions. Remind them to check in with the manager at an agreed time.</li> <li>• Out of Hours - If the disruption occurs outside office hours, staff communication will be cascaded.</li> <li>• <b>Need to ensure that information governance standards and confidentiality are maintained at all times.</b></li> </ul>

Alternative Accommodation Location:	Contact Number:
Barnsley Hall/Court	01527 482900
Coach House	01905 681999
LAT offices at Wildwood	01905 733263

<b>Priority teams to be relocated:</b>	Executive Team Comms Team Continuing Healthcare Team
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Other alternative premises that can be utilised include provider organisation premises such as Worcestershire Health and Care Trust offices and Community Hospitals, Worcestershire Acute Hospital Sites and Worcestershire County Council offices.

**In the event IT Systems / Voice networks / Key data are unavailable please complete a log sheet/form and consider:**

Objective	Actions / Considerations
1. Confirm the nature of the disruption	<ul style="list-style-type: none"> <li>• What has happened?</li> <li>• When did it occur?</li> <li>• Which systems and/or services are affected?</li> <li>• How potentially serious is it?</li> <li>• What is the estimated duration of the problem?</li> <li>• Who else needs to be informed (Other Directors, comms team, stakeholders)?</li> </ul>
2. Decide whether the Business Continuity Plan should be invoked. The decision will be based upon the information provided. Consideration should be given to:	<ul style="list-style-type: none"> <li>• How long systems will be unavailable</li> <li>• Whether the systems affected are required to support the Time Critical / Important Business Activities</li> <li>• Whether the Area is currently responding to external incident</li> <li>• Inform staff that the Business Continuity Plan is being invoked <b>or</b> put staff on standby <b>or</b> invoke agreed manual systems to ensure that the service can continue to operate.</li> <li>• If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal service is resumed.</li> </ul>
3. Enter Specific actions or considerations if the disruption is due to non-availability of IT systems / Voice networks / key data	<ul style="list-style-type: none"> <li>• Instigate working from a secondary location unaffected by the IT issue.</li> <li>• Rerouting of calls.</li> <li>• Accessing and making available critical data to key staff which has been protected.</li> <li>• If the main landline(s) are lost revert to mobile phones and give number to key staff and stakeholders.</li> <li>• If IT systems are lost instigate disaster recovery plan.</li> <li>• If IT is only affected at CCG offices, staff can work remotely.</li> <li>• Health economy wide IT system is crucial to activities; all Primary Care, Secondary Care and Commissioning organisations use the same IT infrastructure. In the case of the significant incident being the collapse of the Health economy wide IT system need to communicate with public that it will affect all IT systems including Primary Care, Secondary Care and Commissioning. Each GP practice will need to decide whether to invoke their own business continuity plans.</li> <li>• There is currently no special equipment installed at the CCG office that would be needed.</li> <li>• <b>Staff need to ensure that they maintain information governance standards and confidentiality at all times.</b></li> </ul>

In the event key members of staff are unavailable please complete a log sheet/form and consider:

Objectives	Actions / Considerations
<p>1. Confirm the nature of the disruption</p>	<ul style="list-style-type: none"> <li>• What has happened?</li> <li>• When did it occur?</li> <li>• Who and how many are affected?</li> <li>• Which systems and/or services are affected?</li> <li>• How potentially serious is it?</li> <li>• What is the estimated duration of the problem?</li> <li>• Who else has been informed (other Directors, Comms Team, stakeholders)?</li> </ul>
<p>2. Decide whether the Business Continuity Plan should be invoked. The decision will be based upon the information provided. Consideration should be given to:</p>	<ul style="list-style-type: none"> <li>• How long staff members will be unavailable</li> <li>• Whether the staff are required to support the Critical / Important Business Activities</li> <li>• Whether the Area is currently responding to external incident</li> <li>• Inform staff that the Business Continuity Plan is being invoked <b>or</b> put staff on standby <b>or</b> invoke agreed manual systems to ensure that the service can continue to operate.</li> <li>• If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal service is resumed.</li> </ul>
<p>3. Enter Specific actions or considerations if the disruption is due to non-availability of Key Staff</p>	<ul style="list-style-type: none"> <li>• Change of job functions for some staff (to support the critical business activities)</li> <li>• Employ agency staff</li> <li>• Offer overtime</li> <li>• Suspend less time critical parts of the business</li> <li>• Consider out sourcing some services if possible until you are ready to restore them.</li> <li>• <b>Need to ensure that information governance standards and confidentiality are maintained at all times.</b></li> </ul>



**In the event other Key Resources are not available complete a log sheet/form:**

Objectives	Actions / Considerations
<p>1. Confirm the nature of the disruption</p>	<ul style="list-style-type: none"> <li>• What has happened?</li> <li>• When did it occur?</li> <li>• Which systems and/or services are affected?</li> <li>• How potentially serious is it?</li> <li>• What is the estimated duration of the problem?</li> <li>• Who else has been informed?</li> </ul>
<p>2. Decide whether the Business Continuity Plan should be invoked. The decision will be based upon the information provided. Consideration should be given to:</p>	<ul style="list-style-type: none"> <li>• How long resources will be unavailable</li> <li>• Whether the resources affected are required to support the Critical / Important Business Activities</li> <li>• Whether the Area is currently responding to external incident</li> <li>• Inform staff that the Business Continuity Plan is being invoked <b>or</b> put staff on standby <b>or</b> invoke agreed manual systems to ensure that the service can continue to operate.</li> <li>• If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal service is resumed.</li> </ul>
<p>3. Enter Specific actions or considerations if the disruption is due to non availability of key resources</p>	<ul style="list-style-type: none"> <li>• Arrangements/contracts to hire / borrow / purchase replacement resources from suppliers.</li> <li>• Protective measures for resources e.g. not having all resources at one site.</li> <li>• <b>Need to ensure that information governance standards and confidentiality are maintained at all times.</b></li> </ul>

## **6. Supporting Information**

### **6.1 Staff Welfare**

It must be recognised that a business interruption may also cause additional pressures for staff. Staff members need to be given clear direction about what the priorities of the CCGs are. Managers must ensure that they monitor staff closely to ensure that their welfare is maintained (e.g. regular breaks due to increased intensity or pressure of work).

