



North Hampshire
Clinical Commissioning Group

NHS North Hampshire Clinical Commissioning Group

Business Continuity Plan

(COR/017 v2.40)

Document Hierarchy:

Document Name:	Owner:	Location:
Business Continuity Management Policy	Liz Ward	CCG website at http://www.northhampshireccg.nhs.uk/documents/
The Business Continuity Plan	Liz Ward	The Manual of Operations in the Incident Control Centre (Freeman Room) in C40. CCG Business Continuity Plan folder located on the Business Services Manager's desk.
Business Impact Analyses	Liz Ward	CCG Business Continuity Plan folder located on the Business Services Manager's desk.

Review Log:

Include details of when the document was last reviewed:

Version	Review	Name of	Ratification Process	Notes
v1.00	25/02/2014	R Clarke	Governing Body 25/02/2014	Business Continuity Management Policy and Plan. (Business Continuity Plan not included).
v2.00	31/03/2015	R Clarke	Integrated Governance Committee 17/03/2015 Governing Body 31/03/2015	Business Continuity Plan incorporated as Appendix C to Business Continuity Management Policy and Plan to produce one document.
v2.10	27/03/2017	R Clarke	Executive Management Team 27/03/2017 Finance and Performance Committee 29/08/2017	Separated Business Continuity Plan from Business Continuity Management Policy. Technical changes
v2.20	September 2017	W. Barnard	Finance and Performance Committee 28/09/2017	Technical changes

v2.30	February 2018	W Barnard	Senior Leadership Team 05/02/2018 Finance and Performance Committee 27/02/2018	Technical changes following senior manager reviews and IRG updates
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Introduction

1.1. Business Continuity Management (BCM) is the management process that helps manage the risks to the smooth running of an organisation or delivery of a service, ensuring that the business can continue in the event of a disruption (NHS Emergency Planning Guidance 2005). Risks can be from an external environment e.g. power failures, severe weather, disruption to fuel supplies, a flu pandemic etc, or from within an organisation e.g. systems failures, loss of key staff, fire or other evacuation etc.

1.2. The aim of business continuity planning is to provide NHS North Hampshire CCG a flexible response so that the organisation can:

- respond to a disruptive incident (**Incident Management** – Section 4 below)
- maintain delivery of its critical activities/services during an incident (**Business Continuity** – Section 5 below), and then
- return to 'business as usual' (**Recovery and Resumption** – Section 6 below)

and all in a coordinated manner.

1.4 This plan should be followed should the need to activate the business continuity plan in North Hampshire CCG be triggered. It may not be necessary to activate the whole plan and it will be possible to activate certain elements, according to the incident presenting.

1.5. All staff will have to be made familiar with these plans. Their own role in any recovery processes and training will need to be carried out to ensure they know what they should do if business continuity plans are activated. Each major function in the CCG have their own specific business impact analysis and continuity plans which are kept and filed locally to the function in a yellow Business Continuity Plan folder. Each folder will have a nominated administrator.

2. Scope and Document Control

2.1. Scope

The scope of this business continuity plan is for the CCG functions/services:

- CCG Senior Leadership Team/Incident Management Team
- Governance, Business Services, Communications & Engagement Teams
- Finance Team
- IT and CSU services delivered at Central 40
- Integration and Transformation Team
- Medicines Management Team
- Quality Team

- Oxygen Management

as delivered at:

**Central 40
Lime Tree Way
Chineham Business Park
Basingstoke
RG24 8GU**

It does not cover those activities/services hosted or contracted by NHCCG but delivered elsewhere (including Counter Fraud and Security Management, and the South Central and West CSU).

2.2 Ownership

The owner of this plan is the Major Incident Director at the CCG, namely:

Zara Hyde-Peters

Email: zara.hyde-peters@nhs.net

Direct line: 01256 706005

Mobile: 07824596645

who is also the CCG lead for Emergency Planning, Resilience and Response and is responsible for ensuring that this plan is maintained, exercised and updated in accordance with the CCG Business Continuity Policy.

2.4 Distribution

This plan is distributed as in Table 1 below.

Table 1: Distribution list

Job Title	Business Continuity Interest
Accountable Officer	Executive Director
Chief Finance Officer	Executive Director On-Call
Director of Delivery	Executive Director On-Call and CCG Executive Emergency Planning Lead
Deputy Director of Quality and Nursing	Executive Director On-Call
Deputy Director of Integrated Commissioning	On-Call Manager Emergency Planning Lead
Head of Communications and Engagement	MIT member
Head of Quality and Medicines Management	On-Call Manager
Associate Director of Primary Care	On-Call Manager
Deputy Chief Finance Officer	On-Call Manager
Business Services Manager	Office procedures
A D Unplanned Care Commissioning	On-Call Manager
A D Planned Care Commissioning	On-Call Manager
Senior Commissioning Manager Unplanned Care	On-Call Manager

2.5 Plan Storage

This plan will be found at:

- as filed in the Executive Director and Manager On-Call Packs
- in the Manual of Operations in the Incident Control Centre at Central 40
- in the Business Services Manager's Standard Operating Procedures folder
- on the CCG website at:

<http://www.northhamshireccg.nhs.uk/documents/>

The most current version of this plan must be filed at every stated location at all times.

2.6 Training/Awareness

The CCG will ensure that all staff who have been assigned responsibilities defined by the Business Continuity Management Policy and Plan are competent to perform the required tasks by:

- determining necessary competencies to enable staff to perform work related to Business Continuity Management
- provide training via a number of platforms e.g. workshops, external courses and inductions
- evaluate the effectiveness of the training provided, via evaluation reports, one to one sessions conducted by management
- training needs analysis to be conducted on staff assigned BCM roles and responsibilities
- provide the Finance and Performance Committee with annual review of training that has taken place and the impact it has had

In addition, training and education programmes need to highlight the importance of meeting Business Continuity Management objectives and conforming to the CCG policy.

2.6 Review

This plan will be reviewed 12 months after ratification or when required/requested.

2.7 Links to Other Plans/Policies

This plan should be read in conjunction with the CCG:

- Incident Response Plan and the relevant 'Action Cards' contained within the On-Call Packs and the Incident Control Centre Manual of Operations

- Policy for the Reporting, Analysis and Learning from Incidents and Near Misses (including SIRIs)
- Risk Management Policy

2.8 Risk Management/Mitigation

2.8.1 Local Risks to the CCG

As part of this plan, a business impact analysis and risk assessment has been undertaken across all key functions of the CCG and are kept by each team. They are held in the corporate communications folder on the M drive (M:\Corporate Communications\Business Continuity Plan) and a complete hard copy is kept on the desk of the Business Services Manager in the Standard Operating procedure file. A synopsis of these are outlined in **Table 7 Identified Critical Activities of the CCG** (section 5 Business Continuity Phase).

