

# Business Continuity Plan

## *Telford and Wrekin* *Clinical Commissioning Group (CCG)*

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<b>Reviewed by:</b>	Christine Morris Executive Nurse, Lead for Quality & Safety
<b>Date:</b>	24/02/2017 13/09/2018
<b>Next review planned:</b>	September 2019

## 1.0 Document History

*This plan is required to be reviewed at least annually, or sooner as required following activation of the plan or significant changes to the organisation's structure.*

*All amendments are noted below.*

<b>Date</b>	<b>Version Number</b>	<b>Changes Made</b>	<b>Name</b>
06/06/2013	0.1	First draft	C Morris
08/07/2013	0.2	Discussed with Senior Management Team	C Morris
12/09/2013	0.3	Discussed with NHS England EPRR Lead Reference to policies amended Approved by Audit Committee and subsequently Governance Board	C Morris
05/08/2015	0.4	Staff names and roles following organisational restructure Section 1.2- definition of Business continuity scope and purpose Section 1.7 -activating the plan clarity, de-escalation Section 1.8 communications Section 1.9 EPRR summary	C Morris
24/0/2017	0.5	CFO name and roles changed Property services telephone number change Name of IT changed	C Morris

The Executive Nurse, Lead for Quality and Safety is the lead for business continuity for Telford and Wrekin CCG and is responsible for ensuring that a full review of this plan is undertaken on an annual basis, or sooner as required following activation of the plan or significant changes to the organisation's structure.

This will include ensuring that contact details are reviewed quarterly. However, all members of staff have a responsibility to inform the business continuity lead, via their manager if their contact details change.

### 3.0 Plan distribution

The list below identifies all staff who should receive a copy of this plan. Central copies will be held by the Executive Nurse.

SURNAME	FORENAME	JOB TITLE	BASE
Evans	David	Chief Officer	Halesfield
Cooke	Jon	Chief Finance Officer	Halesfield
Boden	Laura	Deputy Chief Finance Officer	Halesfield
Beck	Fran	Executive Lead for Commissioning	Halesfield
Smith	Alison	Executive Lead for Governance and Performance	Halesfield
Leahy	Jo	Clinical Chair	Halesfield
Jones	Tracey	Deputy Executive-Quality & Engagement	Halesfield
Parkes	Angie	Deputy Executive – Commissioning & Planning	Halesfield
Evans	Colin	Lead Nurse for Complex Care	Halesfield
Seaton	Jacqui	Head of Medicines Management	Halesfield
Hammond	Anna	Deputy Executive -Commissioning & Planning	Halesfield
Mc	Stuart	TRAQS Manager	Halesfield
		Head of Information Technology Information Management & Technology NHS Staffordshire and Lancashire CSU	Fenton Health Centre Glebedale Road Fenton Stoke-on-Trent ST4 3AQ
Kaur Duncan	Sarabjit Linda	Office Manager	Halesfield

### 4.0 Related documents

Other documents that may be useful to support this plan are detailed below.

Hard Copies of existing policies are held by the Executive Nurse, stored on CCG Executive shared drive and on encrypted USB sticks issued to On Call Executives.

National documents can be found at:

<http://www.england.nhs.uk/ourwork/epr>

Document	Document Location
NHSE Incident response plan	Executive shared drive/ USB <a href="http://www.england.nhs.uk/ourwork/epr">http://www.england.nhs.uk/ourwork/epr</a>
Heatwave Plan	Executive shared drive/USB <a href="http://www.england.nhs.uk/ourwork/epr">http://www.england.nhs.uk/ourwork/epr</a>
Fuel Shortage Plan	Executive shared drive/USB
Flood/Cold Weather Plan	Executive shared drive/USB <a href="http://www.england.nhs.uk/ourwork/epr">http://www.england.nhs.uk/ourwork/epr</a>
Public Health England Incident response plan	Executive shared drive/USB

Pandemic Flu Plan	Executive shared drive/USB <a href="http://www.england.nhs.uk/ourwork/epr">http://www.england.nhs.uk/ourwork/epr</a>
Serious Untoward Incidents	Executive shared drive/USB
On Call Directors pack	Executive Shared drive/USB
On Call Director Policy	Executive Shared drive/USB <a href="http://www.telfordccg.nhs.uk">www.telfordccg.nhs.uk</a>

## Part 1 – Introduction

### 1.1 Purpose

This plan is to be used to assist in the continuity and recovery of Telford and Wrekin CCG in the event of an unplanned disruption. A disruption could be any event which threatens personnel, buildings or operational capacity and requires special measures to be taken to restore normal service.

### 1.2 Aim

The aim of the plan is to set out the roles, responsibilities and actions to be taken by Telford and Wrekin CCG (T&WCCG) to enable continuity and recovery of the key parts of the service following a significant disruption.