Staff should be aware of what their role is when a major disruption occurs. Clear and concise communication with staff is pivotal to having an organised response. Staff will be made aware of the communication methods the CCGs are going to use so they can find out the latest information, when working from home or a different location than normal.

### **6.2 Informing Staff**

During Office Hours

If the disruption occurs during office hours staff will be communicated with via briefings from managers, telephone calls, intranet and emails.

Out of office hours

The Accountable Emergency Officer (Director of Partnerships and Change) or the Senior Manager on-call will keep CCG staff up to date through the following methods:

- Telephoning staff and passing on essential information.
- Mobile phone Text cascade of information if appropriate.
- Emails to staff that have access to external email as appropriate.
- Face to face as appropriate.

Staff will also be given the opportunity to feedback any comments they may have after a response phase and the service has returned to normal. This will be in the form of a structured debrief.

Managers who suspect that CCG staff members have suffered undue stress or even trauma from a significant incident must consider providing assistance to the staff who have been affected.

If necessary, the CCGs will obtain next of kin contact details from ESR.

### **6.3 Media / Public Information**

In the event of a major disruption to the CCGs, the Communications Team must be contacted to inform them of what has happened and the estimated length of the disruption and possible impacts. They will:

- Co-ordinate and lead CCG response to media enquiries during and following an incident
- Produce media/press releases and statements
- Liaise with media officers in other organisations to ensure messages are consistent
- Organise press conferences and interviews
- Arrange media visits to incident sites
- Brief and provide guidance to Senior Management Team
- Liaise with Emergency Communications Team.

## 7. Plan Maintenance Procedures

The Business Continuity Plan contact list will be reviewed every six months. The plan must be reviewed annually. The plan must be up to date and exercised and all audit requirements met.

### 7.1 Plan validation (exercises) / Training Schedule

Awareness training for staff to make sure they are all aware of what to do and who will be involved. A table top exercise will be carried out every 12 months and a live exercise every three years.

## 8. Risk assessment of each risk identified

	<b>Incident</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>
1	Unavailability of premises for more than 5 working hours caused by fire, flood or other incidents	3	4	Mitigation is home working, use of other CCG, CSU and NHSE offices, communications team to keep channels of information open.
2	Major electronic attacks or severe disruption to the IT network and systems	3	5	Health Economy wide IT business continuity plan in place. Due to IT system being health economy wide any major disruption would affect <b>all</b> Worcestershire health services including primary and secondary care. Prioritised restoration would be of primary and secondary care systems and email systems. Once emails are up and running this will allow remote working and staff to use non- NHS equipment securely (through NHS.net)
3	Terrorist attack or threat affecting transport networks or the office locations	2	3	Mitigation is home working, use of other CCG, CSU and NHS E offices, communications team to keep channels of information open.

	<b>Incident</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>
4	Denial of access to building	2	3	Some members of CCG staff have spare keys to access the buildings. If a building is inaccessible for other reasons the mitigation is home working, use of other CCG, CSU and NHSE offices, communications team to keep channels of information open.
5	Significant numbers of staff prevented from reaching CCG offices, or returning home, due to bad weather or transport issues	3	2	Mitigation is home working, use of other CCG, CSU and NHSE offices, also other Worcestershire Health Economy sites. Communications team to keep channels of information open.
6	Theft or criminal damage severely compromising the organisation's physical assets	2	3	Health Economy wide IT business continuity plan in place. Prioritised restoration would be of email systems. Once emails are up and running this would allow remote working, staff can use non-NHS equipment securely through NHS.net to reduce dependency on corporate equipment .Equipment re-building and stand- alone working possible as a temporary measure.
7	Significant chemical contamination of the working environment	1	4	Mitigation is home working, use of other CCG, CSU and NHSE offices, also other Worcestershire Health Economy sites. Communications team to keep channels of information open.
8	Serious injury to, or death of, staff whilst in the offices	2	2	Mitigation is by use of CCG trained Health and Safety members carrying out required Risk Assessment.
9	Illness / epidemic striking the population and therefore affecting a significant number of staff	1	4	Mitigation is home working, use of other CCG, CSU and NHSE offices, also other Worcestershire Health Economy sites. Communications team to keep channels of information open.

	<b>Incident</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>
10	Outbreak of a serious disease or illness in the working environment	1	4	Mitigation is home working, use of other CCG, CSU and NHSE offices, also other Worcestershire Health Economy sites. Communications team to keep channels of information open.
11	Simultaneous resignation or loss of a number of key staff	1	4	Mitigation is by use of CCG communications channels and co-ordination between internal teams. Succession Planning in place, potential for CSU assistance.
12	Widespread industrial action	1	2	Mitigation is by use of home working, centralised communications channels and co-ordination between internal teams.
13	Significant fraud, sabotage or other malicious acts	1	2	Mitigation is by use of home working, centralised communications channels and co-ordination between internal teams.

