



Midlands and Lancashire
Commissioning Support Unit

Business Continuity Management Plan

NHS St Helens CCG

Version	0.4
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0.0 Version Control

Version	Date	Revision	Author	Approved By
0.1	7-Nov-17	Initial document created	David Morris	
0.2	9-Nov-17	Revised input	David Morris	
0.3	14-Nov-17	Revised input	David Morris	
0.4	15-Nov-17	Revised input after CCG review	David Morris	

Review date	31-Oct-18
Date of Last Plan Test	
Electronic copy location	

0.1 Document Circulation

Circulation
CCG Senior Management Team Senior Managers and All Direct Reports Corporate Services Manager

0.2 Links to Related Plans and Policies

Links to related plans and policies		
Organisational Plans	Location	Responsible Owner
ICT Disaster Recovery Plan	St Helens Chambers	Governance Team
Fire Evacuation Plan		
Health and Safety Policy		
Information Governance Policy		
Risk Management Strategy		
Security Management Policy		
Crisis Management Plan		
Communications & Engagement Strategy		Communications Team

1.0 Purpose of Business Continuity Plan

NHS St Helens CCG’s vision is:

“Improving people’s lives in St Helens together by tackling the challenge of cost and demand.”

The CCG’s policy is to develop, implement and maintain a Business Continuity Management System (BCMS) that ensures that business critical functions are available and that the CCG is able to maintain acceptable levels of service and consistency in support of our vision and aims. The CCG will take all reasonable steps to ensure that the organisation can respond appropriately and continue to deliver key processes in the event of a disruption and can continue to respond to the needs of our stakeholders.

The scope of our BCMS will extend across the whole organisation and cover all our teams. All staff are expected to support and adhere to the BCMS and ensure that it becomes part of the way the CCG achieves its values and objectives. The CCG will recognise when the BCMS needs review and updating and will ensure that its business continuity policies, strategies and plans are updated on a regular basis, or when there are significant changes to the way the CCG meets its objectives, or as a consequence of any deployment of the BCMS as the result of a disruption.

We are committed to ensuring that: NHS St Helens CCG is recognised as a great place to work, that we are great people to work with and that we are striving to be better tomorrow than we are today. We invite all our colleagues to embrace the business resilience methodologies we employ as we work together to achieve our aims.



Geoffrey Appleton
Lay Chair



Sarah O'Brien
Clinical Accountable Officer

1.1 Aim

To provide a flexible response so that the CCG can:

- Respond to a disruptive incident (incident management)
- Maintain delivery of critical activities/services in the event of a disruption (business continuity)
- Return to 'business as usual' (recovery)

The following definitions apply in respect of the deployment of:

Crisis Management - the predefined process by which the appropriate leadership, decision making, communications and management is provided.

Business Continuity Management - the capability of an organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident (ISO 22301)

Business as Usual - no risk to the continued delivery of critical processes and outputs for more than four hours

1.2 Plan Scope

The following business function teams are covered by this plan:

Business Functions of the CCG covered by this plan	
Function	Purpose
Performance (BI)	Business intelligence and provision of data
Contracts	Contract management
Finance	A financial support and liaison service supporting the financial needs and objectives of St Helens CCG
Governance/Corporate	Governance, Corporate, Communications and engagement
Integrated Commissioning	Develop and deliver the CCG improvement plan, develop and deliver the CCG operational plan and commissioning strategy to deliver constitutional standards, manage provider performance
Medicines Management	To ensure patients receive cost effective evidence based quality medicines with the financial resources available
Primary Care	Make decisions on the review, planning and procurement of primary care services, under delegated authority from NHS England. Develop GPs as providers and enhance resilience of the sector
Quality	Quality

The following sites are covered within this business continuity plan:

Buildings occupied by the CCG staff and covered within this plan
<p>ST HELENS CHAMBERS, Salisbury Street, Off Chalon Way, St Helens, WA10 1FY THE GAMBLE BUILDING, Victoria Square, St Helens, WA10 1DY</p>

Other Buildings occupied by CCG staff
Nutgrove Villa, Westmorland Road, Huyton, L36 6GA

1.3 Plan Distribution

The circulation list for this plan:

- CCG Senior Management Team
- Senior Managers and All Direct Reports
- Corporate Services Manager

1.4 Plan Storage

An electronic copy of this Plan is stored on the CCG's staff intranet.

Hard copies of this plan are stored by the:

- Governance Team, St Helens Chambers
- Clinical Accountable Officer at an offsite address
- Associate Director, Corporate Governance at an offsite address

1.5 Plan Review & Monitoring

The plan will be reviewed annually by the Associate Director, Corporate Governance or in the event of a major change to the CCG's objectives or activities or a deployment of the Business Continuity Plan.

The plan will be reviewed annually by the Finance, Governance and Risk Committee where the outcome of the reviews of the plan will be reported by the Corporate Governance Team.

Monitoring and managing amendments, and delegating or escalating actions required as a result of reviews, will be the responsibility of the Finance, Governance and Risk Committee.

Individual function Business Continuity Plans will be completed by and signed off by Service Leads at least annually or whenever a variation is required.

2.0 Responsibility for Plan Ownership and Activation

The CCG's Finance, Governance and Risk Committee is responsible for ensuring that the plan is maintained. A member of the CCG's Crisis Management Team will normally activate and stand down this plan:

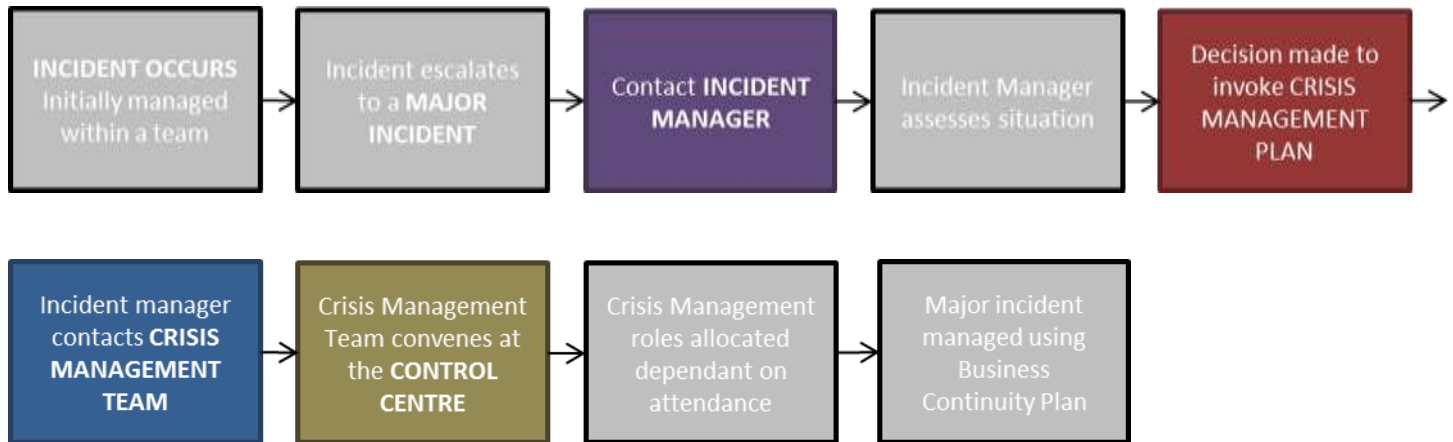
Name	Job Title	Base	Contact Number
Sarah O'Brien	Clinical Accountable Officer	St H C	07885 770491
Julie Abbott	Deputy Chief Executive	St H C	07799 132758
Ian Campbell	Associate Director, Contracting	St H C	07900 210316
Angela Delea	Associate Director, Corporate Governance	St H C	01744 621804
Lisa Ellis	Chief Nurse	St H C	01744 621749
Caroline Lees	Associate Director, Commissioning	Gamble	07824 498980
Iain Stoddart	Chief Finance Officer	St H C	0151 244 3149
Mike Wyatt	Strategic Director of People's Services	Gamble	01744 676486