1.2.1 Business Interruption can be defined as;

***‘An unwanted incident which threatens personnel, buildings, operational procedures, or the reputation of the organization, which requires special measures to be taken to restore things back to normal’***

1.2.2 Business continuity management (BCM) is a business driven process that establishes a fit-for-purpose strategic and operational framework to –

- Proactively improve the organisation’s resilience against severe interruption;
- Provide a rehearsed method of restoring the organisation’s ability to supply its key services to an agreed level within an agreed time after an interruption;
- Deliver a proven capability to manage a business interruption and protect the organisation’s reputation and brand

1.2.3 BCM can be defined as:

***“A holistic management process that identifies potential threats to an organisation and the impacts to business operations that those threats, if realised might cause, and which provides a framework for building organisational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating activities.”***

(BS 25999 Business Continuity Management – Part 1 2006: Code of Practice, British Standards Institute)

At the heart of business continuity planning are four key areas:

- Damage/denial of access to premises;
- Non availability of key staff;
- Loss or damage to other resources;
- Loss/damage to IT or data.

1.2.4 Business continuity is complementary to the risk management framework that sets out to understand the risks to operations or business, and the consequences of those risks. Reference should be made to the organisation's risk management strategy and risk register which relate to corporate and directorate risk assessments that may be considered in conjunction with this continuity planning process.

1.2.5 Business Continuity is also complementary to Emergency Preparedness, Resilience and Response (EPRR). In the NHS reorganisation of 2013 Clinical Commissioning Groups were categorised as Category 2 responders (supporting agencies), so have lesser responsibilities than most other health service organisations. There are core EPRR standards set out by the Cabinet Office which all Category 1 responders have to meet. CCGs are also required to meet a large number of these as Category 2 responders. These requirements, in many cases, are part of necessary Business Continuity arrangements.

### 1.3 Scope

The scope of this BCP will centre on conformity with ISO23301, legislative requirements within the Civil Contingencies Act (CCA) 2004 and NHSE guidance.

This plan applies to the functions provided by Telford and Wrekin CCG at the following sites:

NHS Telford and Wrekin  
Halesfield 6  
Telford  
Shropshire  
TF7 4BF

A major disruption will invoke the NHS England Major Incident Plan and Telford and Wrekin CCG's Business Continuity Plan.

If NHS Telford and Wrekin Halesfield site is totally out of use the response to the disruption will be managed from [Shropshire CCG base at William Farr House, Shrewsbury SY3 8XL](#).

The details of the critical functions of Telford and Wrekin CCG have been included in this Business Continuity Plan (see section 1.4 below).

### 1.4 Critical service functions

As part of the process, a critical function analysis has previously been carried out to determine those parts of the service that are a priority to maintain or reinstate.

This plan covers the following critical functions within Telford and Wrekin CCG.

<b>Critical Functions</b>
• Communications
• Continuing care
• Continuity of commissioned services
• GP IT
• Patient advice
• Safeguarding children and vulnerable adults
• Serious incident management

### 1.5 Non-critical service functions

The critical function analysis also identified those functions that are less critical and could be suspended. These are detailed in the table below.

<b>Service function</b>	<b>Length of time function can be suspended for</b>
Administration	7 days
Claims management	28 days
Clinical audit	28 days
Clinical contract management	14 days
Commissioning services (planning, development and redesign)	28 days
Complaints	7 days
Corporate governance	7 days
Data analysis and performance monitoring	14 days
Equality and diversity	28 days
Finance	14 days
Freedom of Information requests	7 days
Incident management	2 days
Individual funding requests	14 days
Infection prevention and control	7 days
Information governance	28 days
Medicines management	14 days
Patient engagement	28 days
Primary care development and performance (incl. practice visits)	14 days
Research and evaluation	28 days
Serious incident management (levels 0-1)	7 days
Subject access requests	14 days

If a disruption occurs and this plan is activated, permission will be sought from the CCG Chief Officer (if unavailable, another member of the CCG's Executive Management Team) to suspend the mainstream service functions detailed above and release Telford and Wrekin CCG staff who cover these functions to provide support to critical functions provided by other CCG areas.

## 1.6 Staffing requirements

The following staffing requirements have been assessed as being required to enable critical functions to operate.

Function	Staff group e.g. Director / Manager / Officer / Administrator	No. needed	No. workstations needed	Able to work from home
Communications	Manager	1	1	Yes
Continuing Care	Manager / Officer	1	1	No
Continuity of commissioned services	Manager / Officer	2	2	Yes
Patient advice	Officer	1	1	No
Safeguarding children and vulnerable adults	Manager / Officer	1	1	No
Serious incident management	Manager / Officer	1	1	No

In addition to the above staffing requirements relating to critical functions, at least one member of the CCG's Executive Management Team will be required to provide leadership.

## 1.7 Activating the BCP

Something has happened that impacts on critical business functions e.g. buildings, facilities or other resources, including staff need to be managed.