### **Emergency Pack**

**There will be an emergency pack located at Barnsley Hall and the Coach House. The emergency pack will contain:**

- **A copy of the Business Continuity Plan**
- **Directors' contact details to start cascade process.**
- **List of spare key holders**
- **Security codes – safe codes, key pad codes etc.**
- **IT provider details**
- **Contact list for suppliers if needed**
- **Plan of office/site**
- **Evacuation procedures**
- **Alternative premises contact details, map**
- **Copy of CCG Asset registers**
- **Information Asset register**
- **Risk assessment of premises**
- **Fire assessment of premises**
- **Contact for estate services/facilities**
- **Utility services contact details**
- **Copy of insurance certificate**
- **Incident log sheets**

### **Appendices:**

1. Log Sheet
2. Work arounds

Appendix 1

**LOG SHEET**

Start a log as soon as the incident has started by completing the below sheet. Use further sheets if the need arises.

**NB: It is important to ensure that all information/decisions and actions are logged in the order they occur. This information will be a record of your decisions and actions. This may be required should a review or inquiry be necessary.**

<b>BUSINESS INTERRUPTION LOG SHEET</b>
DATE: <input type="text"/>

Log Ref	Time	Information/Decisions/Actions	Items Outstanding

Threat	Description
<b>Loss of buildings</b>	<ul style="list-style-type: none"> <li>Whole or part of the building is unavailable to provide a normal level of service</li> <li>Staff unable to access work place</li> </ul>
<b>Key Responsibilities</b>	<p><b>All Staff</b>      <b>All Staff who become aware of a disruption to their service are responsible for:</b></p> <ul style="list-style-type: none"> <li>Communicating upwards through normal line management routes to ensure that senior managers are aware of the position</li> <li>Where appropriate, activate work-around arrangements</li> </ul> <p><b>Service / Team Lead</b>      <b>Leads are responsible for:</b></p> <ul style="list-style-type: none"> <li>Identifying whether a disruption can be managed at service level or needs wider involvement</li> <li>Ensuring that the Director is aware of the position</li> <li>Establishing a Business Continuity Management Team at CCG level if appropriate</li> <li>Considering Major Incident stand-by</li> </ul> <p><b>Senior Manager on Call / AEO</b>      <b>The Senior Manager on call/AEO is responsible for:</b></p> <ul style="list-style-type: none"> <li>Identifying whether a disruption can be managed at SDU level or needs to be managed at Board level</li> <li>Ensuring that the Accountable Officer is aware of the position</li> <li>Establishing a CCG-wide Business Continuity Management Team</li> <li>Declaring a Major Incident if necessary</li> </ul>
	<b><u>ACTIONS TO TAKE IN PREPARATION</u></b>
1.	<ul style="list-style-type: none"> <li>Establish what functions / roles can be carried out at alternative locations</li> </ul>
2.	<ul style="list-style-type: none"> <li>Identify which staff are able to work remotely e.g. Home</li> </ul>
3.	<ul style="list-style-type: none"> <li>Identify alternative contact numbers if appropriate e.g. mobile phone if office number unavailable due to loss of building</li> </ul>
	<b><u>How the CCG will initially respond to the Threat</u></b> <b><u>Team / Service Leads</u></b>
1.	<ul style="list-style-type: none"> <li>Start a Log of all actions taken</li> </ul>
2.	<ul style="list-style-type: none"> <li>Prepare initial assessment of the continuity issue</li> </ul>
3.	<ul style="list-style-type: none"> <li>Is the issue likely to be resolved within 24 hours or will it take longer?</li> </ul>
4.	<ul style="list-style-type: none"> <li>Report any building issues to Estates &amp; Facilities or to NHS Property Services as appropriate</li> </ul>
5.	<ul style="list-style-type: none"> <li>Ensure alternative arrangements where applicable e.g. Home Working are in place</li> </ul>

6.	<ul style="list-style-type: none"> <li>Establish how much and for how long the building access is unavailable</li> </ul>
7.	<ul style="list-style-type: none"> <li>Communicate with all staff and Stakeholders</li> </ul>
8.	<ul style="list-style-type: none"> <li>Ensure the Senior Manager on Call and AEO are aware of the situation even if situation under control</li> </ul>
9.	<ul style="list-style-type: none"> <li>Consider reputational impact of the continuity issue e.g. Could this issue cause or lead to negative media for the CCGs?</li> </ul>
<p>Where an incident affects the delivery of critical services and the work-around arrangements are not able to resolve the situation within the maximum tolerable period of disruption, the Senior Manager on Call or AEO will assume responsibility for co-ordinating the CCGs' response. If the incident affects multiple critical services then the provisions of the Incident Response Plan will apply and the issue will need escalating to NHS England.</p>	
<b>Premises Evacuated (Working Hours)</b>	<ul style="list-style-type: none"> <li>Establish reason for evacuation</li> <li>Start a Log</li> <li>Follow established evacuation process, each area manager or responsible named person to ensure everyone is safely evacuated from the building</li> <li>Inform Senior Manager on Call / AEO</li> <li>Tell staff present to await further instruction</li> <li>Establish from Officer in Charge when safe return to building is possible and plan for this</li> </ul>
<b>Less than 24 Hours</b>	<p><b>As above plus</b></p> <ul style="list-style-type: none"> <li>Communicate with all staff of the situation</li> <li>Ensure any phones are diverted to alternative bases or mobiles where possible</li> <li>Temporary period consider where appropriate a reduced level of service provision</li> <li>Inform those affected staff to work flexibly where appropriate</li> <li>Are staff able to work from alternative areas of the building?</li> <li>Are staff able to work remotely?</li> <li>Ensure any changes to service provision are communicated with all appropriate internal and external stakeholders</li> <li>Consider activation of Incident Management Team</li> </ul>