St Helens Chambers
Salisbury Street
Off Chalon Way
St Helens
WA10 1FY

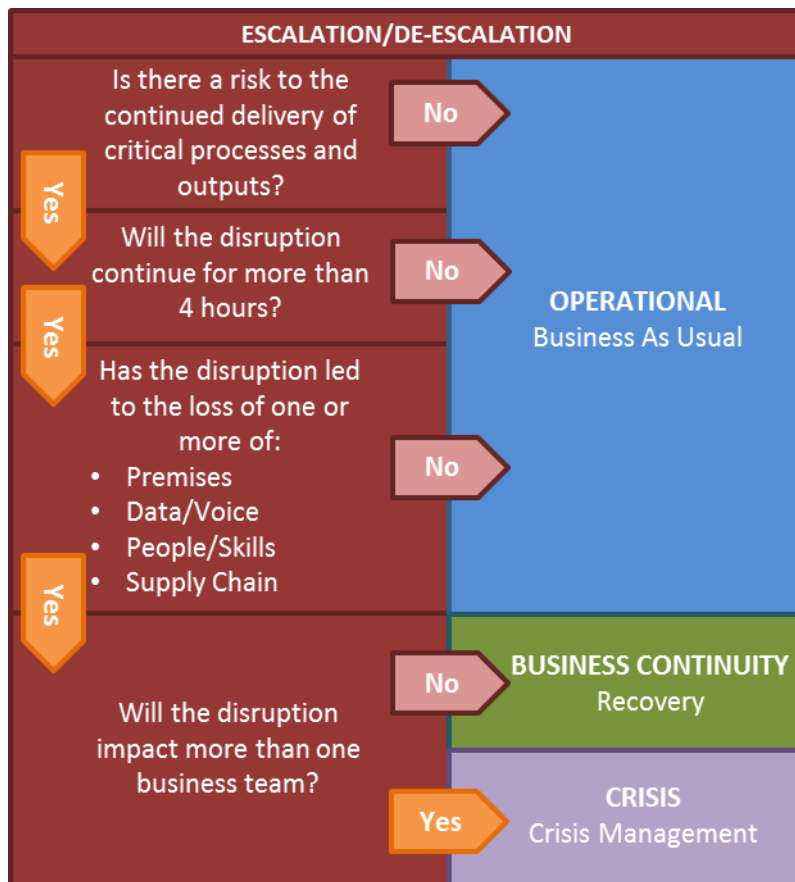
The Gamble Building
Victoria Square
St Helens
WA10 1DY

2.1 Process for Activation and Escalation

The process for activation is:



- Sudden unexpected disruption occurs
- Incident Manager (Senior member of staff on site or On Call Manager if out of hours) contacted
- Incident Manager completes 'Initial Incident Capture Form'
- Incident Manager determines level of response using decision tree tool below:



2.2 CCG Manager On Call

NHS St Helens CCG collaborates with NHS Halton CCG and NHS Knowsley CCG to operate the Mid Mersey on call response. A senior manager is on call at all times, on a rota basis and may be the first responder in the event of a disruptive incident affecting any of the Mid Mersey CCGs out of hours. The period on call is 7 days from Friday at 9.00am.

3.0 Business Continuity Plans

Functional Business Continuity Plans are listed in this section.

The Functional Business Continuity Plan records:

- Key processes with Recovery Time Objectives of: 4 hours, 1 day and 3 days
- Roles regarded as “Single Points of Failure” and the mitigating action to be taken to ensure that processes can continue.
- Alternative workspace locations and how the CCG will access its data files during a period of disruption.

3.1 Design Principles

The following design principles have been applied in the production of the functional business continuity plans:

- Staff with access to files via VPN will be assumed to be able to work from home unless otherwise specifically identified through the Business Impact Analysis
- The assessment of the degree of resilience within each team (Premises/IT, Staff/Skills and Supply Chain) illustrated by a Red (Not Resilient)-Amber (Partially Resilient)-Green (Resilient) scale within Functional Business Continuity Plans relates to information received at the time of the relevant Business Impact Analysis and does not reflect any subsequent strategy employed as a consequence.

Functional Business Continuity Plans

NHS St Helens CCG: Functional Business Continuity Plan Summary				
Function	Performance (BI)	Premises/IT	Staff/Skills	Supply Chain
Function Lead	Kerry Ingham			
Contact Number				
Number of Staff	4			
Staff Contact List				
Address of Main Base	The Gamble Building, Victoria Square, St Helens, WA10 1DY			

Critical Processes		
4 hour RTO	1 day RTO	3 day RTO
None	None	Pf-004: Annual Planning Round – analytical and knowledge of SLAM: Rank: 4/71
Key Staff (Single Point of Failure)		
Role		Intervention
Senior Performance Manager Principal Analyst Information Analyst		

Accommodation Summary - headcount by location over length of disruption				
	St Helens Chambers	GP Surgeries	Home - VPN	Home - email only
4 hours	1		3	
1 day	1		3	
3 days	1		3	
7 days	1		3	
1 month	1		3	
> 1 month	1		3	

Disruption of up to 4 hours	
Premises: Arrangements for loss of premises for up to 4 hours	A: St Helens Chambers B: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Home
Number of Desks Required	A: 1 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection
Disruption of up to 1 day	
Premises: Arrangements for loss of premises for up to 1 day	A: St Helens Chambers B: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Home
Number of Desks Required	A: 1 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection

Disruption of up to 3 days	
Premises: Arrangements for loss of premises for up to 3 days	A: St Helens Chambers B: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Home
Number of Desks Required	A: 1 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection
Disruption of up to 1 week	
Premises: Arrangements for loss of premises for up to 1 week	A: St Helens Chambers B: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Home
Number of Desks Required	A: 1 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection
Disruption of up to 1 month	
Premises: Arrangements for loss of premises for up to 1 month	A: St Helens Chambers B: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Home
Number of Desks Required	A: 1 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection
Disruption of more than 1 month	
Premises: Arrangements for loss of premises for more than 1 month	A: St Helens Chambers B: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Home
Number of Desks Required	A: 1 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection

NHS St Helens CCG: Functional Business Continuity Plan Summary

Function	Contracts	Premises/IT	Staff/Skills	Supply Chain
Function Lead	Ian Campbell			
Contact Number	07900 210316			
Number of Staff	St Helens Chambers (SC): 7 The Gamble Building (GB): 2 Nutgrove Villa (NV): 2			
Staff Contact List				
Address of Main Base	St Helens Chambers, Salisbury St., Off Chalon Way, St Helens, WA10 1FY The Gamble Building, Victoria Square, St Helens, WA10 1DY Nutgrove Villa, Westmorland Road, Huyton, L36 6GA			

Critical Processes

4 hour RTO	1 day RTO	3 day RTO
None	None	SCT007: Sending and responding to emails: Rank 2 /71

Key Staff (Single Point of Failure)

Role	Intervention
None	

Accommodation Summary - headcount by location over length of disruption

Base Destination	St Helens Chambers			The Gamble Building			Nutgrove Villa		
	SC	GB	VPN	SC	GB	VPN	SC	GB	VPN
4 hours		6	1	1		1		1	1
1 day		6	1	1		1		1	1
3 days		6	1	1		1		1	1
7 days		6	1	1		1		1	1
1 month		6	1	1		1		1	1
> 1 month		6	1	1		1		1	1

Disruption of up to 4 hours

Premises: Arrangements for loss of premises for up to 4 hours	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 1 B: 7 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection

Disruption of up to 1 day	
Premises: Arrangements for loss of premises for up to 1 day	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 1 B: 7 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection
Disruption of up to 3 days	
Premises: Arrangements for loss of premises for up to 3 days	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 1 B: 7 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection
Disruption of up to 1 week	
Premises: Arrangements for loss of premises for up to 1 week	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 1 B: 7 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection
Disruption of up to 1 month	
Premises: Arrangements for loss of premises for up to 1 month	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 1 B: 7 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection

Disruption of more than 1 month	
Premises: Arrangements for loss of premises for more than 1 month	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 1 B: 7 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection

NHS St Helens CCG: Functional Business Continuity Plan Summary

Function	Finance	Premises/IT	Staff/Skills	Supply Chain
Function Lead	Iain Stoddart			
Contact Number	0151 244 3149			
Number of Staff	St Helens Chambers (SC): 13 The Gamble Building (GB): 3			
Staff Contact List				
Address of Main Base	St Helens Chambers, Salisbury St., Off Chalon Way, St Helens, WA10 1FY The Gamble Building, Victoria Square, St Helens, WA10 1DY			

Critical Processes

4 hour RTO	1 day RTO	3 day RTO
None	None	None
Key Staff (Single Point of Failure)		
Role	Intervention	
None		

Accommodation Summary - headcount by location over length of disruption

Base	St Helens Chambers			The Gamble Building			Nutgrove Villa		
Destination	SC	GB	VPN	SC	GB	VPN	SC	GB	VPN
4 hours		12	1	3					
1 day		12	1	3					
3 days		12	1	3					
7 days		12	1	3					
1 month		12	1	3					
> 1 month		12	1	3					

Disruption of up to 4 hours

Premises: Arrangements for loss of premises for up to 4 hours	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 3 B: 12 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection

Disruption of up to 1 day	
Premises: Arrangements for loss of premises for up to 1 day	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 3 B: 12 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection
Disruption of up to 3 days	
Premises: Arrangements for loss of premises for up to 3 days	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 3 B: 12 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection
Disruption of up to 1 week	
Premises: Arrangements for loss of premises for up to 1 week	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 3 B: 12 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection
Disruption of up to 1 month	
Premises: Arrangements for loss of premises for up to 1 month	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 3 B: 12 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection

Disruption of more than 1 month	
Premises: Arrangements for loss of premises for more than 1 month	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 3 B: 12 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection

NHS St Helens CCG: Functional Business Continuity Plan Summary

Function	Governance/Corporate	Premises/IT	Staff/Skills	Supply Chain
Function Lead	Angela Delea			
Contact Number	01744 621804			
Number of Staff	St Helens Chambers (SC): 4 The Gamble Building (GB): 2			
Staff Contact List				
Address of Main Base	St Helens Chambers, Salisbury St., Off Chalon Way, St Helens, WA10 1FY The Gamble Building, Victoria Square, St Helens, WA10 1DY			

Critical Processes

4 hour RTO	1 day RTO	3 day RTO
None	None	None

Key Staff (Single Point of Failure)

Role	Intervention
None	

Accommodation Summary - headcount by location over length of disruption

Base Destination	St Helens Chambers			The Gamble Building			Nutmogrove Villa		
	SC	GB	VPN	SC	GB	VPN	SC	GB	VPN
4 hours		2	2	2					
1 day		2	2	2					
3 days		2	2	2					
7 days		2	2	2					
1 month		2	2	2					
> 1 month		2	2	2					

Disruption of up to 4 hours

Premises: Arrangements for loss of premises for up to 4 hours	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 2 B: 2 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection

Disruption of up to 1 day	
Premises: Arrangements for loss of premises for up to 1 day	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 2 B: 2 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection
Disruption of up to 3 days	
Premises: Arrangements for loss of premises for up to 3 days	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 2 B: 2 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection
Disruption of up to 1 week	
Premises: Arrangements for loss of premises for up to 1 week	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 2 B: 2 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection
Disruption of up to 1 month	
Premises: Arrangements for loss of premises for up to 1 month	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 2 B: 2 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection

Disruption of more than 1 month	
Premises: Arrangements for loss of premises for more than 1 month	A: St Helens Chambers B: The Gamble Building C: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Victoria Square, St Helens, WA10 1DY C: Home
Number of Desks Required	A: 2 B: 2 C: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: St Helens CCG Domain C: Personal IT equipment/internet connection

NHS St Helens CCG: Functional Business Continuity Plan Summary

Function	Integrated Commissioning	Premises/IT	Staff/Skills	Supply Chain
Function Lead	Caroline Lees			
Contact Number	07824 498980			
Number of Staff	19			
Staff Contact List				
Address of Main Base	The Gamble Building, Victoria Square, St Helens, WA10 1DY			

Critical Processes

4 hour RTO	1 day RTO	3 day RTO
None	None	IC-004: Responsiveness to Urgent Care Pressures within the Hospital Trust: Rank 1/71 IC-003: External Relationship Management and Continuity, including GPs: Rank 3/71

Key Staff (Single Point of Failure)

Role	Intervention
None	

Accommodation Summary - headcount by location over length of disruption

	St Helens Chambers	GP Surgeries	Home - VPN	Home - email only
4 hours	19			
1 day	19			
3 days	19			
7 days	19			
1 month	19			
> 1 month	19			

Disruption of up to 4 hours

Premises: Arrangements for loss of premises for up to 4 hours	St Helens Chambers
Address of Base	Salisbury St., Off Chalon Way, St Helens, WA10 1FY
Number of Desks Required	19
Connectivity Required	St Helens CCG Domain

Disruption of up to 1 day

Premises: Arrangements for loss of premises for up to 1 day	St Helens Chambers
Address of Base	Salisbury St., Off Chalon Way, St Helens, WA10 1FY
Number of Desks Required	19
Connectivity Required	St Helens CCG Domain

Disruption of up to 3 days

Premises: Arrangements for loss of premises for up to 3 days	St Helens Chambers
Address of Base	Salisbury St., Off Chalon Way, St Helens, WA10 1FY
Number of Desks Required	19
Connectivity Required	St Helens CCG Domain

Disruption of up to 1 week

Premises: Arrangements for loss of premises for up to 1 week	St Helens Chambers
Address of Base	Salisbury St., Off Chalon Way, St Helens, WA10 1FY
Number of Desks Required	19
Connectivity Required	St Helens CCG Domain

Disruption of up to 1 month	
Premises: Arrangements for loss of premises for up to 1 month	St Helens Chambers
Address of Base	Salisbury St., Off Chalon Way, St Helens, WA10 1FY
Number of Desks Required	19
Connectivity Required	St Helens CCG Domain
Disruption of more than 1 month	
Premises: Arrangements for loss of premises for more than 1 month	St Helens Chambers
Address of Base	Salisbury St., Off Chalon Way, St Helens, WA10 1FY
Number of Desks Required	19
Connectivity Required	St Helens CCG Domain

NHS St Helens CCG: Functional Business Continuity Plan Summary

Function	Medicines Management	Premises/IT	Staff/Skills	Supply Chain
Function Lead	Nicola Cartwright			
Contact Number	07876 742652			
Number of Staff	St Helens Chambers (SC): 20			
Staff Contact List				
Address of Main Base	St Helens Chambers, Salisbury St., Off Chalon Way, St Helens, WA10 1FY			

Critical Processes

4 hour RTO	1 day RTO	3 day RTO
None	None	None

Key Staff (Single Point of Failure)

Role	Intervention
None	

Accommodation Summary - headcount by location over length of disruption

Base Destination	St Helens Chambers			The Gamble Building			Nutgrove Villa		
	SC	GP	VPN	SC	GP	VPN	SC	GP	VPN
4 hours		19	1						
1 day		19	1						
3 days		19	1						
7 days		19	1						
1 month		19	1						
> 1 month		19	1						

Disruption of up to 4 hours

Premises: Arrangements for loss of premises for up to 4 hours	A: GP Surgeries B: Working from home: VPN
Address of Base	A: Various B: Home
Number of Desks Required	A: 19 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection

Disruption of up to 1 day

Premises: Arrangements for loss of premises for up to 1 day	A: GP Surgeries B: Working from home: VPN
Address of Base	A: Various B: Home
Number of Desks Required	A: 19 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection

Disruption of up to 3 days	
Premises: Arrangements for loss of premises for up to 3 days	A: GP Surgeries B: Working from home: VPN
Address of Base	A: Various B: Home
Number of Desks Required	A: 19 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection
Disruption of up to 1 week	
Premises: Arrangements for loss of premises for up to 1 week	A: GP Surgeries B: Working from home: VPN
Address of Base	A: Various B: Home
Number of Desks Required	A: 19 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection
Disruption of up to 1 month	
Premises: Arrangements for loss of premises for up to 1 month	A: GP Surgeries B: Working from home: VPN
Address of Base	A: Various B: Home
Number of Desks Required	A: 19 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection
Disruption of more than 1 month	
Premises: Arrangements for loss of premises for more than 1 month	A: GP Surgeries B: Working from home: VPN
Address of Base	A: Various B: Home
Number of Desks Required	A: 19 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection

NHS St Helens CCG: Functional Business Continuity Plan Summary

Function	Primary Care	Premises/IT	Staff/Skills	Supply Chain
Function Lead	Karen Leverett			
Contact Number	01744 424441			
Number of Staff	8			
Staff Contact List				
Address of Main Base	The Gamble Building, Victoria Square, St Helens, WA10 1DY			

Critical Processes

4 hour RTO	1 day RTO	3 day RTO
None	None	None
Key Staff (Single Point of Failure)		
Role	Intervention	
None		

Accommodation Summary - headcount by location over length of disruption

	St Helens Chambers	GP Surgeries	Home - VPN	Home - email only
4 hours	6		2	
1 day	6		2	
3 days	6		2	
7 days	6		2	
1 month	6		2	
> 1 month	6		2	

Disruption of up to 4 hours

Premises: Arrangements for loss of premises for up to 4 hours	A: St Helens Chambers B: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Home
Number of Desks Required	A: 6 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection

Disruption of up to 1 day

Premises: Arrangements for loss of premises for up to 1 day	A: St Helens Chambers B: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Home
Number of Desks Required	A: 6 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection

Disruption of up to 3 days	
Premises: Arrangements for loss of premises for up to 3 days	A: St Helens Chambers B: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Home
Number of Desks Required	A: 6 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection
Disruption of up to 1 week	
Premises: Arrangements for loss of premises for up to 1 week	A: St Helens Chambers B: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Home
Number of Desks Required	A: 6 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection
Disruption of up to 1 month	
Premises: Arrangements for loss of premises for up to 1 month	A: St Helens Chambers B: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Home
Number of Desks Required	A: 6 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection
Disruption of more than 1 month	
Premises: Arrangements for loss of premises for more than 1 month	A: St Helens Chambers B: Working from home: VPN
Address of Base	A: Salisbury St., Off Chalon Way, St Helens, WA10 1FY B: Home
Number of Desks Required	A: 6 B: Home: Not applicable
Connectivity Required	A: St Helens CCG Domain B: Personal IT equipment/internet connection

NHS St Helens CCG: Functional Business Continuity Plan Summary

Function	Quality	Premises/IT	Staff/Skills	Supply Chain
Function Lead	Lisa Ellis			
Contact Number	01744 621749			
Number of Staff	5			
Staff Contact List				
Address of Main Base	St Helens Chambers, Salisbury St., Off Chalon Way, St Helens, WA10 1FY			

Critical Processes

4 hour RTO	1 day RTO	3 day RTO
None	None	None

Key Staff (Single Point of Failure)

Role	Intervention
Adult Safeguarding Child Safeguarding	

Accommodation Summary - headcount by location over length of disruption

	The Gamble Building	GP Surgeries	Home - VPN	Home - email only
4 hours	5			
1 day	5			
3 days	5			
7 days	5			
1 month	5			
> 1 month	5			

Disruption of up to 4 hours

Premises: Arrangements for loss of premises for up to 4 hours	The Gamble Building
Address of Base	Victoria Square, St Helens, WA10 1DY
Number of Desks Required	5
Connectivity Required	St Helens CCG Domain

Disruption of up to 1 day

Premises: Arrangements for loss of premises for up to 1 day	The Gamble Building
Address of Base	Victoria Square, St Helens, WA10 1DY
Number of Desks Required	5
Connectivity Required	St Helens CCG Domain

Disruption of up to 3 days

Premises: Arrangements for loss of premises for up to 3 days	The Gamble Building
Address of Base	Victoria Square, St Helens, WA10 1DY
Number of Desks Required	5
Connectivity Required	St Helens CCG Domain

Disruption of up to 1 week

Premises: Arrangements for loss of premises for up to 1 week	The Gamble Building
Address of Base	Victoria Square, St Helens, WA10 1DY
Number of Desks Required	5
Connectivity Required	St Helens CCG Domain

Disruption of up to 1 month	
Premises: Arrangements for loss of premises for up to 1 month	The Gamble Building
Address of Base	Victoria Square, St Helens, WA10 1DY
Number of Desks Required	5
Connectivity Required	St Helens CCG Domain
Disruption of more than 1 month	
Premises: Arrangements for loss of premises for more than 1 month	The Gamble Building
Address of Base	Victoria Square, St Helens, WA10 1DY
Number of Desks Required	5
Connectivity Required	St Helens CCG Domain