Through the use of the CCG risk management systems and mechanisms, including the review and update of individual risk registers, operational risks should be identified and the relevant mitigating actions undertaken by staff and 'Heads of' on an ongoing basis to ensure that risks to the activities of the CCG are minimised. The supporting controls and assurances should also be in place. Mitigating actions are also quoted within the individual business impact analyses held by each CCG function.

2.8.2 Hampshire Community Risk Registers

Pertinent risks from these registers will be assessed and added to the Business Impact Analyses for each function via the CCG's Corporate Risk Register.

3. ACTIVATION OF THE PLAN

3.1 Circumstances that would activate the Business Continuity Plan

Business continuity management should be considered as part of the everyday business processes of the CCG and can be defined as:

“a management process to help ensure that an organisation can deal with, and recover from, any planned/unplanned disruption to the critical activities of the business”.

This plan will be activated due to an incident causing significant disruption to normal service delivery/business, particularly the delivery of key/critical activities. Disruptions internally are likely to occur during normal operations and will, on most occasions, be resolved within the current arrangements throughout the CCG. In this case it may be possible to resolve the incident at the function/service level and restore/continue the function/services without the need to activate the plan.

Incidents that the CCG have identified that could potentially cause significant disruption to the business, and which would cause the plan to be activated include:

- i. denial of access, or damage to the HQ at Central 40 for whatever reason
- ii. loss of critical systems such as the IT systems either at Central 40 or a major hub/server
- iii. major failure of utilities, such as the telephone or electrical systems that causes significant interruptions to the business of the CCG
- iv. loss of key staff or skills that are significantly above normal levels of absenteeism due to illness and which inhibit the normal functioning of the CCG
- v. extraordinary events such as major incidents, fuel shortage, severe weather, industrial action or pandemic ‘flu that have a significant impact that include the incidents in i-iv above

3.2 Disruptions due to Major Incidents

NHCCG describes a major incident as:

Major Incident - a major incident is any occurrence that presents serious threat to the health of the community or causes such numbers or types of casualties, as to require special arrangements to be implemented. **It would always involve Director and Accountable Officer level decision making and jointly with NHSE Wessex.**

For the NHS this will include any event defined as an ‘**emergency**’:

- an event or situation which threatens serious damage to human welfare in a place in the United Kingdom, or

- an event or situation which threatens serious damage to the environment of a place in the United Kingdom, or
- war, or terrorism, which threatens serious damage to the security of the United Kingdom

and is a rare event that will result in demands on NHS resources that exceed the everyday capacity of a service to respond, and would usually involve multiple agencies to become involved either in response to the incident or as the subject of it. Activation of the Incident Response Plan as a result of a Major Incident being declared will nearly always cause activation of the CCG business continuity plan to ensure that the critical functions of the CCG are maintained whilst the incident is being dealt with - this may be required if only to provide cover for those senior members of the CCG who are drafted onto the Major Incident Team (MIT).

A major incident or emergency may include:

- times of severe service pressure, such as winter periods, a sustained increase in demand for services such as surge, or an infectious disease outbreak
- any occurrence where the NHS funded organisations are required to implement special arrangements to ensure the effectiveness of the organisations internal response
- an event or situation that threatens serious damage to human welfare in a place in the UK or to the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK

In the event of a major incident being declared, the North Hampshire CCG Incident Response Plan **Annex 3** will be activated using the process described in the plan which is available in CCG On-Call Packs, the Manual of Operations in the Incident Control Centre (Freeman Board Room) or posted on the CCG website at:

<http://www.northhampshireccg.nhs.uk/documents/>

3.3 Business Continuity Incidents vs. Major Incidents

It is important from the outset to recognise the difference between our response to a 'business continuity issue' and the response to an external declaration of a 'Major Incident', and the relationship between the two.

The difference between business continuity and major incident is normally one of scale and external involvement. Business continuity management for the CCG would include the coordinated management of an incident affecting the activities/services it provides. The declaration of a major incident (or major incident standby) may require the implementation of special procedures and may involve one or more of the emergency services (as Category 1 responders), and the wider NHS or a local authority. A declaration would invariably come from a

Category 1 responder such as the ambulance service, an acute hospital or NHS England.

However, a major incident may soon develop into a business continuity issue for the CCG, for example: if there is a major road traffic accident on the M3, causing a significant number of staff to be unable to get to work. Equally, but less likely for the CCG, an internal business continuity issue may escalate to a major incident for other health care organisations, and potentially other agencies. This means that it is possible to have a situation where the CCG must be able to provide for both an internal and an external response simultaneously.

3.4 Responsibility for Activation of the Plan – the Major Incident Team

Responsibility for deciding whether or not the overall Business Continuity Plan should be activated ultimately lies with the CCG Accountable Officer/Accountable Emergency Officer (AEO), or in his/her absence the Clinical Chair, but any 'Heads of' can activate individual aspects of the plan when required and when the incident pertains to a single CCG function/service. When multiple aspects of the business are being disrupted then the decision is normally referred to the Accountable Officer/AEO.

MAJOR INCIDENTS – IMPORTANT

The decision to declare a major incident or major incident standby that causes the Incident Response Plan to be activated is only usually made after referral to an Executive Director On-Call and/or the CCG Accountable Officer using the process described in the North Hampshire CCG Incident Response Plan.

If the incident looks likely to be prolonged or complicated, it may be necessary to bring the Major Incident Team together to ensure business continuity. The members of the Major Incident Team responsible for activating aspects of this business continuity is listed in Table 2 below.

Table 2: The North Hampshire CCG Major Incident Team

Members
Accountable Officer
Clinical Chair
Director of Quality and Nursing
Chief Finance Officer
Director of Delivery
Head of Quality and Medicines Management
Associate Director of Primary Care
Business Services Manager
Deputy Director of Integrated Commissioning
Associate Director of Unplanned Care
Head of Communications and Engagement

The normal contact routes and cascade are shown in **Annex A**. The Major Incident Team will use a 'command and control' model in or out of hours to manage the incident presenting, where, in-hours:

- **'Gold'** (strategic) command, should it be required, will be led by the **Accountable** Officer/AEO who has overall control of the organisation's assets and resources at the incident

- **‘Silver’** (tactical) command will be led by the Head of Function/Service and will manage tactical implementation following the strategic direction given by Gold
- **‘Bronze’** (operational) command will be led by senior managers of the service and will act to control the organisation's resources and assets at the incident and will normally be found with their staff working at the scene

Out-of-hours incidents will be managed using a similar model but with:

- **Gold** – Executive Director On-Call (in liaison with the Accountable Officer where necessary)
- **Silver** – Manager On-Call
- **Bronze** – Business Services Manager or Head of Business Development and those staff required to attend Central 40

It should be noted that the Major Incident Team may also be managing a major incident. In this scenario it is possible to delegate the leadership of the business continuity plan to the second on-call or other suitable managers. If there is an incident that requires evacuation of Central 40 and the Executive Director On-Call is not on site they should delegate the responsibility to an individual who is in on site.