This plan lists the critical functions that need to be maintained, and sets out emergency steps to manage the incident. Generally, the chain of events will be;

- An alert is raised and brought to notice by any member of staff to their Executive Lead or Head of Service.
- The Director will inform the Chief Officer (or deputy), On Call Director and the assigned BCP Lead.
- The Chief Officer (CO) or deputy, On Call Director and BCP lead will consider the appropriate response and whether to activate this BCP in full or in part. Figure 1, considers the activation levels.

### Figure 1 – Plan activations

<b>Incident dynamic</b> Reported to CO and Director Team	<b>Activation</b> Potential considerations for Plan activation	<b>Incident Response Team (IRT)</b> Strategic, Tactical, and Operational responsibilities
The incident is <b>contained to single Department or Locality and</b> able to be managed effectively to conclusion by that Department/Locality	<ul style="list-style-type: none"> <li>- 'Declare Locality /Department Business Continuity Incident'</li> <li>- Initiate <b>Directorate</b> BCP</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Establish Locality/Dept IRT</b></li> <li>- Director or Deputy as <b>Locality/Dept</b> Lead Officer</li> <li>- CCG On Call Director</li> <li>- Communications Officer</li> <li>- Building Manager</li> <li>- HR lead</li> <li>- Finance Officer</li> <li>- IT lead</li> <li>- Administration coordinator;</li> </ul>
Does the incident affect <b>more than one Locality/Department?</b>	<ul style="list-style-type: none"> <li>- 'Declare Corporate Business Continuity Incident'</li> <li>- Initiate <b>Corporate</b> BCP</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Establish Corporate IRT</b></li> <li>- CO or deputy as Strategic Lead</li> <li>- CCG On Call Director</li> <li>- Communications Officer</li> <li>- Building Manager</li> <li>- HR lead</li> <li>- Finance Officer</li> <li>- IT lead</li> <li>- Administration coordinator;</li> </ul>

#### 1.7.1 Criteria for escalation:

- Increase in geographic area or staff affected (Pandemic, flooding etc.)
- the need for additional internal/external resources
- increased severity of the business interruption
- increased demands from government departments, the service or commissioned service

1.7.2 In the event of the activation of the BCP, the Business Continuity lead will identify an Incident Room (IR), usually Room B Halesfield 6, form the Incident Response Team (IRT), giving a general status report for the IRT to consider appropriate actions.

1.7.3 The CCG incident response plan will be put into action by the Chief Officer /on Call Executive

#### 1.7.4 Criteria for de-escalation

- Reduction in internal resource requirements
- Reduced severity of the incident
- Reduced demands from government departments, the service and commissioned service
- Reduced public or media interest
- heightened public or media interest

#### 1.7.5 Communications

Effective communications are crucial. It is essential to disseminate accurate and timely information to staff, partners, stakeholders and where necessary the public during the response to a business interruption. The CCG On Call Executive/ BCP lead will liaise with the communications manager as needed to ensure effective, on-going communications. This will be overseen by the On Call Executive / BCP lead in charge.

#### 1.8 Debrief

At the conclusion of the incident, the Director with responsibility for Emergency Preparedness, Resilience and Response/Business Continuity will lead a debrief session and coordinate preparation of a report on the incident (Appendix VI), to include issues identified by the debriefing process. This should take place between 24 hours and fourteen days following the incident. The report will be considered at a meeting of the RT and submitted to the Audit Committee together with any recommendations and action plan. The report should be submitted to the Governing Body for approval.

### 1.9 Emergency Preparedness, Resilience and Response (EPRR)

Business Continuity and EPRR are closely linked. As Category 2 responders the CCG does not have the resilience infrastructure that a Category 1 responder would have. However, the CCG ensures that it meets the core standards required of it through the following actions:

- The Executive Nurse, Lead for Quality & Safety is the accountable officer for EPRR
- The Senior Commissioning Manager- Secondary Care is the Deputy AEO.
- The Executive Nurse, Lead for Quality & Safety is a member of the Local Health Resilience Partnership Group and the Health Emergency Planning Officers Group (HEPOG), and is the first point of contact in the CCG for EPRR. Attendance at EPRR workshops and other events is part of this remit and relevant information is fed back to personnel within the CCG as needed
- The CCG has an on call rota of senior, experienced and trained individuals in place to manage unexpected surges of activity within Shropshire and Telford and Wrekin that are not classified as Major Incidents, and to link with the NHS England Sub Regional Team to support in the event of Major Incidents taking place
- NHS England Sub Regional Team have in place a full Major Incident Plan and the CCG utilises this in the event of an Incident rather than having a separate Plan, as this ensures integration of response
- The CCG takes part, as needed, in EPRR exercises within Shropshire and across the Telford and Wrekin and Staffordshire
- The CCG has signed a Memorandum of Understanding for the mobilisation of NHS resources in the event of a significant Public Health Incident or Outbreak
- Should the CCG require specialist EPRR expertise it would request NHS England, to assist and advice.