Appendices

Appendix 1: Business Continuity Framework

Appendix 2: Control Centre Locations

Appendix 3: Information Capture Form

Appendix 4: Managing the Loss of Premises

Appendix 5: Managing the Loss of Data/Voice

Appendix 6: Managing the Loss of People/Skills

Appendix 7: Managing the Loss of Supply Chain Partners

Appendix 8: Managing a Fuel Shortage

Appendix 9: Managing Pandemic Flu and other Communicable Diseases

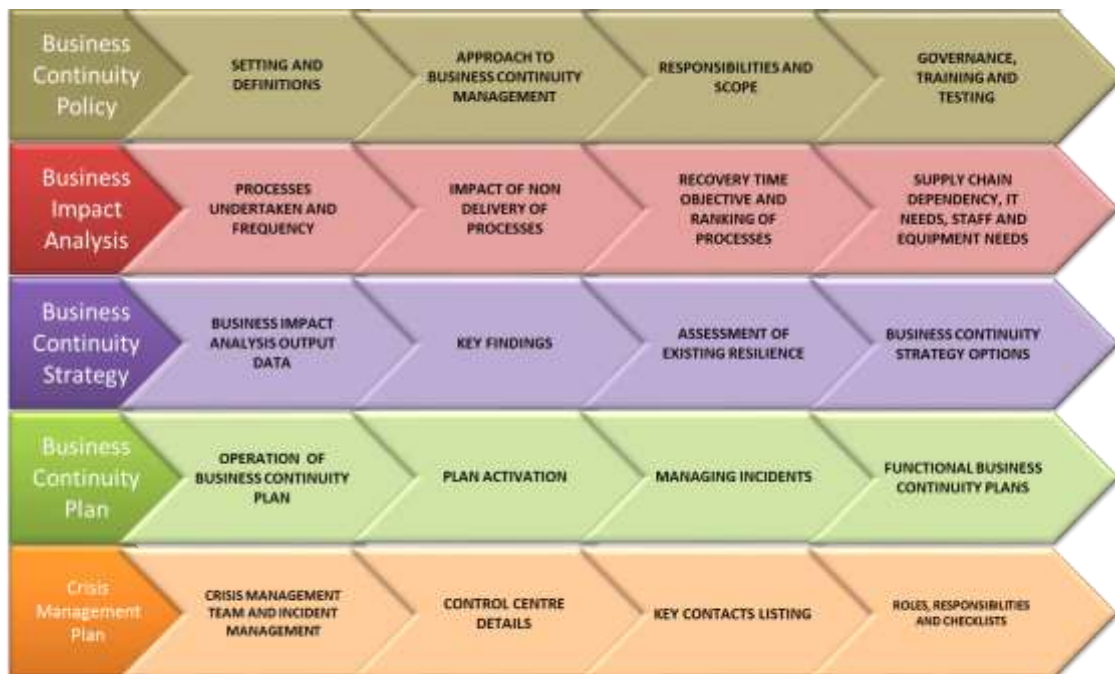
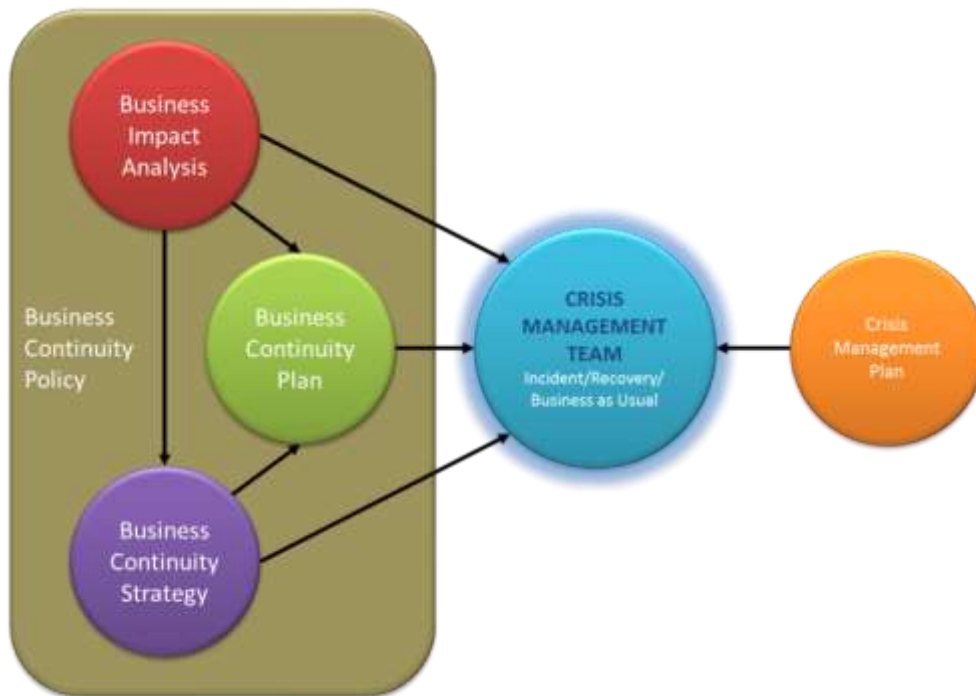
**Appendix 10: Key Process Listing by Order of Recovery/
Recovery Time Objectives**

**Appendix 11: Summary of Recovery Location Requirements by Team
over Length of Disruption**

Appendix 12: Crisis Management

Appendix 1: Business Continuity Framework

The diagrams below describe the (organisation) BCMS framework, the relationship between the various elements and define the principle deliverables of each element.



Appendix 2: Control Centre Locations

ST HELENS CHAMBERS

Salisbury Street
Off Chalon Way
St Helens
WA10 1FY

Control Room Location: Chief Executive's Office, Ground Floor

Out of Hours Access:

- Security: 01744 607080 or 07851 581358

THE GAMBLE BUILDING

Victoria Square
St Helens
WA10 1DY

Control Room Location: To be determined post disruption

Out of Hours Access:

- Security: 01744 676727

Appendix 3: Information Capture Form

This form can be used to communicate information from an incident scene. The mnemonic METHANE is used to help establish shared situational awareness.

CRISIS MANAGEMENT INITIAL INFORMATION CAPTURE							
Completed by (name, organisation, role)					Date:		
					Time:		
Who raised the alert?	M	Name:	Organisation	Time of Alert			
		Role:	Contact Number				
What has happened?							
Which organisation is involved? Which teams within the organisation are likely to be affected?							
What is the exact location of the incident? (postcode, building, floor, suite, room)	E						
What type of incident is it?	T	Premises		Fire		Health & Safety	
		People/Skills		Flood		External Protest	
		Data/Voice		Utilities		Industrial Action	
		Supply Chain		Weather		Terrorism	
		Reputation		Transport			
		Other Information					

What hazards are currently present or anticipated?	H				
Is access to site/building limited by incident? Are access routes safe to use?	A				
Number, type and severity of casualties	N				
Emergency services present or required?	E	Fire	Ambulance	Police	
What is the scope of the disruption to normal service provision?	All functions (89 staff)		All processes (71 processes)		
	Performance (4)		Performance (8)		
	Contracts (11)		Contracts (16)		
	Finance (16)		Finance (10)		
	Governance/Corporate (6)		Governance/Corporate (14)		
	Integrated Commissioning (19)		Integrated Commissioning (4)		
	Medicines Management (20)		Medicines Management (4)		
	Primary Care (8)		Primary Care (12)		
	Quality (5)		Quality (3)		
What is the likely duration of the incident?	Up to 3 days		Up to 1 week		Up to 2 weeks
	Up to 1 month		Up to 3 months		Up to 6 months
Other relevant information					

Appendix 4: Managing the Loss of Premises

The CCG identified the following strategies to mitigate the loss of its premises following a disruption and will have made sufficient preparations to ensure that they are effective if activated.

- Maximise the usage of St Helens Chambers and The Gamble Building
- Require staff to work from home using VPN to connect to data
- Work with St Helens Local Authority pre disruption to identify suitable premises from within the existing estate for occupation on an interim basis post disruption and plan the equipping of this facility/facilities in advance
- Liaise with Building Management in the event of the loss of utilities (electricity, gas, water, sewerage) to establish actions being undertaken to restore services and the timeframe involved
- Seek suitable mutual aid agreements with partner organisations in advance of any disruption
- Identify and implement an IT solution that affords access to work files from any location with an internet connection
- Replace desk top computers with laptops
- Make agreement for the supply of IT hardware at short notice
- Draw up a contact list for employees
- Draw up a workforce listing in priority order for occupation of St Helens Chambers and The Gamble Building in the event of limited availability
- Create a crisis management kit containing necessary information and equipment and stored off site

The Crisis Management Team will direct the activation of these strategies to ensure that Recovery Time Objectives (RTOs) can be met and to support the continued delivery of key processes and outputs.

The Crisis Management Team will ensure that any interim premises are fit for purpose and will reach the necessary agreements for occupation with St Helens Local Authority. The Crisis Management Team will seek necessary legal advice and guidance before signing any interim occupancy/lease agreement.

Appendix 5: Managing the Loss of Data/Voice

The CCG identified the following strategies to mitigate the loss of its data and the loss of telephone services and will have made sufficient preparations to ensure that they are effective if activated.

- Ensure that access to all data (including PID) is assured at all times through the IT Strategy
- Ensure that there is an effective Disaster Prevention and Recovery Plan for data recovery and access in place and that this plan is kept up to date
- Ensure that all employees supporting key processes can access data remotely
- Continue to support a mobile phone capability for all principal employees

The Crisis Management Team will take necessary advice and guidance from its IT service provider in order to maintain service availability. The Crisis Management Team will consider and sign off any activity deemed necessary to maintain the delivery of the CCG's key processes and outputs.

Appendix 6: Managing the loss of People/Skills

The CCG identified the following strategies to mitigate the general loss of staff and skills in the event of a disruption and has made sufficient preparations to ensure that they are effective if activated.

- Document key processes
- Cross train staff in key areas
- Redeploy staff
- Make agreement with other NHS organisations to loan staff or supply skills required
- Make agreements with staffing agencies
- Devise communications strategy
- Identify other suitable sources of temporary staff
- Make seasonal flu jabs available to all staff and encourage uptake
- Devise and implement Staff Welfare Programme

Roles deemed to be “Single Points of Failure” because of the job holder’s qualifications and experience are referenced in Section 3.2.