3.5 Actions required

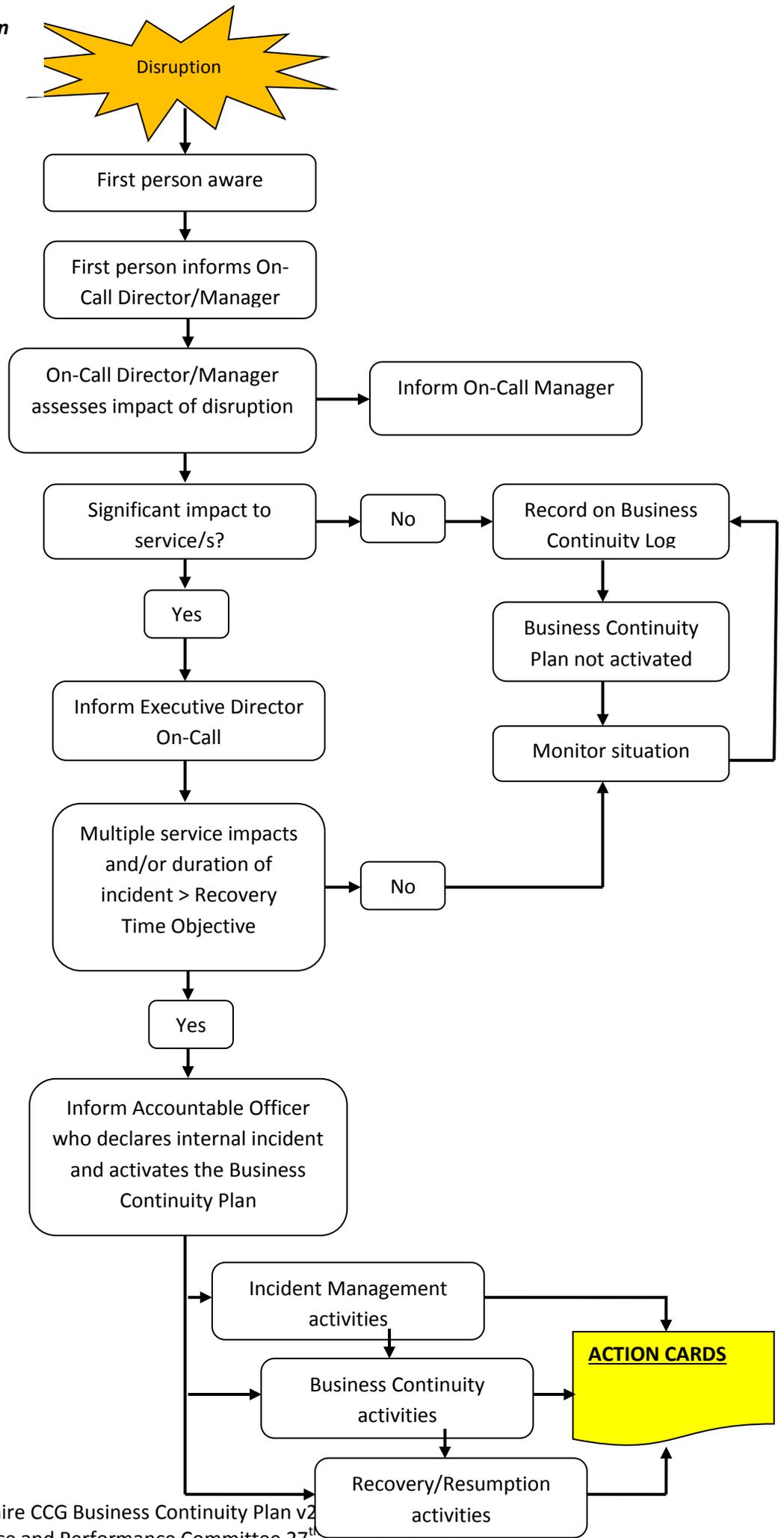
The general actions below are detailed for typical incident types in Sections 4-6 below and through the enactment of actions detailed in the individual CCG function/service Business Continuity Plan folders.

3.6 Activation of the Plan

The process for activation of the plan is set out in **Diagram 1** below:

Diagram 1: Activation of the Plan

- Major Incident



4. INCIDENT MANAGEMENT PHASE

The purpose of the incident management phase is to ensure, primarily, the welfare of staff/visitors/customers but, if circumstances allow, vital assets could be preserved.

The following Sections 4.1 – 4.4 describe what actions should be taken to manage an incident, and where the **extreme example of a fire at Central 40 is being applied**. Other common scenarios which would elicit a lesser response are described in Sections 5.6.2 – 5.6.5.

4.1 IN THE CASE OF FIRE - Actions to Protect the Safety and Welfare of Staff, Visitors and the Public

In the event of a fire at Central 40, the actions in Table 3 below will be taken to protect the immediate safety of staff, visitors and the public.

Table 3: Actions to Protect the Safety and Welfare of Staff, Visitors and the Public.
Other common scenarios which would elicit a **lesser response** are described in Sections 5.6.2 – 5.6.5

Ref	Action	Responsible Person/s	Further Information/Details
1	Evacuate the building if necessary	Fire Wardens	Use evacuation procedures contained in the C40 Standard Operating Procedures Manual on the Business Services Manager's desk – Annex D . All staff are aware of evacuation points in the case of a fire alarm and this should be the first port of call for all staff so that the Fire Wardens can ensure staff are accounted for.
2	Ensure all staff report to the designated Assembly Point	Fire Wardens	The Assembly Point for C40 is to the right of the building in the gravelled semi-circled area. In the unlikely event that the normal assembly points are not available, staff should meet and wait as far away as possible from the event on the grass to the west of C40.
3	Call emergency services	Reception	Tel: 999
4	Check that all staff, contractors and any visitors have been evacuated from the building and are present at the Assembly Point. Consider the safety of all staff, contractors and visitors as a priority	Fire Wardens	C40 Receptionist checks staff and visitors registers against those assembled.
5	Ensure Business Continuity Log is started and maintained during the incident	Fire Wardens	Fire Wardens Business Continuity Log on their clipboards.
6	Record names and details of any staff, contractors or visitors who may have been injured or distressed in the	Fire Wardens	Business Continuity Log and forward names to Business Services Manager who forwards to HR.

	incident.		
7	Forward details of any fatalities or injuries in the incident to HR (depending on scale of incident) and agree action that will be taken.	Business Services Manager	By email and as soon as is practicable.
8	Assess impact of the incident to agree response / next steps	Accountable Officer/AEO	Business Continuity Log
10	Log details of all items lost by staff, visitors etc as a result of the incident	Fire Wardens	Business Continuity Log
9	Consider whether the involvement of other teams, services or organisations are required to support the management of the incident	Accountable Officer/AEO	Depending on the incident the following may be approached to assist with incident management: <ul style="list-style-type: none"> • Health and Safety • Legal • Occupational Health