## **Part 2 – Training, Testing and Exercising**

### **2.1 Training**

All Telford and Wrekin CCG staff will be provided with awareness training via a fact sheet to familiarise themselves with business continuity arrangements and recovery procedures. New starters will be made aware of this plan and their potential role during a disruption as part of the CCG's new starter induction process.

Any staff with a specific role in the recovery from a disruption, or who may be asked to cover another suitable role, will be given appropriate training.

Line managers are responsible for making all staff in their teams aware of the CCG's Business Continuity Plan.

### **2.2 Plan testing and exercising**

Telford and Wrekin CCG will test this Business Continuity Plan on an annual basis. This will be facilitated by the local health resilience team by means of a table top exercise (choosing from three different scenarios: loss of staff, loss of premises, and loss of systems).

The call out / cascade arrangements, particularly the staff cascade, will be tested every six months or in the event of significant organisational change occurring.

## Appendix 1 – Initial Response Checklist

Task	Completed by (date / time)
<ul style="list-style-type: none"> <li>• Start a log of actions and expenses incurred (<b>see Appendix 2</b>)</li> </ul>	
<ul style="list-style-type: none"> <li>• Identify which critical functions have been disrupted</li> </ul>	
<ul style="list-style-type: none"> <li>• Consult with the Chief (Accountable) Officer (or member of the Executive Management Team) about activating Business Continuity Plan</li> </ul>	
<ul style="list-style-type: none"> <li>• Seek permission from Chief Officer (or member of the Executive Management Team) to suspend non-critical functions</li> </ul>	
<ul style="list-style-type: none"> <li>• Convene Executive Management Team meeting               <ul style="list-style-type: none"> <li>- Evaluate impact of situation</li> <li>- Decide on contingency actions to be taken (<b>see Appendix 3</b>)</li> <li>- Identify staff, resources, equipment required</li> <li>- Assign responsibility and timescales</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Inform staff (<b>see Appendix 4</b>)</li> </ul>	
<ul style="list-style-type: none"> <li>• Inform relevant stakeholders (<b>see Appendix 5</b>)</li> </ul>	
<b>Daily tasks during the recovery process</b>	
<ul style="list-style-type: none"> <li>• Convene Executive Management Team as necessary to monitor progress made, obstacles encountered and decide on continuing recovery process</li> </ul>	
<ul style="list-style-type: none"> <li>• Provide updated information to staff and stakeholders</li> </ul>	
<ul style="list-style-type: none"> <li>• Maintain a log of actions and expenses</li> </ul>	





## Appendix 3 – Business Continuity Action Plan

### How to complete the action plan:

To ensure that the CCG has a workable business continuity strategy, it is recommended that time is allotted to complete the sections and that there is an active dialogue with all staff to ensure feedback on the planning process.

1. Consider the list of possible disruptions to services and add others you may believe relevant; this process is completed by working through the business impact analysis tool and remembering to focus on the questions below:
2. How would that particular disruption impact on the individual service area?
3. Plot each disruption against the 3 'Ss'
  - a. **STAFF** (needed to provide critical activities)
  - b. **SPACE** (workplace)
  - c. **SUPPLIES** (consumables required to complete the critical activities, etc.)
4. Once plotted, actions to resolve issue?
  - a. **STAFF** - Call in other staff, arrange cover etc. Consider such issues as contact lists for staff, the time to attend and method of travel to work.
  - b. **SPACE** - What possible alternative locations would be available as space for essential staff to use on a temporary basis?
  - c. **SUPPLIES** - IT, telephones, electricity, gas, water, road fuel, essential office supplies etc. How would the loss or shortage be resolved in the short term?
5. State what gaps or vulnerabilities are exposed by the process, how they can be addressed and any resourcing implications.

<b>TYPE OF DISRUPTION/EVENT</b>	<b>1. Access denial to work area (any reason including fuel crisis) or utility failure (electricity, heating, water) or flooding</b>
<b>IMPACT ON T&amp;W CCG BY THE DISRUPTION/EVENT</b>	T&WCCG would be unable to provide its critical functions as listed within section 1.4 of this Business Continuity Plan and would also need to suspend non-critical functions until normal services could be resumed or alternative premises or access to premises was established.
<b>RISK RATING OF THIS EVENT</b>	<b>MEDIUM/LOW</b>
<b>CONTINGENCIES AVAILABLE REGARDING THIS DISRUPTION/EVENT</b>	<p>T&amp;W CCG staff are mainly based at one location:  NHS Telford and Wrekin  Halesfield 6  Telford  TF7 4BF</p> <p><b>Critical functions</b>  T&amp;WCCG staff that provide critical functions are able to work at the location listed above or by remote VPN at home. As per usual arrangements, some staff are able to work from other locations across Shropshire and Telford.</p> <p>Alternative premises to relocate these staff in the short term are identified through partnership discussions with Shropshire CCG at:</p> <p>William Farr House  Shrewsbury  SY3 8XL.</p> <p>With the approval of their line managers, staff may be able to work remotely from home (via VPN access if appropriate).</p> <p><b>Non-critical functions</b>  In short term incidents, if the interruption is due to utilities failure, lack of access to the building or damage to the building or work area and an alternative arrangement cannot be found, then staff covering non-critical functions may be given time off at the discretion of their line managers.</p>