The Crisis Management Team will direct the activation of these strategies to ensure that prioritised activities are suitably staffed to ensure continuity and recovery.

The Crisis Management Team will redeploy staff and identify and source any requirement for additional staff in accordance with the strategies above. These decisions should be made having received advice and guidance from Human Resources.

Appendix 7: Managing the Loss of Supply Chain Partners

The CCG identified the following strategies to mitigate the loss of supply chain partners and has made sufficient preparations to ensure that they are effective if activated.

- Produce a list of key suppliers and assess their resilience
- Produce a list of secondary suppliers taking note of any existing Supplier Framework Agreements
- Maximise internal resilience to ensure that teams are best able to provide required input for other CCG teams and customers

The Crisis Management Team will direct the activation of these strategies to ensure that prioritised activities are suitably resourced to ensure continuity and recovery.

The Crisis Management Team will direct the activation of these strategies and will take necessary advice and guidance to maintain compliance with the Standing Financial Instructions and general procurement regulations. The Crisis Management Team will also take suitable advice should it seek to suspend these requirements in the event of a critical business need arising.

Appendix 8: Managing a Fuel Shortage

The CCG identified the following strategies to mitigate a fuel shortage and has made sufficient preparations to ensure that they are effective if activated.

- In the event of a major fuel shortage, the Crisis Management Team will act as a co-ordinating Fuel Shortage Group
- Determine those key outputs at risk from a shortage of fuel
- Ensure key staff supporting these outputs can work from home using IT solutions such as VPN
- Encourage and support staff to use public transport
- Encourage and support staff to share car journeys
- Cascade responsible fuel purchasing and use and Central Government messages to staff

Appendix 9: Managing Pandemic Flu and other Communicable Diseases

- In the event of a pandemic, the Crisis Management Team will act as a co-ordinating Pandemic Management Group and lead internal planning activities in light of national and international developments, advice and guidance
- Undertake internal business continuity planning in the context of pandemic influenza or similar
- Activate business continuity arrangements as appropriate to the developing situation to ensure critical activities can be maintained
- Redeploy staff
- Enable staff to work flexibly in order to balance the need to deliver key outputs, minimise staff illness and recognise family pressures
- Plan for staff absence in line with likely pandemic impact and existing HR policy
- Make plans to ensure that the CCG Manager On Call rota is maintained
- Lead the management of pressure and/or surge arrangements with commissioned services
- Cooperate with any multi-agency response
- Maintain any local data collection processes to support the overall response
- Ensure early engagement of communications professionals to devise, deliver and maintain internal, external and stakeholder/cross-partnership communications before, during and after a pandemic
- Observe the “Guidance on the roles and responsibilities of Clinical Commissioning Groups (CCGs) in preparing for and responding to an influenza pandemic” (NHS England Gateway Document: 06448)

The Crisis Management Team will direct the activation of these strategies to ensure that prioritised activities are suitably staffed to ensure continuity and recovery. These decisions should be made having received advice and guidance from Human Resources.

Appendix 10: Key Process Listing by Order of Recovery and Recovery Time Objective

	Ref	Process Description	Total	RTO
1	IC-004	Responsiveness to Urgent Care Pressures within the Hospital Trust	641	1 Day
2	SCT007	Sending and responding to emails	515	3 Days
3	IC-003	External Relationship Management and Continuity, including GPs	356	3 Days
4	Pf-004	Annual Planning Round-analytical and knowledge of SLAM	339	3 Days
5	IC-002	Delivering CCG operational and improvement plan ensuring constitutional standards are met	259	1 Week
6	SCT015	Contract negotiation papers	250	1 Week
7	QT-002	Serious Incident Reporting on behalf of the CCG	237	1 Week
8	CG -002	Patient engagement and consultation	233	1 Week
9	SCT013	CQUIN Evidence review papers	230	1 Week
10	SCT002	Contract Tracker	226	1 Week
11	SCT016	Drafting & issuing Contracts, National Variations & Local Variations	217	1 Week
12	QT-001	Safeguarding support	211	1 Week
13	Pf-001	Corporate reporting	202	1 Week
14	Pf-002	Contract monitoring	202	1 Week
15	QT-003	Quality Assurance of service provided and reporting internally and externally	200	1 Week
16	Pf-005	Analysis-general	181	1 Week
17	MM-001	Delivery of QIPP	181	1 Week
18	PC-008	GP-IT development and support	172	1 Week
19	KF003	Annual Accounts are produced	165	1 Week
20	Pf-006	Dashboards	163	1 Week
21	SCT009	Contract reports for all providers	163	1 Week
22	SCT014	Review of quality compliance for all providers	163	1 Week
23	SCT001	Finance/performance committee reports	159	1 Week
24	SCT011	Preparation of feedback papers	156	1 Week
25	KF010	Sound control environment is maintained	152	1 Week
26	KF002	External suppliers are paid	150	1 Month
27	SCT003	Meeting notification, agenda setting, pack production and minute taking for all providers	148	1 Week
28	SCT004	Contract list	148	1 Week
29	SCT005	Co-ordination of meetings	148	1 Week
30	SCT006	Preparing papers for meetings	148	1 Week
31	SCT010	Preparation of minutes	148	1 Week
32	CG-014	Communications, internal and external	148	1 Week
33	PC-006	Management of Primary Care Committees	143	1 Week
34	SCT008	Sanctions for contracts	141	1 Week
35	KF009	CCG has sufficient cash in the bank to pay suppliers/staff	141	1 Month
36	Pf-007	Projects- advice and guidance/VFM calculations	139	1 Week
37	KF001	Staff salaries are paid on time	139	1 Month
38	Pf-003	NHSE reporting	133	1 Month
39	PC-002	Production of annual commissioning plans	133	1 Month

40	Pf-008	Project management	130	<1 Month
41	PC-001	Consultation and engagement with GPs	128	<1 Month
42	SCT012	CQUIN setting meetings	126	<1 Month
43	PC-003	Contract and claims management	126	<1 Month
44	IC-001	PMO Function	124	<1 Month
45	MM-004	Authorisation of invoices	124	<1 Week
46	PC-004	Production of monthly management accounts/highlight reporting	124	<1 Month
47	KF005	Monthly reporting to NHS England is submitted on time	117	< 1 Week
48	KF006	Annual Financial Plans are produced and submitted to NHSE	117	< 1 Week
49	PC-005	Premises development and rental changes	113	<1 Month
50	KF008	Monthly financial monitoring and budgetary control process undertaken and communicated	107	<1 Month
51	MM-003	Ordering of prescription pads for some commissioned services	107	<1 Month
52	KF004	Monthly financial monitoring and budgetary control process undertaken and communicated	104	<1 Month
53	PC-011	Workforce monitoring and active management	104	<1 Month
54	PC-012	Performance reporting of practices	104	<1 Month
55	KF007	Annual budgets are set for financial year	100	<1 Month
56	CG-013	Audit liaison and co-ordination	96	<1 Month
57	CG-008	Complaint coordination	94	<1 Month
58	PC-009	Professional development of GPs and staff	94	<1 Month
59	CG-006	Corporate Governance (Annual Report, Scheme of Delegation review/update, Conflicts of Interest Policy & process, Committee Forward Plans (scrutiny/review), Decision Making Guidance (review/update), Corporate documents & Policy Schedule (trigger reviews), Constitution review.	93	<1 Month
60	CG-009	Develop and maintain an effective Business Continuity and EPRR response	87	<1 Month
61	PC-007	Monthly highlight reporting for PMO	87	<1 Month
62	PC-010	Risk management	85	<1 Month
63	CG-003	Organisational development	83	<1 Month
64	CG-004	Estates Management	83	<1 Month
65	MM-002	Monitoring of controlled drugs	72	<1 Month
66	CG-011	HR policy review, staff briefing and training	69	<1 Month
67	CG-012	Manage Health and Safety and Security inspections, audits, plan, policy, procedures, reporting, training and provide support advice	69	<1 Month
68	CG-001	Risk Assessment, GBAF	65	<1 Month
69	CG-005	Respond to Freedom of Information requests within 20 days	56	<1 Month
70	CG-007	Management of Risk and Assurance Framework	56	<1 Month
71	CG-010	Management of Equality and Diversity training, plans & reports	56	<1 Month