4.2 IN THE CASE OF FIRE - Communications Actions

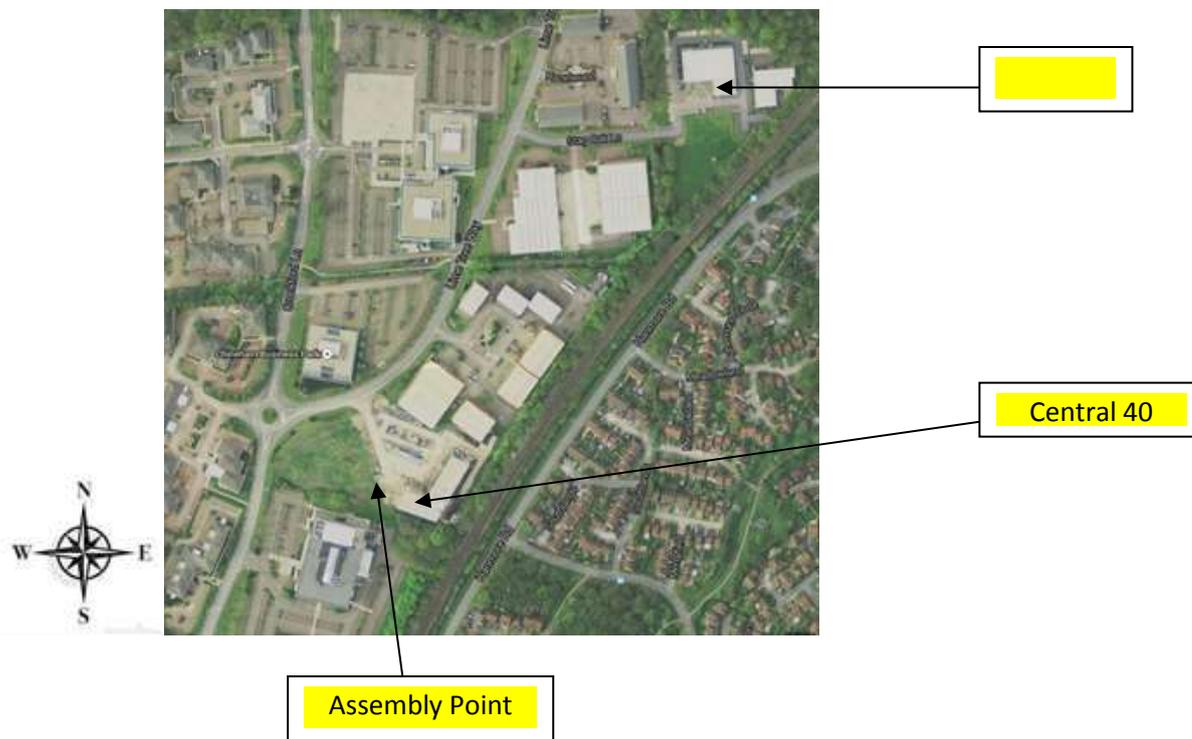
Table 4 below lists the names of colleagues to contact in the event of an incident and this plan being activated. The nature of the communications' message will depend on the incident type and the time it occurred (in or out-of-hours).

Table 4: List of Colleagues to be contacted in the Event of an Incident. Other common scenarios which would elicit a **lesser response are described in Sections 5.6.2 – 5.6.5**

IN-HOURS always contact:			
Ref	Name	Role	Likely Message
1	Maggie Maclsaac/Zara Hyde Peters	Accountable Officer/AEO	<ul style="list-style-type: none"> • Incident is taking place • Action being taken • Impact on the service • Request to escalate or support
2	Liz Ward	Incident Management Lead	<ul style="list-style-type: none"> • Incident is taking place • Action being taken • Impact on the service
3	Nikki Kenny	Business Services Manager	<ul style="list-style-type: none"> • Incident is taking place • Action being taken • Impact on the service
4	Paul Davey	Head of Communications & Engagement	<ul style="list-style-type: none"> • Incident is taking place • Action being taken • Impact on the service • Indication of any press interest • Areas they can support service e.g. updating web site/intranet etc
5	Relevant Staff	Staff	<ul style="list-style-type: none"> • Incident is taking place • Action being taken • Impact on the service • Their role in managing the incident • Where they need to report to/work from
		Key Contractors & Suppliers	<ul style="list-style-type: none"> • Incident is taking place • Action being taken • Impact on the service • Where they need to report to/work from
		Stakeholders	<ul style="list-style-type: none"> • Incident is taking place • Action being taken

			<ul style="list-style-type: none"> • Impact on the service • Expected duration of the disruption
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Map of Central 40:



4.3 IN THE CASE OF FIRE - Actions to Support the Business Continuity Phase

The actions in Table 5 should be undertaken to support the Business Continuity Phase.

Table 5: Actions to be Taken to support the Business Continuity Phase. Other common scenarios which would elicit a lesser response are described in Sections 5.6.2 – 5.6.5

Ref	Action	Responsible Person/s	Further Information/Details
1	Recover vital assets/equipment to enable delivery of critical activities. NO ACTIONS SHOULD BE TAKEN THAT WOULD ENDANGER LIFE	Business Services Manager/Accountable Officer	The essential equipment, resources or information that need to be recovered where possible are: Laptops/chargers iPads Mobile phones
2	Assess the key priorities for the remainder of the working day and take relevant action	Accountable Officer/AEO	Consider sending staff home, to recovery site etc according to individual business continuity plans
3	Inform staff what is required of them	Accountable Officer/AEO/Head of Comms & Engagement	Heads of Function/Service to reference their own business continuity plans
4	Publicise the interim	Head of Comms &	Ensure all stakeholders are kept

arrangements for delivery of critical activities	Engagement	informed of contingency arrangements as appropriate
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4.4 IN THE CASE OF FIRE - Actions to Support Recovery and Resumption Phase

The actions in Table 6 should be undertaken to support the Recovery and Resumption Phase.

*Table 6: Actions to be Taken in the Recovery and Resumption Phase. Other common scenarios which would elicit a **lesser response** are described in Sections 5.6.2 – 5.6.5*

Ref	Action	Responsible Person/s	Further Information/Details
1	Take any salvage/asset recovery actions that are appropriate	Accountable Officer/AEO	Remove any equipment, furniture, records etc that are at risk of damage.
2	Continue to log all expenditure incurred as a result of the incident	Business Services Manager	Use a financial expenditure log to record costs incurred as a result of responding to the incident
3	Seek specific advice/ inform your Insurance Company	Business Services Manager	

4.5 Information Recording

It is important that there is a clear record of decisions taken which should be recorded in the relevant CCG Incident Log Books available in the Operations Manual in the Major Incident Cupboard which is situated in Freeman Room, the key is held by the Business Services Manager.

As a minimum this information will include:

- the nature of the decision
- the reason for the decision
- the date and time of the decision
- who has taken the decision
- who has been notified of the decisions made
- any review dates of the decision

4.6 Finance and Resources

If necessary a separate cost centre will be set up with a budget in agreement with the Chief Finance Officer. The Scheme of Delegation will apply.

