Sheffield City Council

Sheffield Health and Social Care NHS

NHS Foundation Trust

Team Business Continuity Plan – Guide

Contents

Introduction

The aim of this business continuity plan is to ensure that the Team can continue to deliver key/critical services in the event of a disruption or interruption to normal business.

A separate template has been produced to assist Directors, Assistant Service Directors and Team Managers with the Business Continuity process.

Plans can never predict every eventuality but it aims to structure the planning for and the response to likely eventualities.

The Business Continuity Plans part of the trusts Risk Assessment process and the risks identified in preparing this plan must also be recorded in the Directorate and Teams local risk register and submitted for inclusion in the Trusts Risk register where the Residual Risk Rating is either “Moderate” or “High”.

The review, maintenance and exercise of the plan and the training of staff in its application locally are the responsibility of individual Directorates and team managers. A record of the actions taken and the people involved must be kept and submitted to the responsible Director.

Business Continuity Management (BCM) is not simply having a plan; it consists of several stages (as recommended in the Civil Contingencies Act 2004 Guidance):

- Understanding your business – Functional Analysis
- Business Continuity Strategies – Business Continuity Risk Assessment
- Developing a BCM culture – by regularly reviewing this team Business Continuity Plan with the team (Incident Log Sheet)
- Exercising, maintenance and audit - Record of Lessons Learnt, Plan Tests and Activations

In the event that a service disruption is so severe that alternative arrangements for the provision of care need to be communicated to the patients/service users of that service, this will be done in collaboration with the Clinical or Service Director.

The decision to make alternative arrangements should be communicated to the Emergency Planning Lead, Emergency Planning Manager and the Communications Manager.

This guidance should be used when completing or updating Team Business Continuity Plans.

The objectives are to facilitate this continuity, so it is important that each service has:

- identified the risks
- identified the impact of these risks
- drawn up contingency plans
- fed back to Senior Managers issues requiring Corporate action or action that is beyond the Team or Directorate control

The Trusts Business Continuity Plans operate at two levels – Corporate and Team. Therefore your Service Area plan forms an important part of a wider planning process. Incidents can, if necessary, be scaled up to Directorate and/or Corporate Level.
Each team plan should highlight the services key functions, asses the risks posed on these functions and then outline contingency measures taken.

1.0 Function Analysis of your Team

It is important to identify and record the functions that your service provides and the support processes needed for these functions. This should be documented in the Function Analysis section of your Business Continuity Plan. Key functions may be determined by legislation, trust policy or team plans.

Below is an example of a Function Analysis:-

List of Functions determined by legislation/SHSC policy/service plan (Ranked in Priority Order)	Support Processes & resources used to provide function	Service Priority: High/Medium/Low	If function is interrupted, how quickly must it be resumed: • up to 1 day • up to 1 week • over 1 week
1. Community support services	• ICT equipment • Transport • Staff / Carers • Service users • Equipment	High	Up to 1 Day
2. Budget Management	• Staff • ICT equipment • accommodation	Low	Over 1 Week

Further examples of Support Processes & Resources used to provide function
Patients, Qualified Staff, Medical consultants, Clinical staff – such as therapists & nurses, Support Staff, Management, Admin, Buildings and facilities, Equipment, Communications – phones – email etc, ICT equipment, Community services, Carers/Relatives Other Staff, Service User Volunteers, etc.

2.0 Business Continuity Risk Assessment

Once you have identified the functions and support processes, and completed the Function Analysis section of your plan, you will have your list of functions in priority order. You should now use your identified list of functions to enable the completion of the Risk Assessment section of your plan.

Using the Risk Assessment sheets, Template 2.1 of the Business Continuity Template, work through each of the risks identified. If you identify risks that are specific to your Service Area please add these in Template 2.2.

Function column – transfer the list of functions, from your Function Analysis, into this column.

Probability column – for the "Generic Risks" identified by the Business Continuity Management Group, the probability has been pre identified. The probability for any "Specific risks" identified for your service will need to be included.

Impact column – please identify for each of the timescales the High/Medium/Low impact for your service of that risk occurring.

Matrix Priority column - to complete this, look at your entries in the **Probability and Impact** columns, compare them to the chart below and enter the appropriate category in the Priority Column.

		PROBABILITY		
		HIGH	MEDIUM	LOW
		PRIORITY	PRIORITY	PRIORITY
IMPACT	HIGH	HIGH	HIGH	HIGH
	MEDIUM	HIGH	MEDIUM	MEDIUM
	LOW	MEDIUM	LOW	LOW

Effect on Function column – please summarise the potential effect of the risk on the function.