<b>1-7 Days</b>	<p><b>As above plus</b></p> <ul style="list-style-type: none"> <li>• Consider escalation to Senior Manager on Call/ AEO and Declaration of Major Incident if applicable</li> <li>• Consider where appropriate the relocation of services to alternative accommodation</li> <li>• Consider financial implications</li> <li>• Review initial assessment carried out</li> <li>• What are the reputational impacts of the loss of building?</li> <li>• Consider changes to service configuration (working patterns)</li> <li>• Keep all stakeholders including NHS England informed of the situation and when they can expect normal services to be resumed</li> <li>• Resource requirements e.g. IT equipment required to deliver functions taken from the Business Impact Analysis</li> </ul>
<b>Longer than 7 Days</b>	<p><b>As above plus</b></p> <ul style="list-style-type: none"> <li>• Consider escalation to Senior Manager on Call and Declaration of Major Incident if applicable</li> <li>• Review initial assessment carried out</li> <li>• Consider financial, reputational impacts</li> <li>• Maintain communication lines with all internal and external stakeholders keeping them informed of progress, issues and expectations.</li> <li>• Inform other staff they may not be required to attend work until further notice or task reallocation</li> <li>• Notify the media and the public of the situation and the availability of services</li> <li>• Ensure people and resource requirements are met (See Business Impact Analysis sheets)</li> <li>• Consider longer term ICT requirements to administer each of the critical functions/services for a temporary or prolonged period.</li> </ul>

Threat	Description						
<b>Loss of Staff</b>	<p>The CCGs could experience a loss of staff for a number of reasons, these include:</p> <ul style="list-style-type: none"> <li>• Widespread public health issue e.g. Norovirus</li> <li>• Industrial Action</li> <li>• Severe Weather</li> <li>• Transport Disruption</li> <li>• Large Scale Resignation (Lottery Winners, head hunted staff)</li> </ul>						
<b>Key Responsibilities</b>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 20%;"><b>All Staff</b></td> <td> <p><b>All Staff who become aware of a disruption to their service are responsible for:</b></p> <ul style="list-style-type: none"> <li>• Communicating upwards through normal line management routes to ensure that senior managers are aware of the position</li> <li>• Where appropriate, activate work-around arrangements</li> </ul> </td> </tr> <tr> <td style="vertical-align: top;"><b>Service / Team Lead/</b></td> <td> <p><b>Leads are responsible for:</b></p> <ul style="list-style-type: none"> <li>• Identifying whether a disruption can be managed at service level or needs wider involvement</li> <li>• Ensuring that the Senior Manager on call / AEO is aware of the position</li> <li>• Considering Major Incident stand-by</li> </ul> </td> </tr> <tr> <td style="vertical-align: top;"><b>Senior Manager on call/AEO</b></td> <td> <p><b>The Senior Manager on call/AEO is responsible for:</b></p> <ul style="list-style-type: none"> <li>• Identifying whether a disruption can be managed at Service / Team level or needs to be managed at Incident Management Team</li> <li>• Ensuring that the Chief Officer is aware of the position</li> <li>• Establishing a CCG wide Business Continuity Management Team</li> <li>• Declaring a Major Incident if necessary</li> </ul> </td> </tr> </table>	<b>All Staff</b>	<p><b>All Staff who become aware of a disruption to their service are responsible for:</b></p> <ul style="list-style-type: none"> <li>• Communicating upwards through normal line management routes to ensure that senior managers are aware of the position</li> <li>• Where appropriate, activate work-around arrangements</li> </ul>	<b>Service / Team Lead/</b>	<p><b>Leads are responsible for:</b></p> <ul style="list-style-type: none"> <li>• Identifying whether a disruption can be managed at service level or needs wider involvement</li> <li>• Ensuring that the Senior Manager on call / AEO is aware of the position</li> <li>• Considering Major Incident stand-by</li> </ul>	<b>Senior Manager on call/AEO</b>	<p><b>The Senior Manager on call/AEO is responsible for:</b></p> <ul style="list-style-type: none"> <li>• Identifying whether a disruption can be managed at Service / Team level or needs to be managed at Incident Management Team</li> <li>• Ensuring that the Chief Officer is aware of the position</li> <li>• Establishing a CCG wide Business Continuity Management Team</li> <li>• Declaring a Major Incident if necessary</li> </ul>
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<b>Senior Manager on call/AEO</b>	<p><b>The Senior Manager on call/AEO is responsible for:</b></p> <ul style="list-style-type: none"> <li>• Identifying whether a disruption can be managed at Service / Team level or needs to be managed at Incident Management Team</li> <li>• Ensuring that the Chief Officer is aware of the position</li> <li>• Establishing a CCG wide Business Continuity Management Team</li> <li>• Declaring a Major Incident if necessary</li> </ul>						
	<p><b><u>ACTIONS TO TAKE IN PREPARATION</u></b></p>						
<p>1.</p>	<p>Establish the minimum/safe staffing level to provide the service(s)/function(s) required</p>						
<p>2.</p>	<p>Ensure staff contact details are readily available (electronic and hard copy)</p>						
<p>3.</p>	<p>Where staff shortages are foreseeable e.g. severe inclement weather forecast, transport strikes, review planned leave, study leave and where possible reschedule.</p>						