5. BUSINESS CONTINUITY PHASE

5.1 Purpose of the Business Continuity Phase

The purpose of the business continuity phase of response is to ensure that critical activities are resumed as quickly as possible and/or continue to be delivered during the disruption.

The Business Continuity Plans for the individual CCG functions/services set out details of critical and important activities and the resources required to deliver them both in 'business as usual' and in crisis situations. The Major Incident Team will refer to the BCPs in order to help inform a coordinated business continuity response.

5.2 Critical Activities/Services of the CCG

The various activities/services of the CCG have been categorised and prioritised according to the impact caused if the activity/service were to cease and the timescale for resuming the activity (Recovery Time Objective, RTO) as shown in **Annex B**. The activities identified as being critical or high priority to the functioning of the CCG as a whole are shown in **Tables 7 and 8** below. The resources required to resume these activities are detailed in Sections 5.6.1 – 5.6.5(iv) below.

5.3 Non-Critical Activities

A number of activities are non-critical - **Category C (medium priority) and D (low priority)** - to the organisation and consideration will be given to:

- not recovering these activities until critical activities have been resumed
- suspending these activities and diverting their resources to support the critical ones

These activities are detailed in the individual Business Continuity Plans for the CCG functions/services.

Category C (medium priority) activities: the service must be resumed at least at a minimal working level sufficient to meet service needs within 7 calendar days and some less important aspects of the service may be curtailed in order for resumption.

Category D (low priority): activities may be resumed as soon as is practicable.

Table 7: Identified Critical Activities of the CCG

Category	Activity	Person Responsible	Impact if Ceased	Causation	Recovery Time Objective
Category A (Critical)	Senior Management Leadership	Business Services Manager	Cessation of important decisions regarding business continuity, emergency response and other critical CCG activities	Denial of access to C40 Loss of utilities	These activities must continue to be provided in full and must resume as soon as possible but definitely within 3 days. The resources required to resume these activities are shown in Sections 5.6.2 – 5.6.5(iv)
	EPRR/Major Incident Response/System Resilience	Deputy Director of Integrated Commissioning			
	Communications during incidents (continuity/major) including ongoing consultations	Head of Comms & Engagement / Director of Delivery	Cessation of coordinated communications during business continuity and major incidents Public relationship damage	Catastrophic Technology failure Reduced staff levels Extra-ordinary events (inc. major incidents)	
	Placement funding of adults & children	Director of Delivery	Interruption to the funding agreement procedures for vulnerable adults/children	Fuel shortage Severe weather	
	Advice to local health organisations and healthcare professionals on all aspects of medicines management and prescribing	Head of Medicine Management	Interruption to the decision making of health professionals	Industrial action Pandemic 'flu	
	Safety and continuity of commissioned services and assisting providers to maintain	Director of Delivery/Chief Finance Officer	Interruption to the CCG leadership of the local health system		
	Availability of staff for: <ul style="list-style-type: none"> System resilience calls Major Incident Responses 	Director of Delivery	Inability of the CCG to assist the LRF		

Table 8: Identified High Priority Activities of the CCG

Category	Activity	Person Responsible	Impact if Ceased	Causation	Recovery Time Objective
Category B (High Priority)	Complaints/Fols/Parliamentary Questions/SARs	Head of Comms & Engagement / Head of Quality	Cessation of these statutory functions	Denial of access to C40	<p>These activities must be resumed at least at a minimal working level sufficient to meet service needs within 5 calendar days.</p> <p>Some less important aspects of the service may be curtailed.</p> <p>The resources required to resume these activities are shown in Sections 5.6.2 – 5.6.5(iv)</p>
	Reporting (including safety, experience, and outcome concerns) to monthly Governing Body sub-committees	Head of Quality / Director of Delivery	Interruption to statutory reporting	Loss of utilities	
	Attendance at provider quality contract review meetings and provider SIRC panels	Head of Quality / Director of Delivery	Interruption of input/output to statutory meetings	Catastrophic Technology failure	
	Support and continuation of CCG Governing Body and Sub-Committee meetings	Business Services Manager	Interruption to statutory meetings and strategic decision making	Reduced staff levels	
	Support and information to GPs relating to prescribing and medicines	Head of Medicine Management	Interruption to informed decision making	Extra-ordinary events (inc. major incidents)	
	Patient Group Directions especially during major incidents	Head of Medicine Management	Interruption to flexible practitioner prescribing during major incidents	Fuel shortage	
				Severe weather	
				Industrial action	
				Pandemic 'flu	

5.4 Outsourced/Hosted Activities

5.4.1 The CCG currently outsources a number of activities to Central Southern Commissioning Support Unit. This includes the critical activity of IT, and the high priority activities such as Contract Management, Business Intelligence and Financial Services. The business continuity plan for these services will be reviewed by the EPRR manager and the activities appended to this plan.

5.4.2 Other critical outsourced activities include the management of Central 40 building by Frasers Property UK. This is sub-contracted to Trios (Spie) and details for the management and resumption of services is held in the Standard Operating Procedures Manual on the Business Services Manager's desk – **Annex E**.

5.4.3 The CCG hosts two main activities that include Home Oxygen, and Counter Fraud and Security Management, with the former being based at C40. It is classed as a non-critical activity as it is concerned with the contract management of the Dolby Vivisol Home Respiratory Service.

5.5 Business Continuity Actions

If called, the Major Incident Team (MIT) (See Section 2.2) for the incident is responsible for ensuring the actions in Table 9 are completed.

5.6 Specific Incidents/Risks

5.6.1 Loss of Access to Central 40

The inability to access or work from Central 40 e.g. due to a fire, a total loss of power, or a catastrophic IT failure would mean that staff who normally work at Central 40 but have laptops will be required to work from another location or at home and will be able to access their Email services via the internet via:

<https://web.nhs.net>

or CCG servers for their work folders if Cisco AnyConnect Secure Mobility Client is installed (or equivalent).

If there is a need for staff to work for a prolonged period of time at home, and do not have work laptops, the feasibility of securing such equipment will be investigated. If necessary an alternative work location will be considered.

Table 9: Business Continuity Actions to be Completed by the Major Incident Team

Ref	Action	Responsible Person/s	Further Information/Details
1	Identify any other staff required to be involved in the BC response	Business Services Manager	Depending on the incident, the Major Incident Team (MIT) may need additional/specific input in order to drive the recovery of critical activities
2	Evaluate the business continuity impact of the incident	Accountable Officer/AEO/MIT	Use Annex C: Incident Response and Business Continuity Plan Activation 'Lite' to understand the impact of the incident on 'business as usual' working activities.
3	Plan how critical activities will be maintained.	Accountable Officer/AEO/MIT	Consider: <ul style="list-style-type: none"> ▪ Immediate priorities ▪ Communication strategies ▪ Deployment of resources ▪ Finance ▪ Monitoring the situation ▪ Reporting
4	Log all decisions and actions, including what you decide not to do and include rationale	Business Services Manager	Use an Incident Log book to do this.
5	Log all financial expenditure incurred	Chief Finance Officer	Use a financial expenditure log to do this
6	Allocate specific roles as necessary	Accountable Officer/ AEO	Roles allocated will depend on the incident and availability of staff
7	Secure resources to enable critical activities to continue/be recovered	MIT	Refer to individual Business Continuity Plans
8	Deliver appropriate communication actions as required	Head of Communications & Engagement	Ensure methods of communication and key messages are developed as appropriate to the needs of your key stakeholders e.g. customers, suppliers, staff, Executive Boards, Shareholders etc.