Appendix 11: Summary of Recovery Location Requirement by Team over Length of Disruption

4 hours	St Helens Chambers	The Gamble Building	GP Surgeries	Home - VPN
Performance	1			3
Contracts	1	7		3
Finance	3	12		1
Governance/Corporate	2	2		2
Integrated Commissioning	19			
Medicines Management			19	1
Primary Care	6			2
Quality		5		
TOTAL	32	26	19	12

1 day	St Helens Chambers	The Gamble Building	GP Surgeries	Home - VPN
Performance	1			3
Contracts	1	7		3
Finance	3	12		1
Governance/Corporate	2	2		2
Integrated Commissioning	19			
Medicines Management			19	1
Primary Care	6			2
Quality		5		
TOTAL	32	26	19	12

3 days	St Helens Chambers	The Gamble Building	GP Surgeries	Home - VPN
Performance	1			3
Contracts	1	7		3
Finance	3	12		1
Governance/Corporate	2	2		2
Integrated Commissioning	19			
Medicines Management			19	1
Primary Care	6			2
Quality		5		
TOTAL	32	26	19	12

1 week	St Helens Chambers	The Gamble Building	GP Surgeries	Home - VPN
Performance	1			3
Contracts	1	7		3
Finance	3	12		1
Governance/Corporate	2	2		2
Integrated Commissioning	19			
Medicines Management			19	1
Primary Care	6			2
Quality		5		
TOTAL	32	26	19	12

1 month	St Helens Chambers	The Gamble Building	GP Surgeries	Home - VPN
Performance	1			3
Contracts	1	7		3
Finance	3	12		1
Governance/Corporate	2	2		2
Integrated Commissioning	19			
Medicines Management			19	1
Primary Care	6			2
Quality		5		
TOTAL	32	26	19	12

More than 1 month	St Helens Chambers	The Gamble Building	GP Surgeries	Home - VPN
Performance	1			3
Contracts	1	7		3
Finance	3	12		1
Governance/Corporate	2	2		2
Integrated Commissioning	19			
Medicines Management			19	1
Primary Care	6			2
Quality		5		
TOTAL	32	26	19	12

Notes:

Home - email only = Access to NHSMail only through personal IT connection/equipment

VPN = Virtual Private Network

Appendix 12: Crisis Management

The key responsibilities of the Crisis Management Team are to:

- Protect the safety of staff, visitors and the public
- Protect vital assets e.g. equipment, data, reputation
- Ensure necessary communication takes place
- Support the Business Continuity process
- Support the Recovery process and a return to business as usual

The following actions will be taken to protect the immediate safety of staff, visitors and public

ACTION		FUTHER INFORMATION / DETAILS
1	Evacuate the building if necessary	Use the normal evacuation procedures for the building. Ensure Incident Manager is aware
2	Ensure all staff report to the agreed Assembly Point.	The Assembly Point for NHS St Helens CCG at St Helens Chambers is: World of Glass Car Park The Assembly Point for NHS St Helens CCG at The Gamble Building is: Queen Victoria statue on Victoria Square Fire Warden is responsible for completing this action
3	Call emergency services (as appropriate)	TEL: 999: Reception at St Helens Chambers and The Gamble Building are responsible for calling emergency services
4	Check that all staff, contractors and any visitors have been evacuated from the building and are present. Consider safety of all staff, contractors and visitors as a priority	At St Helens Chambers and The Gamble Building, the Fire Wardens ensure that the premises are checked and clear and report to the Chief Fire Warden . The Chief Fire Warden will be responsible for coordinating responses and informing the emergency services immediately as they arrive on-site of any staff, contractors or visitors unaccounted for.
5	Record names and details of any staff, contractors or visitors who may have been injured in the incident.	The Senior Manager On Site is responsible for completing this action.
6	Forward details of any fatalities or injuries in the incident to HR (depending on scale of incident) and agree action that will be taken.	The HR contact to forward this information to is the HR Representative with responsibility for St Helens Chambers and The Gamble Building. HR Representative is responsible for completing this action.
7	Assess impact of the incident to agree response / next steps	HR Representative is responsible for completing this action in conjunction with the Fire Marshal .

8	Log details of all items lost by staff, and visitors as a result of the incident	The Senior Manager On Site is responsible for documenting this information.
9	Consider whether the involvement of other teams, services or organisations are required to support the management of the incident	Depending on the incident the following may be approached to assist with incident management: HR Health and Safety HSE Legal Services Occupational Health

Business Continuity Actions

In the event of an incident being declared, the Crisis Management Plan will be activated. Please refer to the Appendix 12. Communication strategies should be available to enable making contact with:

- Staff inside office hours
- Staff outside office hours
- Emergency services
- Service providers
- Service users
- Regulatory bodies
- The media

In the event of an incident, management may have to contact staff out of hours to advise them of any alterations to working conditions e.g. relocation of the service to an alternative site. Managers should only record their direct reports and no one else. All staff members contact details should be recorded for this purpose.

An alternative and more secure method would be to record these details on mobile phones rather than on paper. Contact details change and it is therefore important to ensure a process is in place to ensure details recorded in this plan are kept up-to-date.

This list should be reviewed every three months.

The following requirements have been identified as critical to the CCG's continuing operation.

Brief Description of Business Critical Activities	
1	Access to internet and email
2	Access to saved electronic files and folders
3	Ability to provide data and information to and receive data and information from stakeholders
4	Prioritise continuing delivery of key processes by reference to the identified Recovery Time Objectives identified in the Business Impact Analysis
5	Maintain communication with stakeholders
6	Treasury/cash management

The Crisis Management Team will undertake the following actions as part of its response to the incident.

	ACTION	FURTHER INFO/DETAILS
1	Recover vital assets/equipment to enable delivery of critical activities	The essential equipment/resources/information that need to be recovered where possible are: - - Computers - Vital/paper records held within office space Contracts: Contracts Medicines Management: Copies of recalled prescriptions
2	Assess the key priorities for the remainder of the working day and take relevant action	Consider sending staff home, to recovery site etc.
3	Inform staff what is required of them	Departments to undertake decision as to which staff are sent home and if staff should be sent to a recovery site(s) if available.
4	Publicise the interim arrangements for delivery of critical activities	Ensure all stakeholders are kept informed of contingency arrangements as appropriate via website/telephone including key stakeholders, customers and suppliers.
5	Ensure data is backed up	ICT disaster recovery plan

Recovery Strategy

In the event of a disruption, the CCG's key processes will be recovered in accordance with the identified Recovery Time Objectives (RTOs). See Appendix 10. Any recovery location will provide suitably equipped and enabled accommodation where key processes can be readily delivered.

The purpose of the recovery is to resume normal working practices. It is recognised that where the impact of the incident is prolonged, normal operations may need to be delivered under new circumstances e.g. from a different building.

The Crisis Management Team will observe the following recovery plan.

	ACTION	FURTHER INFO/DETAILS
1	Agree plan and implement the actions required to enable recovery and resumption of normal working practises	Agreed activities will be detailed in an action plan and set against timescales with responsibility for completion clearly indicated
2	Continue to log all expenditure incurred as a result of the incident	Use a financial expenditure log to do this
3	Maintain communications with staff, customers and stakeholders	Ensure all stakeholders are kept informed of contingency arrangements as appropriate via website/telephone including key stakeholders, customers and suppliers
4	Respond to any long terms support needs of staff	Depending on the nature of the incident, the Business Continuity Team may need to consider the use of Counselling Services e.g. internal Occupational Health involvement or appropriate External Agencies
5	Publicise that there is now 'Full Recovery'	Via website and telephone contacting customers and suppliers as necessary
6	Carry out a 'debrief' of the incident and	This should be reviewed by the Corporate

	complete a Post Incident Report to document opportunities for improvement and any lessons identified	Services Team to ensure key actions resulting from the incident are implemented within designated timescales
7	Review this Continuity Plan in light of lessons learned from incident and the response to it	Implement recommendations for improvement and update this Plan.