	<b>ACTIONS TO TAKE IN THE EVENT OF A DISRUPTION</b>
	<b><u>How the CCG will respond to the threat – Service / Team Leads</u></b>
1.	<ul style="list-style-type: none"> <li>Start a log and record all actions taken</li> </ul>
2.	<ul style="list-style-type: none"> <li>Establish degree of absenteeism</li> </ul>
3.	<ul style="list-style-type: none"> <li>Establish what critical services and functions if any have been affected by staff unavailability</li> </ul>
4.	<ul style="list-style-type: none"> <li>Establish length of time critical services will be affected</li> </ul>
5.	<ul style="list-style-type: none"> <li>Establish if the loss is permanent or temporary</li> </ul>
6.	<ul style="list-style-type: none"> <li>Assess overall skill mix of teams to ensure that appropriately skilled staff are available</li> </ul>
7.	<ul style="list-style-type: none"> <li>If possible (i.e. not for industrial action) contact part time/full time staff who have indicated they would be willing to work any additional hours to help cover</li> </ul>
8.	<ul style="list-style-type: none"> <li>Contact other Teams to see if staffing can be flexed across teams / services</li> </ul>
9.	<ul style="list-style-type: none"> <li>Scale back all non-critical functions (refer to Business Impact Analysis), consider cancellation of any non-urgent activities</li> </ul>
10.	<ul style="list-style-type: none"> <li>Keep the situation under constant review, if there are any significant new risks identified, escalate in line with normal reporting procedures</li> </ul>
11.	<ul style="list-style-type: none"> <li>Ensure escalation to Senior Manager On Call / AEO and onward notification to NHS England</li> </ul>
12.	<ul style="list-style-type: none"> <li>Ensure any changes to service provision are communicated to all stakeholders and where possible provide estimated time to resumption of full service</li> </ul>
<b>Less than 24 Hours</b>	<p><b>As Above Plus</b></p> <ul style="list-style-type: none"> <li>Temporary period consider reduced level of service</li> <li>Consider reallocation of key tasks</li> </ul>
<b>1-7 Days</b>	<p><b>As Above Plus</b></p> <ul style="list-style-type: none"> <li>Consider Escalation to Major Incident if Critical Functions cannot be maintained</li> </ul>
<b>Longer than 7 Days</b>	<p><b>As Above Plus</b></p> <ul style="list-style-type: none"> <li>Consider recruiting previous employees on short term basis (e.g. recently retired staff)</li> <li>If loss of staff is permanent begin recruitment process to fill gaps</li> <li>If priority functions are operating at a reduced level of service, ensure all customers and key stakeholders are aware of the situation and when the service is likely to be fully restored</li> </ul>

Threat	Description
<b>Loss of ICT</b>	The CCGs could experience a loss of IT services due to power failure, cyber attack or infrastructure damage, resulting in a loss of email, software applications, electronic files, VOIP telephony, wi-fi.
<b>Key Responsibilities</b>	<p><b>All Staff</b>      <b>All Staff who become aware of a disruption to their service are responsible for:</b></p> <ul style="list-style-type: none"> <li>• Escalating upwards through normal line management routes to ensure that senior managers are aware of the position</li> <li>• Where appropriate, activate work-around arrangements</li> </ul> <p><b>Service / Team Lead/</b>      <b>Leads are responsible for:</b></p> <ul style="list-style-type: none"> <li>• Identifying whether a disruption can be managed at service level or needs wider involvement</li> <li>• Ensuring that their Director is aware of the position</li> <li>• Escalating to Senior Manager On Call and AEO to establish a Business Continuity Management Team at CCG level if appropriate.</li> <li>• Considering Major Incident stand-by</li> </ul> <p><b>Senior Manager On Call / AEO</b>      <b>The Senior Manager on call/AEO is responsible for:</b></p> <ul style="list-style-type: none"> <li>• Identifying whether a disruption can be managed at Team / Service level or needs to be escalated to incident Management Team</li> <li>• Ensuring that the Accountable Officer is aware of the position</li> <li>• Establishing a CCG-wide Business Continuity Management Team</li> <li>• Declaring a Major Incident if necessary</li> </ul>
<b>Number</b>	<b>ACTIONS TO TAKE IN PREPARATION</b>
1.	Ensure you know how to report any issues with IT services both during and out of hours
2.	Identify alternative premises that staff could work from if not also affected by the loss of IT services
3.	Ensure that there is an effective Disaster Prevention and Recovery Plan for data recovery and access in place and that this plan is kept up to date
4.	Ensure staff supporting key processes have the means to work from home or other remote locations, including suitable wi-fi connections
5.	Ensure the CCGs' information asset register is regularly updated and identifies the location of any paper record systems that could be used until normal IT services are resumed
6.	Ensure systems are in place to contact patients/families/staff/ Stakeholders should it be necessary.