Primary Alternative Accommodation

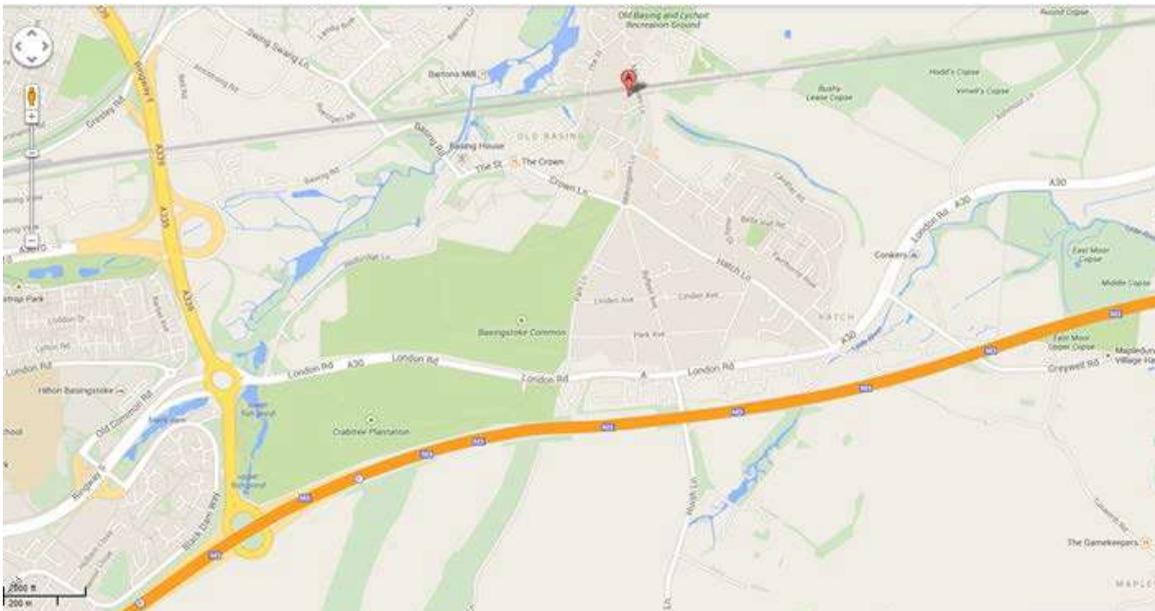
In conjunction with the Accountable Officer/AEO, the Executive Director On-Call would seek to ensure that essential staff members from each function/service were promptly relocated to alternative premises. Essential staff will be those who undertake the critical activities of the CCG and/or

constitute the Major Incident Team and/or the Executive Management Team.

The primary alternative accommodation is made available to essential staff members at:

**Aldershot Centre for Health
Hospital Hill
Aldershot
Hampshire
GU11 1AY**

Tel: 01252 335154
Email: NEHFCCG.public@nhs.net



Directions:

1. Exit M3 at Junction 6 and take A33 to first roundabout
2. Take third exit onto London Road A30
3. Take second left onto Park Lane
4. Continue through traffic lights onto Milkingpen Lane
5. Turn left onto Church Lane then quick right back onto Milkingpen Lane again
6. Take next left on to Manor Lane then first right on to Manor Court

The key to the Health Centre will be held by the Business Services Manager along with a secure flight bag that contains all the equipment required to set up the Incident Control Centre, including the Manual of Operations.

Secondary Alternative Accommodation

This will be explored at:

The Ark, Basingstoke and North Hampshire Hospital

Basingstoke and Deane District Council

Other staff will be relocated once suitable accommodation can be identified and prepared. This may take between one to twelve weeks and in the interim each directorate will need to identify staff members who may be able to work from home and ensure that communication with staff is maintained.

5.6.2 Loss of Utilities to Central 40

The following disruption to utilities in Central 40 could affect CCG business:

- Water outage
- Power failure- gas for heating and hot water
- Power failure-electricity – for air conditioning, lighting, power Air conditioning failure

Actions:

In this situation, the CCG Business Services Manager would consult the TRIOS Site Log Book and make contact with the most appropriate person for assistance.

In the event that a loss in utilities causes major disruption to activity within the building eg due to coldness or access to fresh water, staff will be deployed as in a loss of access to C40.

5.6.3 Technology Failure (including telephones)

Technology support is provided to the CCG from CSU IT Services department. There is a service level agreement (SLA) which ensures that any system failure is quickly resolved.

Actions:

The CCG 'Designated Person' to receive significant technology failure alerts is the Business Services Manager. He/she will update staff as to the current position and will maintain contact with IT Services until the problem is resolved. If staff have individual concerns they should make contact with CSU IT Services themselves via:

0300 1230880

The Accountable Officer /AEO will decide as to what level of telephony loss would cause a redeployment of staff.

In the event of a catastrophic IT failure, staff will be redeployed as in a loss of access to C40. The risks pertaining to a catastrophic IT failure will have been identified by the CSU and mitigating actions agreed and quoted in their business continuity plans.

5.6.4 Reduced Staff Levels

It is recognised that a significant proportion of staff have to commute some distance to work at Central 40, and that the area is known to suffer more than would be expected during periods of very cold weather . Therefore the risk of incidents such as RTAs, severe weather and fuel shortages causing significant disruption to activities due to shortage of staff is greater.

All key personnel ie 'Heads of' will have a nominated deputy who will be listed in the communication cascade. These will be the primary source of resource should key staff be unavailable. If necessary, and at the discretion of the Accountable Officer/AEO, resource will be pulled from non-essential activities until such time as their services are no longer required to support critical activities.

5.6.5 Extra-Ordinary Events

The national and local guidance offered by NHS England and the Wessex Area Team as part of the Escalation Framework, Major Incident Plan and local Resilience Plans should be referenced. Copies of these documents can be found:

- as filed in the Executive Director and Manager On-Call Packs
- in the Operations Manual in the Incident Control Centre at Central 40
- on the CCG website at:

<http://www.northhampshireccg.nhs.uk/documents/>

i) Fuel shortage

The CCG holds information about which staff rely on personal cars to reach Central 40. Due to the location of C40, most staff and contractors arrive at work in personal cars. If personal cars are not available, staff will be expected to travel by foot, bicycle or public transport if reasonable to do so. If the shortage is prolonged and access to C40 is curtailed, staff will be redeployed as in a loss of access to C40.

ii) Severe weather

In the event of severe weather which prevents staff from being able to travel to work, the arrangements for working remotely would be the same as for fuel shortages.