<b>TYPE OF DISRUPTION/EVENT</b>	<b>1. Access denial to work area (any reason including fuel crisis) or utility failure (electricity, heating, water) or flooding</b>	
	<p>However, staff covering non-critical roles could be asked to take annual leave or flexi time whilst they are unable to attend their designated place of work or an alternative site; if reasonable efforts have not been made to attend work; or if the interruption is caused by lack of access to fuel or severe weather. This will be aligned to the CCG's policy annual leave, flexible working and special leave policies subject to negotiation.</p>	
<b>INITIAL ACTIONS DURING EVENT</b>	<p>If there is an issue with your place of work:</p> <ul style="list-style-type: none"> <li>• Verify the information and identify the anticipated timescale of the interruption.</li> <li>• Discuss and agree access to alternative locations to relocate staff on a temporary basis as above if required.</li> <li>• Notify the Executive Nurse, (EPRR Lead) or nominate deputy who will inform staff via the T&amp;WCCG communication cascade by email and text message (for relevant staff) if incident occurs in hours or by text message only if out of hours. (Refer to CCG cascade plan in <b>Appendix 4</b>) Contact Commissioning Support Unit to arrange IT/telecoms for the alternative sites for staff.</li> </ul> <p>If fuel shortage or severe weather (e.g. snow):</p> <ul style="list-style-type: none"> <li>• Confirm continuation of critical functions.</li> <li>• Implement flexible working arrangements for staff.</li> <li>• Communicate decisions to staff via appropriate medium.</li> </ul>	
<b>COMMUNICATIONS &amp; MANAGEMENT CONTACTS</b> Detail trigger points for events and list management contacts  For Halesfield 6: Business Watch Out of Hours contact number: <b>01952 582092</b>	Cordon established:	Building has to be evacuated – notify staff of evacuation if in hours via email / text message to relevant staff group. If out of hours and cordon is to remain in hours, then notify staff by text message.
	Damage or flooding to buildings:	Notify relevant staff via cascade of closure of building and alternative site to be used via email / text message in hours and via text message only out of hours.
	Utilities failure:	Notify staff who work at the affected location of alternative working arrangements and timescale of interruption and when normal arrangements are proposed. Provide number for staff to call to provide an update on progress or advise staff to check on the

TYPE OF DISRUPTION/EVENT	1. Access denial to work area (any reason including fuel crisis) or utility failure (electricity, heating, water) or flooding	
<p><b>For NHS Property services contact:</b> Pan Shropshire - Estates &amp; Facilities Service hosted by Shropshire &amp; South Staffordshire Foundation Trust</p> <p><b>Normal Hours - 01785 221333</b> <b>Out of Hours 01785 257888</b></p>		CCG website for information.
	Severe Weather:	Activate cascade to all staff as above. Provide flexible working arrangements to all staff ensuring critical functions are maintained. This will be aligned to the CCG's policy annual leave, flexible working and special leave policies subject to negotiation
	Fuel Crisis:	Activate cascade to all staff as above. Provide flexible working arrangements to all staff ensuring critical functions are maintained. The NHS England Local Area Team will activate the Fuel Shortage Response Plan and issue temporary authorisation to staff who qualify under this scheme.
<p><b>ACTIONS IN RELATION TO STAFF</b> Include details of contact lists held and the communications process with members of staff.</p>	<p>Activate staff communications cascade – See <b>Appendix 4</b> – Staff Contact Details <i>NOTE: Senior Managers are required to have access to this information for the staff in their respective sections.</i></p>	
<p><b>ACTIONS IN RELATION TO SPACE</b> Include details of accommodation for visitors and staff workplace areas.</p>	<p>Limited accommodation for staff providing critical functions will be provided at William Farr House, Shrewsbury SY3 8XL or by using VPN access from home. Hot desk facilities will be provided for staff but this may mean sharing facilities. Space will be identified in alternative sites to allow for meetings with visitors to proceed.</p>	
<p><b>ACTIONS IN RELATION TO SUPPLIES &amp; SERVICES</b> Include details of supply lines and actions following loss of service or utility.</p>	<p>Contact Commissioning Support Unit regarding the access to IT/Telecoms at alternative sites and where remote working is established.</p> <p>Suppliers will be notified by staff responsible for ordering essential supplies of any alternative location arrangements for deliveries.</p> <p>If utility services fail within specific sites it will be the responsibility of NHS Property Services to liaise with the utility provider on progress and timescales for restoration of services.</p>	