	<b>ACTIONS TO TAKE IN THE EVENT OF A DISRUPTION</b>
	<b><u>How the CCG will respond to the issue – Team / Service Leads</u></b>
1.	<ul style="list-style-type: none"> <li>• Start a log and record all actions taken</li> </ul>
2.	<ul style="list-style-type: none"> <li>• Identify the extent of the disruption</li> </ul>
3.	<ul style="list-style-type: none"> <li>• Report the fault to the IT Helpdesk: <b>0800 085 4949</b></li> <li>❖ 0800 085 4949 <a href="mailto:worcestershirenhs.servicedesk@computacenter.com">worcestershireshs.servicedesk@computacenter.com</a></li> <li>❖ OOH 0800 085 4949 ask for on-call IT Technician</li> <li>❖ Provide details regarding the extent of the problem (is it a local issue or a WHITS wide issue affecting the whole Health Economy?) and ascertain the estimated timescales for disruption/resolution.</li> <li>❖ In the event of a cyber attack ensure Computacenter also notify the appropriate teams in NHSE.</li> </ul>
4.	<ul style="list-style-type: none"> <li>• Quickly analyse and establish what services have been affected by the loss of IT systems</li> </ul>
5.	<ul style="list-style-type: none"> <li>• Quickly analyse what critical functions if any have been impacted (refer to Business Impact Analysis)</li> </ul>
6.	<ul style="list-style-type: none"> <li>• If critical functions have been impacted, inform the Senior Manager on Call / AEO</li> </ul>
7.	<ul style="list-style-type: none"> <li>• Report the issue and details of work-around arrangements to: <ul style="list-style-type: none"> <li>❖ Switchboard 01905 760000</li> <li>❖ Switchboards OOH: 01905 763333 / 01527 503030</li> <li>❖ Communications Team – ask them to send all staff</li> <li>❖ NHS England</li> <li>❖ Consider other stakeholders, e.g. GPs, GP OOH service, Ambulance Control, Health Economy.</li> </ul> </li> </ul>
8.	<ul style="list-style-type: none"> <li>• Keep the situation under review. If there are significant or new risks, escalate in line with normal reporting procedures.</li> </ul>
9.	<ul style="list-style-type: none"> <li>• Is the loss Short Term (Power Cut) or Long Term (mains supply, cyber issue)?</li> </ul>
10.	<ul style="list-style-type: none"> <li>• Establish the length of time critical functions / services will potentially be affected</li> </ul>
11.	<ul style="list-style-type: none"> <li>• Provide NHS England with Situation Report of situation and expected resolution times and any issues that require escalation</li> </ul>
12.	<ul style="list-style-type: none"> <li>• Communicate with all staff and stakeholders using the Comms team for delivery of the messages in the most effective way</li> </ul>
<b>1-7 Days</b>	<ul style="list-style-type: none"> <li>• Consider escalation to CCG wide BCM issue / Major Incident declaration through the Senior Manager on Call and AEO</li> <li>• Dependent on where the problem is, relocate identified Critical Functions to alternative accommodation if available, taking into consideration physical resources required, e.g. telephones, IT</li> <li>• Consider changes to service reconfiguration (working patterns)</li> <li>• Ensure all stakeholders are aware of the situation and when they can expect a resumption of full services, using the Comms team to deliver messages in the most appropriate ways</li> <li>• Consider further escalation / informing NHS England where service delivery is affected</li> </ul>
<b>Longer than 7 Days</b>	As above

Threat	Description						
<b>Loss of telecommunications</b>	<p>We use various telephone systems across the CCGs. It is important that you are aware of the type of telephone system(s) that are used in your building/service. It is likely that this will either be a VOIP system (Voice Over Internet Protocol), which is linked to the computer network (recognised by “Nortel or Avaya” grey or black phone handsets – <b>see picture below for an example</b>) or a traditional system, linked to the BT network. This information is important when reporting the fault. Fax machines are generally connected to the BT system and should continue to work if the VOIP system goes down. NB. if the power goes down, then it is likely that the VOIP system and Fax machines will be affected unless the building is linked to a generator.</p>						
<b>Key Responsibilities</b>	<table border="0"> <tr> <td data-bbox="523 719 703 981"> <b>All Staff</b> </td> <td data-bbox="703 719 1399 981"> <b>All Staff who become aware of a disruption to their service are responsible for:</b> <ul style="list-style-type: none"> <li>• Communicating upwards through normal line management routes to ensure that senior managers are aware of the position</li> <li>• Where appropriate, activate work-around arrangements</li> </ul> </td> </tr> <tr> <td data-bbox="523 981 703 1312"> <b>Service / Team Lead/</b> </td> <td data-bbox="703 981 1399 1312"> <b>Leads are responsible for:</b> <ul style="list-style-type: none"> <li>• Identifying whether a disruption can be managed at service level or needs wider involvement</li> <li>• Ensuring that their Director is aware of the position</li> <li>• Escalating to Senior Manager On Call and AEO to establish a Business Continuity Management Team at CCG level if appropriate.</li> <li>• Considering Major Incident stand-by</li> </ul> </td> </tr> <tr> <td data-bbox="523 1312 703 1610"> <b>Senior Manager On Call / AEO</b> </td> <td data-bbox="703 1312 1399 1610"> <b>The Senior Manager on call/AEO is responsible for:</b> <ul style="list-style-type: none"> <li>• Identifying whether a disruption can be managed at Team / Service level or needs to be escalated to incident Management Team</li> <li>• Ensuring that the Accountable Officer is aware of the position</li> <li>• Establishing a CCG-wide Business Continuity Management Team</li> <li>• Declaring a Major Incident if necessary</li> </ul> </td> </tr> </table>	<b>All Staff</b>	<b>All Staff who become aware of a disruption to their service are responsible for:</b> <ul style="list-style-type: none"> <li>• Communicating upwards through normal line management routes to ensure that senior managers are aware of the position</li> <li>• Where appropriate, activate work-around arrangements</li> </ul>	<b>Service / Team Lead/</b>	<b>Leads are responsible for:</b> <ul style="list-style-type: none"> <li>• Identifying whether a disruption can be managed at service level or needs wider involvement</li> <li>• Ensuring that their Director is aware of the position</li> <li>• Escalating to Senior Manager On Call and AEO to establish a Business Continuity Management Team at CCG level if appropriate.</li> <li>• Considering Major Incident stand-by</li> </ul>	<b>Senior Manager On Call / AEO</b>	<b>The Senior Manager on call/AEO is responsible for:</b> <ul style="list-style-type: none"> <li>• Identifying whether a disruption can be managed at Team / Service level or needs to be escalated to incident Management Team</li> <li>• Ensuring that the Accountable Officer is aware of the position</li> <li>• Establishing a CCG-wide Business Continuity Management Team</li> <li>• Declaring a Major Incident if necessary</li> </ul>
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<b>Senior Manager On Call / AEO</b>	<b>The Senior Manager on call/AEO is responsible for:</b> <ul style="list-style-type: none"> <li>• Identifying whether a disruption can be managed at Team / Service level or needs to be escalated to incident Management Team</li> <li>• Ensuring that the Accountable Officer is aware of the position</li> <li>• Establishing a CCG-wide Business Continuity Management Team</li> <li>• Declaring a Major Incident if necessary</li> </ul>						
<b>Number</b>	<b>ACTIONS TO TAKE IN PREPARATION</b>						
1.	Identify in advance which phone system you are using VOIP/BT (Note – VOIP phones are similar to the picture below)						
2.	If you have a fax machine, record the number here:						
3.	<p>Identify alternative contact numbers for your team / service, and record them here:</p> <p>This is important as it may be possible in certain circumstances for the IT team to divert the VOIP system to alternative numbers. Alternative numbers could be the fax line, work mobile phones, or teams based in a different building/locality. You may have back up mobile phones on site. Ensure these are charged and staff know where they are located.</p>						