Staff Safety should be considered at all times.

iii) Industrial Action

In the event of industrial action where staff levels are affected, the Accountable Officer/AEO will reprioritise the critical activities and these will become the focus of the workforce.

iv) 'Major Flu Outbreak/Pandemic 'Flu

In the event of a major 'flu outbreak or pandemic flu where staff levels are affected, the Accountable Officer /AEO will reprioritise the critical activities and these activities will be the focus of the workforce.

6. RECOVERY AND RESUMPTION PHASE

6.1 Purpose of the Recovery and Resumption Phase

The purpose of the recovery and resumption phase is to resume normal working practises for the organisation. Where the impact of the incident is prolonged, normal operations may need to be delivered under new circumstances e.g. from a different building.

6.2 Recovery and Resumption Actions

It may be that it is easier for some activities to return to normal and others will remain restricted depending on the incident. The following should be considered during the recovery phase:

- reduced availability of staff
- loss of skill and experience
- uncertainty, fear and anxiety of staff
- disruption to utilities and essential services
- disruption to internal /ICT services /communication systems
- disruption to supplies
- management of finances
- reputation damage
- organisational fatigue

Specific actions required are included in Table 10 below.

Table 10: Actions to be Taken to Support the Resumption/Recovery Phase

Ref	Action	Responsible Person/s	Further Information/Details
1	Agree and plan the actions required to enable recovery and resumption of normal working practises	Accountable Officer/AEO	Agreed actions are detailed in the Business Impact Analyses and Function/Service Continuity Plans in the individual [function] BCP folders.
2	Continue to log all expenditure incurred as a result of the incident	Chief Finance Officer	Use a financial expenditure log to do this
3	Respond to any long term support needs of staff	Accountable Officer/AEO	Depending on the nature of the incident, the MIT may need to consider the use of Counselling Services e.g. internal Occupational Health involvement or appropriate External Agencies
4	Carry out a 'debrief' of the incident and complete an Incident Report to document opportunities for improvement and any lessons identified	Deputy Director of Integrated Commissioning	Use an Incident Report Form to do this. This should be reviewed by all members of the MIT to ensure key actions resulting from the incident are implemented within designated timescales
5	Review this Continuity Plan in light of lessons learned from incident	Deputy Director of Integrated	Implement recommendations for improvement and update this Plan.

	and the response to it	Commissioning	Ensure a revised version of the Plan is read by all members of the Major Incident Team
6	Publicise that there is now 'business as usual'	Head of Comms & Engagement	HoC&E to use staff cascade and contact details for all stakeholders and contractors

6.3 Standing Down

When there is no further risk to business continuity from the incident, the Accountable Officer/AEO will declare the event over ('stand down').

6.4 Debrief

In order to identify lessons learned, a series of debriefs post incident are seen as good practice:

- Hot debrief - immediately after incident
- Organisational debrief - 48-72 hours post incident
- Multi-agency debrief - within one month of incident
- Post incident reports - within six weeks of incident

These will be supported by action plans and recommendations in order to update CCG plans and provide any further training required.

7.0 Links to Other Plans/Documents

- NHCCG Incident Response Plan
- NHCCG Business Continuity Policy
- NHCCG Executive Director and Manager On-Call Pack (North and Mid Hants Health System)
- NHS England Core Standards for Emergency Preparedness, Resilience and Response (EPRR) (2015)
- NHS England Frequently Asked Questions (FAQs) on the future arrangements for health EPRR (2013)
- NHS England Command and Control Framework (2013)
- Section 46 of Health and Social Care Act 2012
- Civil Contingencies Act (2004)

Annex A: Staff Cascade/Contact numbers

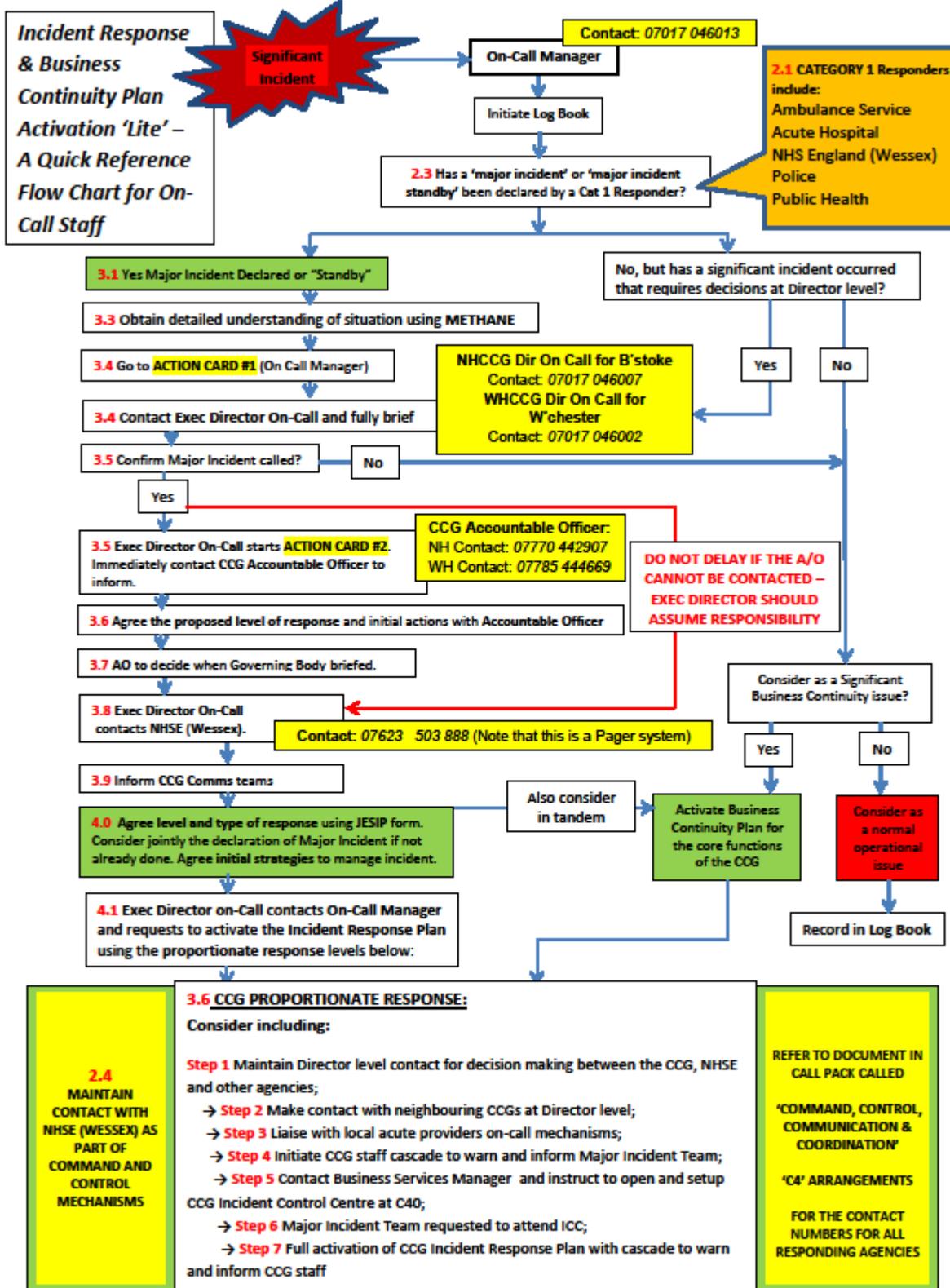
Contact numbers accessible to CCG staff at
M:\Corporate Communications\Business Continuity Plan