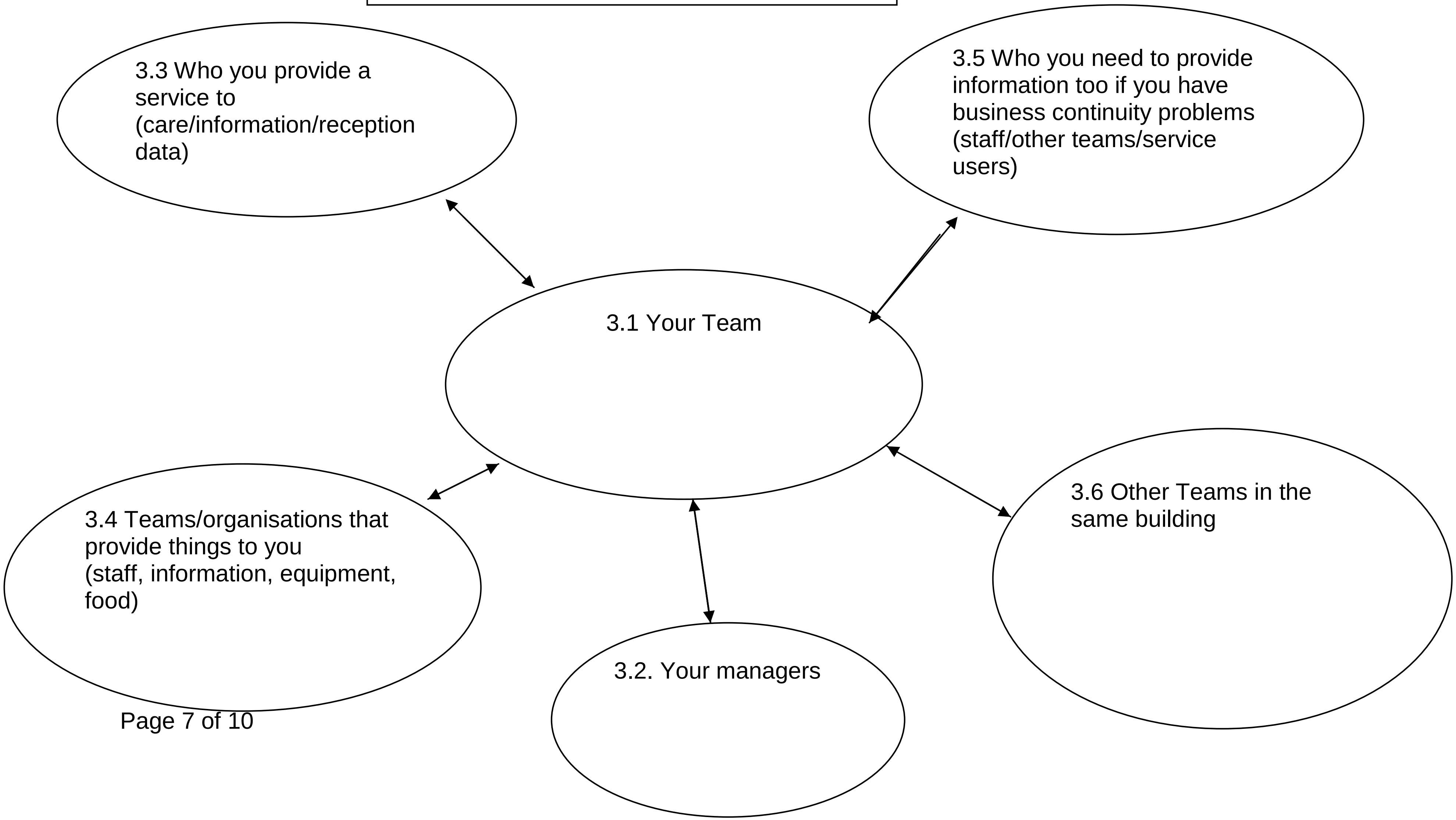
Contingency Plan column – this should only be completed once you have written the Contingency Plan section of your Business Continuity Plan.

Contingency Plan
Now the risks to your functions have been identified, a contingency plan should be produced
For each risk identify the potential impact it will have on your service and then how you will respond to an incident of that nature. When identifying the impact and recovery you should consider the following factors:

- **People:** identifying roles and responsibilities for your staff
- **Programme**: proactively managing the process
- **Processes:** identifying all processes including phones and PCs
- **Premises:** buildings & facilities essential to your service
- **Providers:** supply chain & contracts
- **Profile:** council or service reputation
- **Performance:** benchmarking, evaluation and audit of BCP

3.0 Team Network of Contacts

For each of the below, complete the template with the corresponding number.



4.0 Incident Log Sheet

COMPLETED INCIDENT LOG SHEETS SHOULD BE RETAINED AND WILL:

- Assist in maintaining a true picture of the unfolding events
- Assist in providing information for any inquiry which may follow an emergency response
- Help with improving the response of the Trust in the future

When completed, please retain this record. It may be required for a debrief about the incident.

5.0 Record of Lessons Learnt, Plan Tests and Activations

Implementation of the Plan:-

When will the plan will be implemented: When an incident or event causes an interruption or disruption to the work of the Team
How will the plan be implemented: The Manager of the Team will make the decision to activate the plan in the light of the circumstances. They will inform their Line Manager that the plan has been activated and why.

Which of the key/critical services of your Team must be delivered – See Function List
The role and responsibilities of the Team:

Response and Recovery:-

What needs to be done, by whom and when? (Staff in the Team will be made aware of the plan in Team meetings and will be trained in what to do if the plan is activated. They will be involved in the tests of the plan**– see Contingency Plan**

How will the key/critical services of the Team continue to be delivered? – see Contingency Plan

Your Team need to be informed that the plan has been activated – see Contact numbers for staff in the Team/Section

When your business continuity plan has been activated, it is essential that you log the information you receive and give and also record the decisions you take, the reasons for them and action you take. Use Incident Log Sheets to do this. After the incident review your plan. List actions to improve it and lessons learned.