<b>TYPE OF DISRUPTION/EVENT</b>	<b>1. Access denial to work area (any reason including fuel crisis) or utility failure (electricity, heating, water) or flooding</b>
<b>PLANNING VULNERABILITIES &amp; GAPS</b>	If the incident affects patient facing services as well as commissioning functions, priority will be given to services which provide these services in terms of alternative sites and support from Commissioning Support Unit in relation to IT/Telecoms issues.
<b>PROPOSED REMEDIAL ACTIONS</b>	None
<b>OTHER ACTIONS/COMMENTS</b>	Ensure that the communications cascade is updated at least every six months and tested once completed to validate functionality. Ensure all T&WCCG staff are aware of this plan and what is expected of them during incidents.

<b>TYPE OF DISRUPTION/EVENT</b>	<b>2. Loss of established systems (IT, specialised software, email and Telecoms)</b>
<b>IMPACT ON T&amp;WCCG BY THE DISRUPTION/EVENT</b>	T&WCCG would be unable to provide its critical functions as listed within section 1.4 of this Business Continuity Plan and would also need to suspend non-critical functions until normal services could be resumed.
<b>RISK RATING OF THIS EVENT</b>	<b>MEDIUM/LOW</b>
<b>CONTINGENCIES AVAILABLE REGARDING THIS DISRUPTION/EVENT</b>	<p><b>Critical functions</b></p> <p>For critical functions and where loss of IT functionality is expected to be more than 24 hours and up to one week – alternative premises to relocate these staff in the short term are to be identified through partnership discussions with Shropshire CCG / Telford and Wrekin Council. Commissioning Support Unit would need to arrange access to IT/Telecoms systems at these locations.</p> <p>With the approval of their line managers, staff are able to work remotely from home via VPN access (if appropriate), if this functionality is available and not affected by the interruption.</p> <p><b>Non-critical functions</b></p> <p>T&amp;WCCG staff providing non-critical functions that rely on IT functionality and who are</p>

<b>TYPE OF DISRUPTION/EVENT</b>	<b>2. Loss of established systems (IT, specialised software, email and Telecoms)</b>	
	<p>unable to be relocated and are not able to work remotely from home via VPN, then they may be given time off at the discretion of their line manager.</p> <p>All other staff that do not depend on IT functionality could operate manual paperwork systems until normal IT services are re-provided by the Commissioning Support Unit.</p>	
<b>INITIAL ACTIONS DURING EVENT</b>	<p>If IT functionality is disrupted and critical functions are required:</p> <ul style="list-style-type: none"> <li>• Establish likely timescale of loss of functionality.</li> <li>• Discuss workstation availability at alternative sites for staff that provide critical functions. Alternatively agree staff working from home.</li> <li>• Contact Commissioning Support Unit to arrange software installation and remote connections where necessary.</li> <li>• Where possible notify staff in person if incident occurs in hours or by text message if incident occurs out of hours</li> </ul>	
<p><b>COMMUNICATIONS &amp; MANAGEMENT CONTACTS</b></p> <p>Detail trigger points for events and list management contacts.</p>	<p>At sudden onset of IT failure which has been verified with Commissioning Support Unit. Including likely timescale of interruption</p>	<p>Implement the communications cascade to staff at affected sites via text message (assuming no email available).</p>
	<p>At sudden onset of Telecoms failure which has been verified with Commissioning Support Unit. Including the likely timescale of interruption</p>	<p>Implement the communications cascade to staff at affected sites via text message (assuming no email available). As and when the telecoms functionality at sites are affected this normally affects telecoms also as the system is Voice Over Internet Provider (VOIP).</p> <p>Use of media may be required to get message to staff and visitors and CSU will be required to support this.</p>
<p><b>ACTIONS IN RELATION TO STAFF</b></p> <p>Include details of contact lists held and the communications process with members of staff.</p>	<p>Activate staff communications cascade – See <b>Appendix 4</b> – Staff Contact Details</p> <p><i>NOTE: Senior Managers are required to have access to this information for the staff in their respective sections.</i></p>	