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Annex B: The NH CCG Categorisation of Critical Activities

Activity Prioritisation		
Category	Impact	RTO
Category A (Critical Activity)	<p>Loss of this activity would immediately:</p> <p>Directly endanger life. Endanger the safety of those individuals for whom the CCG has a legal responsibility. Prevent the operation of another service in this category. Seriously affect the CCG's finances or accuracy of critical records. Prevent communication of vital information.</p>	<p>These activities must continue to be provided in full and must resume as soon as possible but definitely within 3 days.</p> <p>This group will include Services that usually provide a full service 7 days a week, all year round</p>
Category B (High Priority)	<p>High Priority: Loss of this service would immediately:</p> <p>Present a risk to Health or Safety. Prevent the CCG fulfilling a statutory obligation. Prevent the operation of another service in this category would seriously adversely affect the CCG's reputation.</p>	<p>These activities must be resumed at least at a minimal working level sufficient to meet service needs within 5 calendar days. Some less important aspects of the service may be curtailed.</p> <p>Services included in this group are mainly those that provide a reduced service at weekends and during holiday periods</p>
Category C (Medium Priority)	<p>Medium Priority: Loss of this service would lead to:</p> <p>Serious knock-on effects for the operation of a Critical or High Priority service. The CCG's reputation being adversely affected.</p>	<p>This service must be resumed at least at a minimal working level sufficient to meet service needs within 7 calendar days. Some less important aspects of the service may be curtailed.</p> <p>Services included in this group will include those that normally close during weekends and during holiday periods</p>
Category C (Low Priority)	<p>Loss of this service would lead to:</p> <p>Potential knock-on effect in disrupting the activities of other services within the CCG, but no immediate impact upon the provision of Critical or High Priority services.</p>	<p>This service should be resumed as soon as is practicable.</p> <p>Includes all other service areas that are required in order for the CCG to go about its usual business</p>

Annex C: Incident Response and Business Continuity Plan Activation 'Lite'



Version 4.1 February 2018

FIRE EVACUATION PROCEDURE

A fire alarm test is carried out EVERY THURSDAY MORNING AT 09:00 hrs by the Landlords.

STAFF

If a continuous fire alarm goes off the following procedure is to be followed:

1. Leave the building immediately, making your way to the nearest clearly marked fire exit without collecting personal belongings. Please escort any visitors/contractors from the building also:

(staff/visitors in the open plan main office area together with those in the Austen or Vyne meeting rooms leave via the fire exit which is situated at the rear of the office)

(staff/visitors in the Freeman Board Room, Loddon Meeting room kitchen or store cupboard leave via the main exit and down the stairs used upon arrival)

2. Meet at the designated fire assembly point outside Central 40 on the gravelled area.
3. Report any missing persons to the Fire Wardens (Nikki Kenny, Pablo Alvarez or Simon Wilkinson)

FIRE WARDENS

1. Put on Fire Warden 'high viz' jacket
2. Take Fire Warden form detailing your designated area and check all rooms are clear.
3. Direct staff/visitors to the designated fire assembly point for Central 40
4. Where appropriate, assist in managing the flow of staff/visitors to the assembly point and prevent re-entry into the building until given the all clear by the Fire Brigade.
5. Roll call of staff to be carried out by Fire Wardens
6. Roll call of visitors to Central 40 to be carried out by Kingdom Security (Emma/Heather the receptionists).

CENTRAL 40 SITE RISK ASSESSMENT and KEY ON CALL CONTACTS

Hazard: present/threatening	Risk Rating	Comments
Loss of power	4x4 = 12	Contact Site Engineers Trios on: support.chinehampark@patrizia.ag OR contact Landlords' Estates Manager on 01256 486693 or mobile 07899063606
Loss of telephony	4x2=8	Contact IT: 0300 123 0880 in first instance and report downage. Submit an online request via portal at: www.ictservices.southcsu.nhs.uk
Loss of computer server	4x2=8	Contact IT: 0300 123 0880 in first instance and report downage. Submit an online request via portal at: www.ictservices.southcsu.nhs.uk

Site Agree Single Point of Contact (SPOC):	Nikki Kenny Business Services Manager Tel: 01256 705525 Mobile: 07823405355
3. Keyholders: See below: (1) Working Late Procedure 24 hour security provided. Ring mobile number for access to keys or ring Business Services Manager NB: No alarm. CCTV is in use.	Kingdom Security 24 hour mobile security No: 07470598770 OR Nikki Kenny, Business Services Manager Mob: 07823405355
Site Facilities Manager:	Nikki Kenny, Business Services Manager
Deputy Alternative:	Sylvia Rixon Business Services Administrator Tel: 01256 705522
Central 40 Reception Duties:	Central 40 Reception is open from 07:00 hrs until 19:00 hrs inclusive and is manned by

	Kingdom Security staff. Reception Tel No: 01256 359165
Building Owners:	Frasers Property UK. Estates Manager: Richard Hawkes Tel: 01256 486693 Mob: 07899063606

WORKING LATE PROCEDURE

CENTRAL 40, NORTH HAMPSHIRE CCG

Central 40 is open between 7am and 7pm. If you wish to work outside of these hours, please can you telephone Kingdom Security on the 24 hour security mobile number 07470598770. Once the guard knows, he will keep an eye out and ensure that the building is locked after the last person leaves.

Often the cleaners are here until 9pm, but please ring the security guard to let him know in any event.

ANNEX F: DRIVING DIRECTIONS TO CENTRAL 40

- From the M3 junction 6 join the Basingstoke ring-road signposted A33 Reading.
- Follow the large roundabout (Black Dam) taking the fourth exit towards Chineham/Reading.
- Go straight over first two sets of traffic lights, passing Lidl and Dunelm Mill on the righthand side of the dual carriageway.
- At next roundabout (with line of red men on it) take second exit into Crockford Lane
- Pass the Audi garage on the right (RG24 8AL).
- Go straight to the next roundabout and take the 3rd exit into Lime Tree Way
- Central 40 is the name of the building and it is immediately on the right-hand side with 'NHS North Hampshire Clinical Commissioning Group' on the side of the building facing the road. If using satnav please use the address for the Audi garage above as our postcode will take you too far.