The Crisis Management Team will undertake the following actions as part of its oversight of the recovery process.

	ACTION	FURTHER INFO/DETAILS
1	Take any salvage / asset recovery actions that are appropriate	Remove any equipment, furniture, and records that are still fit for purpose
2	Repair and rebuilding of accommodation	Link to St Helens Local Authority
3	Continue to log all expenditure incurred as a result of the incident	Use a financial expenditure log to record costs incurred as a result of responding to the incident
4	Seek specific advice / inform the Insurance Company	Via St Helens Local Authority Via NHS Litigation Authority (Property Expenses Scheme)
5	Maintain communications	Ensure all stakeholders are kept informed of contingency arrangements as appropriate via website/telephone including key stakeholders, customers and suppliers
6	Staff allocated to suitable temporary alternative accommodation or work from home	As per Functional Business Continuity Plan
7	Sourcing longer term temporary accommodation e.g. one month or longer	Link to St Helens Local Authority

The Crisis Management Team will ensure that the activities and actions it undertakes during a business continuity incident are logged and that papers and other records supporting these activities/actions are retained as part of record documenting the business continuity response.

Ref No	Date	Time	Information received from	Details	Lead	Decision/Action taken	Status



CRISIS MANAGEMENT AT ST HELENS CLINICAL COMMISSIONING GROUP

A crisis is a time of instability for an organisation in which the impacts of event(s) threaten its operations, survival or reputation.

Crisis management is the provision of a pre-planned, rapid response capability supported by an integrated leadership management and communications capacity to enable fast decision making and the management of the wider impacts of the crisis. Effective crisis management supports a successful recovery, the delivery of objectives and the retention of reputation.

The Crisis Management Team's key objective is to achieve stability. It will take control of the crisis and determine and implement an appropriate response. It will look beyond the immediate crisis and set the direction for recovery and a return to business as usual.

CRISIS MANAGEMENT TEAM CONTACT DETAILS

Sarah O'Brien	07885 770491
Julie Abbott	07799 132758
Ian Campbell	07900 210316
Angela Delea	01744 621804
Lisa Ellis	01744 621749
Caroline Lees	07824 498980
Ian Stoddart	0151 244 3149
Mike Wyatt	01744 676486

p – personal mobile



IDENTIFYING AND CONTACTING THE INCIDENT MANAGER

Monday to Friday 9.00am to 5.00pm:
Contact:

- Most senior member of staff on site
- Contact governance team to make them aware

Outside Core Working Hours, Weekends, Bank Holidays
Contact the On-Call via Office Link and leave a message
0845 833 5287 and ask for Mid Mersey CCG On Call Officer

Call member of CMT using the Crisis Management Team Contact List in order shown above right.

KEY OUTPUTS FROM BUSINESS IMPACT ANALYSIS

Top 10 Processes: 1 day/3 day/1 week Recovery Time Objective

- IC-004: Responsiveness to UC Pressures within Hospital Trust
- SCT007: Sending and responding to emails
- IC-003: External Relationship Management and Continuity
- Pf-004: Annual Planning Round
- IC-002: Delivering CCG operational and improvement plan
- SCT015: Contract negotiation papers
- QT-002: Serious Incident Reporting
- CG-002: Patient engagement and consultation
- SCT013: CQUIN Evidence review papers
- SCT002: Contract Tracker

Staffing Requirements after disruption

4 hours:	26
1 day:	29
3 days:	33
1 week:	44
1 month:	57

CONTROL CENTRE DETAILS

- St Helens Chambers, Salisbury Street, Off Chalon Way, St Helens WA10 1FY
Location: Chief Executive's Office, Ground Floor
Out of hours access: Via Security: 01744 607080 or 07851 581358
- The Gamble building, Victoria Square, St Helens, WA10 1DY
Location: To be determined post incident
Out of hours access: Via Security: 01744 676727

Crisis Management Plan

Crisis Management Team Roles

CMT roles detailed allocated based on availability and skill set. Incident Manager acts as Chair in absence of Chief Operating & Finance Officer and Chief Nurse. CMT empowered to make immediate decisions. CMT becomes ultimate decision making body.



GATHERING INFORMATION: METHANE

- Major incident declared
- Exact location
- Type of incident
- Hazards - present and potential
- Access - routes safe to use
- Number, type, severity of casualties
- Emergency services present/required

CMT KEY ACTIONS

- Convene telephone conference or meeting
- Initiate an events log
- Determine crisis detail and assess impact
- Establish communication links
- Gather information from team members
- Identify key issues and priorities for action
- Take action
- Collate status assessment
- Communicate status internally and externally
- Prepare media information and press releases if needed

POST INCIDENT CHECKLIST

- Are post-incident counselling services needed and available?
- Who will follow up with families affected?
- Is there regular communication from senior management to employees?
- Does the plan provide a solution for interruption in performance?
- Does the plan provide for replenishing used emergency supplies?
- Has the Crisis Team met to evaluate the response and make any revisions identified?
- Has the plan been updated to reflect lessons learned?

OPERATIONAL MANAGERS CONTACT DETAILS

Executive office - Julie Ashurst	01744 634265
Finance and Performance - Dawn Mellan	01744 634446
Contracting - Kerry Ackers	01744 624206
Quality Standards and Safety - Gill Tickle	01744 621709
Commissioning Team - Sarah Lawrenson	01744 627596
Primary Care - Sue McCarthy	01744 634823
Communications - Paul Steele	01744 624269 or 07500 108 563
Hannah Cruickshank	01744 624269 or 01744 627596
Jenna Matthews	01744 627596
Governance - Hilary Southern	01744 624444
Medicines Management - Nicola Cartwright	01744 634265

CHAIR

- Assigning CMT roles to available team members
- Leading the CMT agenda
- Leading all decision making
- Primary contact for operational elements of the crisis response
- Power of delegation of activities

OPERATIONS MANAGEMENT

- On-going delivery of business priorities
- Resource management

FINANCE

- Assessing the financial impact of the crisis
- Monitor developments
- Advise/authorises contingency budgets
- Advise/authorises emergency spend
- Future planning and "what if..." thinking

LEGAL

- Provides legal counsel to the Crisis Management Team
- Arranges for external legal support
- Participates in drafting of communications
- Advise on any other matter related to legal support

HUMAN RESOURCES

- Ensures that people issues are addressed
- Provides quick and effective access to employee data
- Provides crisis counselling if required
- Activation of strategies that ensure that prioritised activities are staffed to ensure continuity and recovery

COMMUNICATIONS MANAGEMENT

- Communications to employees, stakeholders and suppliers
- Media liaison
- Provide assigned media spokesperson
- Provide an assigned briefing area
- Produce and publish updates and briefings

KEY STAKEHOLDER CONTACT DETAILS

For Key Stakeholder contacts, please refer to the Contacts section of the On-Call Pack/Business Continuity Plan

SUPPORT TEAM

- Provide administrative support to CMT
- Provide logging function to record activity and decisions
- Provide support to Chair and Communications
- Management of all administrative tasks
- Ensure the well-being of the CMT including sustenance and rest

INFORMATION MANAGEMENT

- Information gathering
- Evaluate information for accuracy and relevance
- Maintenance of a log recording decisions and actions
- Situation and Information analysis
- Provision of Situation Updates throughout the crisis
- Provision of Situation Reports (internal and external)