<b>TYPE OF DISRUPTION/EVENT</b>	<b>2. Loss of established systems (IT, specialised software, email and Telecoms)</b>
<b>ACTIONS IN RELATION TO SPACE</b> Include details of accommodation for visitors and staff workplace areas.	Staff will obtain IT as detailed above. Visitors will be advised on change of any locations.
<b>ACTIONS IN RELATION TO SUPPLIES &amp; SERVICES</b> Include details of supply lines and actions following loss of service or utility.	Contact Commissioning Support Unit and maintain contact with them regarding progress on re-establishment of service. Commissioning Support Unit will contact all CCGs of IT/Telecoms issues which attract an Amber or Red rating via their IT Systems Incident Plan. Notify all relevant stakeholders of the interruption to Telecoms – via mobile phones.
<b>PLANNING VULNERABILITIES &amp; GAPS</b>	Commissioning Support Unit may establish service to other services prior to T&WCCG and therefore the interruption may be extended due to prioritisation.
<b>OTHER ACTIONS/COMMENTS</b>	Ensure that the communications cascade is updated at least every six months and tested once completed to validate functionality. Ensure all T&WCCG staff are aware of this plan and what is expected of them during incidents.
<b>TYPE OF DISRUPTION/EVENT</b>	<b>3. Restricted staffing levels for any reason (including Influenza Pandemic and travelling difficulties due to extreme weather conditions)</b>
<b>IMPACT ON T&amp;WCCG BY THE DISRUPTION/EVENT</b>	T&WCCG would be unable to provide its critical functions as listed within section 1.4 of this Business Continuity Plan and would also need to suspend non-critical functions until normal services could be resumed or where sufficient staff are available to cover these functions. All CCG staff are encouraged to have the annual influenza vaccination where appropriate.
<b>RISK RATING OF THIS EVENT</b>	<b>MEDIUM/HIGH</b>
<b>CONTINGENCIES AVAILABLE REGARDING THIS DISRUPTION/EVENT</b>	Using staff redeployment, all critical functions are required to be maintained in this situation.  In the first instance, staff available who cover non-critical roles and with suitable skills within T&WCCG would be made available to cover the identified critical functions. If necessary, additional resources from Shropshire CCG would be sought to support the

TYPE OF DISRUPTION/EVENT	2. Loss of established systems (IT, specialised software, email and Telecoms)	
	<p>critical functions.</p> <p>In extreme weather situations, flexible working arrangements will be implemented including working from alternative bases for up to one week or working from home remotely via VPN access. This will be aligned to the CCG's policy annual leave, flexible working and special leave policies subject to negotiation</p>	
<b>INITIAL ACTIONS DURING EVENT</b>	<ul style="list-style-type: none"> <li>• Review staffing numbers and critical functions to be maintained across the CCG in a Pandemic. Monitor position daily as this will be constantly changing. Where necessary suspend non-critical functions if staffing levels are hit substantially – review daily. Provide staff for redeployment to critical function across the CCG – also make staff available with appropriate skills for primary and secondary care where necessary.</li> <li>• Notify staff of decisions to suspend work and redeploy staff where necessary. Keep all staff informed of the situation in relation to the Pandemic. Annual leave and flexi leave may be cancelled. Staff that attend work with flu like symptoms will be asked to go home to protect the health workforce.</li> <li>• In extreme weather, cascade weather information to staff. Activate flexible working arrangements where necessary to be in place for up to one week. If situation persists review arrangements in place and monitor the impact to critical functions. This will be aligned to the CCG's policy annual leave, flexible working and special leave policies subject to negotiation</li> </ul>	
<p><b>COMMUNICATIONS &amp; MANAGEMENT CONTACTS</b></p> <p>Detail trigger points for events and list management contacts</p>	<p>Pandemic is announced and staffing numbers are affected. Daily reporting of staff situation indicates an impact on services provided.</p>	<p>Cascade to staff that BCP arrangements are being implemented, including suspension of non-critical functions where appropriate, redeployment of staff to cover the critical and essential workload and support of the pandemic flu response.</p> <p>Cascade information to staff via email contact lists and text message.</p>

TYPE OF DISRUPTION/EVENT	2. Loss of established systems (IT, specialised software, email and Telecoms)	
	Extreme weather warnings received.	Cascade to staff via email.
	Extreme weather happens/ schools/ nurseries close/ road networks affected/ public transport affected.	<p>Cascade to staff via email and text message (text message only if incident commences out of hours).</p> <p>Implement flexible working arrangements for staff, working from alternative sites, working from home. Staff unable to access an alternative location to work or unable to access work remotely will be asked to take annual leave. This will be aligned to the CCG's policy annual leave, flexible working and special leave policies subject to negotiation</p> <p>Staff needing to look after very young children due to nursery closures will be required to take annual leave if alternative carer arrangements cannot be found. This will be aligned to the CCG's policy annual leave, flexible working and special leave policies subject to negotiation</p>
<p><b>ACTIONS IN RELATION TO STAFF</b></p> <p>Include details of contact lists held and the communications process with members of staff.</p>	<p>Activate staff communications cascade – See <b>Appendix 4</b> – Staff Contact Details</p> <p><i>NOTE: Senior Managers are required to have access to this information for the staff in their respective sections.</i></p>	
<p><b>ACTIONS IN RELATION TO SPACE</b></p> <p>Include details of accommodation for patients, visitors and staff workplace areas.</p>	<p>Under flexible working arrangements for severe weather situations, staff should already have notified their line manager of the nearest base they can attend or whether flexible working arrangements have been agreed.</p>	
<p><b>ACTIONS IN RELATION TO SUPPLIES &amp; SERVICES</b></p> <p>Include details of supply lines and actions following loss of service or utility.</p>	<p>The CCG's Medicines Management Team will be critical in maintaining appropriate access to antivirals during a pandemic.</p>	