4.	Ensure you have systems in place to contact patients/families/staff / Stakeholders should you need to.
	<b>ACTIONS TO TAKE IN THE EVENT OF A DISRUPTION</b>
	<b>How the CCG will respond to the issue – Team / Service Leads</b>
13.	<ul style="list-style-type: none"> <li>Start a log and record all actions taken</li> </ul>
14.	<ul style="list-style-type: none"> <li>Identify the extent of the disruption: <ul style="list-style-type: none"> <li>❖ Incoming / outgoing / can you still dial internal extensions?</li> <li>❖ VOIP / fax / BT land lines</li> </ul> </li> </ul>
15.	<ul style="list-style-type: none"> <li>Report the fault to the IT Helpdesk: <b>0800 085 4949</b></li> <li>❖ 0800 085 4949/ worcestershires.servicedesk@computacenter.com</li> <li>❖ OOH 0800 085 4949 ask for on-call IT Technician</li> <li>❖ Provide details regarding the extent of the problem, any diverts that you need to be set up and ascertain the estimated timescales for disruption/resolution.</li> </ul>
16.	<ul style="list-style-type: none"> <li>Quickly analyse and establish what services have been affected by the loss of phone system</li> </ul>
17.	<ul style="list-style-type: none"> <li>Quickly analyse what critical functions if any have been impacted (refer to Business Impact Analysis)</li> </ul>
18.	<ul style="list-style-type: none"> <li>If critical functions have been impacted, inform Senior Manager on Call / AEO</li> </ul>
19.	<ul style="list-style-type: none"> <li>Report the issue and details of work-around arrangements to: <ul style="list-style-type: none"> <li>❖ Switchboard 01905 760000</li> <li>❖ Switchboards OOH: 01905 763333 / 01527 503030</li> <li>❖ Communications Team – ask them to send all staff</li> <li>❖ Consider other stakeholders, e.g. GPs, GP OOH service, Ambulance Control, NHS England, Health Economy.</li> </ul> </li> </ul>
20.	<ul style="list-style-type: none"> <li>Ensure you have systems in place to make emergency calls and that staff are aware</li> </ul>
21.	<ul style="list-style-type: none"> <li>Keep the situation under review. If there are significant or new risks, escalate in line with normal reporting procedures.</li> </ul>
22.	<ul style="list-style-type: none"> <li>Is the loss Short Term (Power Cut) or Long Term (mains supply issue)?</li> </ul>
23.	<ul style="list-style-type: none"> <li>Establish the length of time critical functions / services will potentially be affected</li> </ul>
24.	<ul style="list-style-type: none"> <li>Provide NHS England with Situation Report of situation and expected resolution times and any issues that require escalation</li> </ul>
25.	<ul style="list-style-type: none"> <li>Communicate with all staff and stakeholders using the Comms team for delivery of the messages in the most effective way</li> </ul>
<b>1-7 Days</b>	<ul style="list-style-type: none"> <li>Consider escalation to CCG wide BCM issue / Major Incident declaration through the Senior Manager on Call and AEO</li> <li>Relocate identified Critical Functions to alternative accommodation if available taking into consideration physical resources required, e.g. telephones, IT</li> <li>Consider changes to service reconfiguration (working patterns)</li> <li>Ensure all stakeholders are aware of the situation and when they can expect a resumption of full services, using the Comms team to deliver messages in the most appropriate ways</li> <li>Consider further escalation / informing NHS England where</li> </ul>

	<p>service delivery is affected</p> <ul style="list-style-type: none"> <li>• Try to locate alternative phone provision e.g. mobile phones</li> </ul>
<b>Longer than 7 Days</b>	<ul style="list-style-type: none"> <li>• As above</li> </ul>