TYPE OF DISRUPTION/EVENT	2. Loss of established systems (IT, specialised software, email and Telecoms)
<b>PLANNING VULNERABILITIES &amp; GAPS</b>	If these situations arise during key staff holiday times, then the impact on staffing levels would be experienced earlier than in the times when staff would normally be at work (e.g. summer holiday periods, Easter and Christmas).
<b>PROPOSED REMEDIAL ACTIONS</b>	None
<b>OTHER ACTIONS/COMMENTS</b>	<p>Ensure that the communications cascade is updated at least every six months and tested once completed to validate functionality.</p> <p>Ensure all T&amp;WCCG staff are aware of this plan and what is expected of them during incidents.</p>

## APPENDIX 4 – STAFF CONTACT DETAILS

### BUSINESS CONTINUITY PLAN STAFF CASCADE PROCESS

- In the event of disruption to CCG services the CCG Business Continuity Plan will be activated.
- The Business Continuity plan can be found on the CCG shared drive and on CCG website
- The Executive on Call will activate T&WCCG communication cascade in the event of a disruption to services to:
  - 1) Access denial to work to work area (any reason including fuel crisis) or utility failure (electricity, heating or water).

**Process**

**Executive On Call made aware of incident**

If Executive on Call is Shropshire CCG, Executive Contact to a T&WCCG Exec is required to activate TWCCG cascade

<b>In hours</b>	<b>Email &amp; Text</b> all Executives and Heads of Service with details of incident and request to initiate cascade process requesting a response message. <b>(appendix 1A)</b>
<b>Out of Hours</b>	<b>Text and/or phone call</b> to all Executives and Heads of Services giving brief detail of incident and requesting response message.

Stating nature of incident and requesting action taken of internal team cascade (as per Business Continuity Plan).

**Halesfield Site is managed by Business Watch contact number:  
01952 582092**

**NHS Property Services –contact number:**

- **01902 575050**

All Managers are required to hold up to date contact details for all team members and to discuss this within their team meetings at least twice a year.

- Work mobile numbers
- Home telephone numbers
- Personal mobile numbers

Storage of this personal information must be within the Caldecott principles. This must be reviewed on 6 monthly basis by Heads of Service or changed as staff report.

There is an obligation on all staff to inform their manager of any change to contact details.

**Telford and Wrekin CCG  
Business Continuity Cascade Contacts 1st Tier**

<b>Name</b>	<b>Role</b>	<b>Work Mobile</b>	<b>VPN Access Y/N</b>	<b>Office No</b>	<b>Personal Mobile (if applicable)</b>	<b>Home /Landline Contacts</b>
	Clinical Chair					
	Chief Officer					
	Exec Lead Commissioning					
	Deputy Executive Commissioning & Planning					
	TRAQS Manager					
	Deputy Executive Commissioning- Primary Care	<i>This page has deliberately been left blank to protect Staff confidentiality.</i>				
	Deputy Executive Commissioning – Secondary Care					
	Executive Nurse					
	Deputy Executive Quality & Engagement					
	Head of Medicines Management &					

Name	Role	Work Mobile	VPN Access Y/N	Office No	Personal Mobile (if applicable)	Home /Landline Contacts
	Prescription Ordering Dept					
	Lead Nurse Complex Care					
	Adult Safeguarding Lead Nurse					
	Designated Nurse - Children	<i>This page has deliberately been left blank to protect Staff confidentiality.</i>				
	Chief Finance Officer					
	Deputy Chief Finance Officer					
	Executive Lead Governance & Performance					
	Office Manager					

Senior Managers are expected to do the same for their teams using Appendix 2– **confirming to Executive Nurse.**

Information should be stored securely.





## Appendix 5: External suppliers / providers and other useful contacts

Contact	Details	Telephone	Email
Commissioning Support Unit Key contact:	Customer Relationship Manager		
Commissioning Support Unit	Human Resources  Communications & Engagement  Head of Information Technology  IT out of hours:	None	
NHS Property Services Key contact:	Head of Property & Capital Development Interim Area Team Co-ordinator (Shropshire and Staffordshire)		
NHS England North Midlands Team Key contact:	Area Team Director  On Call Director- via rota out of hours		

Contact	Details	Telephone	Email
Shropshire CCG Key contact: Chief Officer	Chief Officer  On Call Director – via rota out of hours		
Telford and Wrekin Council Key contact:	Managing Director		