**Example of VOIP phones.**





Threat	Description
<b>Loss of Utilities</b> e.g. Gas, Electricity, Water, Fuel etc	<ul style="list-style-type: none"> <li>• Disruption to the supply of gas, electricity or water to the building (Short or Long Term)</li> <li>• Fuel Supply locally and nationally restricted or not available</li> </ul>
<b>Key Responsibilities</b>	<p><b>All Staff</b>      <b>All Staff who become aware of a disruption to their service are responsible for:</b></p> <ul style="list-style-type: none"> <li>• Communicating upwards through normal line management routes to ensure that senior managers are aware of the position</li> <li>• Where appropriate, activate work-around arrangements</li> </ul> <p><b>Service/ Team Lead</b>      <b>Leads are responsible for:</b></p> <ul style="list-style-type: none"> <li>• Identifying whether a disruption can be managed at service level or needs wider involvement</li> <li>• Ensuring that the Director is aware of the position</li> <li>• Considering Major Incident stand-by</li> <li>• Escalating to Senior Manager on Call and AEO to establish a Business Continuity Management Team at CCG level if appropriate</li> </ul> <p><b>Senior Manager On Call /AEO</b>      <b>The Director is responsible for:</b></p> <ul style="list-style-type: none"> <li>• Identifying whether a disruption can be managed at Team / Service level or needs to be escalated to an Incident management team</li> <li>• Ensuring that the Accountable Officer is aware of the position</li> <li>• Establishing a CCG-wide Business Continuity Management Team</li> <li>• Declaring a Major Incident if necessary</li> </ul>
	<b><u>ACTIONS TAKEN IN PREPARATION</u></b>
1.	<ul style="list-style-type: none"> <li>• Ensure you know how to report any issues with utilities both during and out of hours</li> </ul>
2.	<ul style="list-style-type: none"> <li>• If appropriate gain some knowledge about how to turn off supplies at mains</li> </ul>
3.	<ul style="list-style-type: none"> <li>• Where disruption to the utilities is foreseeable e.g. planned water maintenance, ensure an alternative source is available.</li> </ul>
4.	<ul style="list-style-type: none"> <li>• Ensure you are aware how you will get to work or what alternatives are available in the event of a local or national fuel shortage e.g. Public transport, non-motorised transport</li> </ul>
	<b><u>ACTIONS TO TAKE IN THE EVENT OF A DISRUPTION</u></b>
	<b><u>How the CCG will respond to the issue– Team /Service leads</u></b>
1.	<ul style="list-style-type: none"> <li>• Start a log and record all actions taken</li> </ul>
2.	<ul style="list-style-type: none"> <li>• Inform Estates and Facilities or NHS Property Services of the issue giving as much detailed information as possible regarding the areas impacted</li> </ul> <p>Estates &amp; Facilities: During Hours via Help Desk 01386 502555 (or ext 32555)</p>

	<p>Out of Hours via WH&amp;CT on call manager through switchboard 01905 763333</p> <p>NHS Property Services: Both during and out of hours: 01902 575050</p>
3.	<ul style="list-style-type: none"> <li>Quickly analyse and establish what services have been affected by the loss of utilities</li> </ul>
4.	<ul style="list-style-type: none"> <li>Quickly analyse what critical functions if any have been impacted (refer to Business Impact Analysis)</li> </ul>
5.	<ul style="list-style-type: none"> <li>If critical functions have been impacted, inform Senior Manager on Call / Accountable Emergency officer</li> </ul>
6.	<ul style="list-style-type: none"> <li>If a generator is present on site, has it self-activated? Inform Estates and Facilities immediately if it hasn't.</li> </ul>
7.	<ul style="list-style-type: none"> <li>What Critical functions have the potential to be disrupted if the utility failure is prolonged</li> </ul>
8.	<ul style="list-style-type: none"> <li>Is the loss Short Term (Power Cut) or Long Term (mains supply including Fuel issues)</li> </ul>
9.	<ul style="list-style-type: none"> <li>Establish the length of time critical functions / services will potentially be affected</li> </ul>
10.	<ul style="list-style-type: none"> <li>Provide NHS England with Sit Rep of situation and expected resolution times and any issues that require escalation.</li> </ul>
11.	<ul style="list-style-type: none"> <li>Communicate with all staff and stakeholders including NHS England, and the Local Health Economy using the Comms team for delivery of the messages in the most effective way</li> </ul>
<b>Less than 24 Hours</b>	<ul style="list-style-type: none"> <li>Temporary period consider reduced level of service if appropriate</li> <li>Consider relocating critical services if appropriate</li> <li>Consider informing those able to work from alternative locations e.g. another base, home</li> <li>Consider escalation / informing NHSE where service delivery is affected</li> </ul>
<b>1-7 Days</b>	<ul style="list-style-type: none"> <li>Consider escalation to CCG Wide BCM issue / Major Incident declaration</li> <li>Relocate identified Critical Functions to alternative accommodation if available taking into consideration physical resources required, e.g. telephones, IT</li> <li>Request staff work flexibly during this period of disruption if appropriate</li> <li>Consider changes to service reconfiguration (working patterns)</li> <li>Ensure all stakeholders are aware of the situation and when they can expect a resumption of full services, using the Comms team to deliver messages in the most appropriate ways</li> <li>Consider further escalation / informing NHSE where service delivery is affected</li> <li>Try to locate alternative supplies e.g. large quantity of bottled water, heaters, port-a-loos, etc. with the assistance of Estates and Facilities or NHS Property Services</li> </ul>
<b>Longer than 7 Days</b>	<ul style="list-style-type: none"> <li>Temporary accommodation requirements to be implemented</li> <li>Keep service users informed of changes to services using the Comms team to deliver messages in the most appropriate ways</li> <li>All critical services relocate to alternative accommodation</li> </ul>