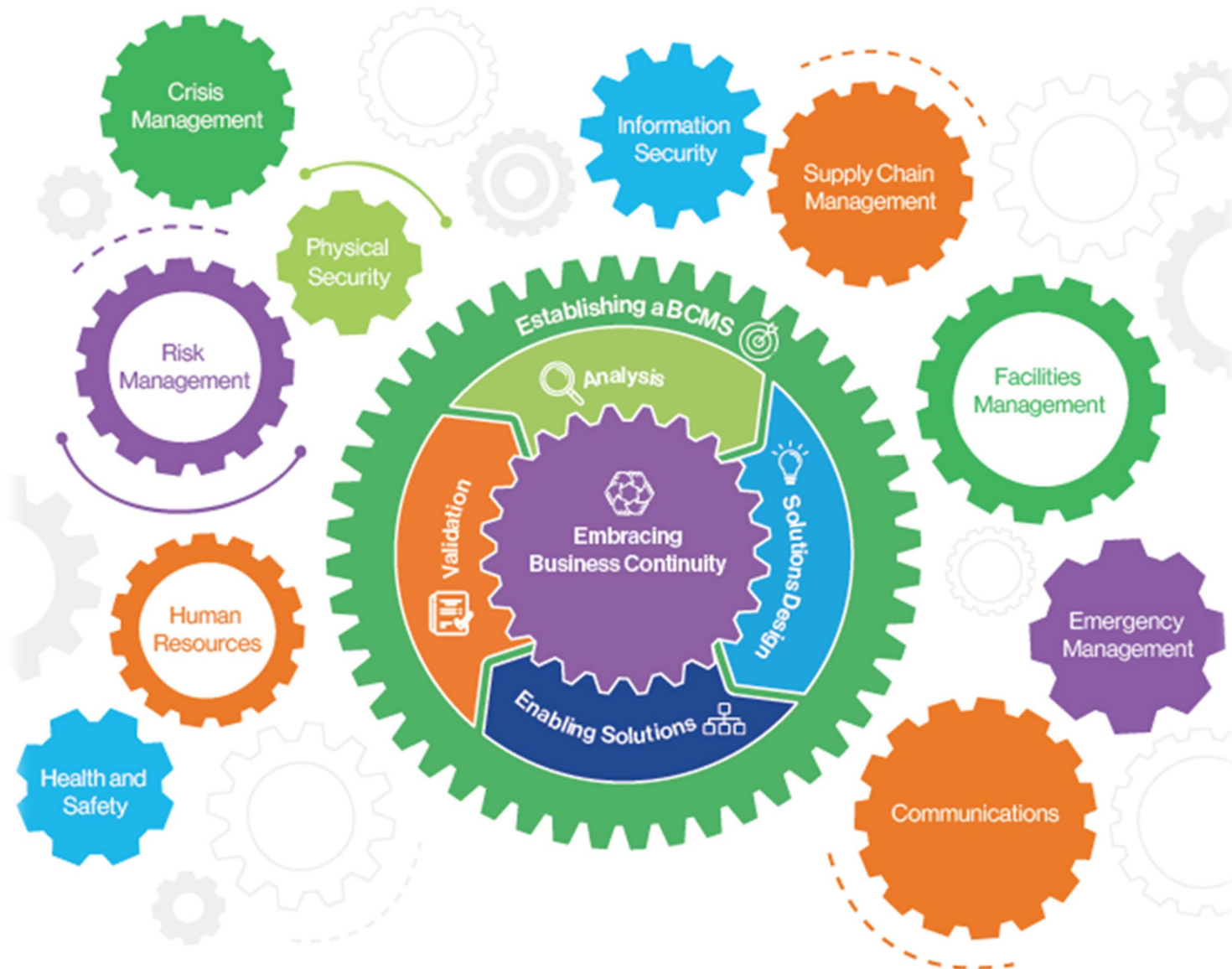


Business Continuity Planning

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Outline of this Presentation



- Setting the scene - what is business continuity?
- What's critical in your service delivery?
- Your resources
- Risks to your service delivery



Business Continuity Planning

✓ What is a BCP?

**BUSINESS
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PLAN**

What is business continuity?

A business continuity plan is a strategic document that outlines how an organisation will continue operating during and after a disruption



*“The **capability** of the organisation to **continue** the delivery of products and services within **acceptable time frames** at **predefined capacity** during a disruption”*

Source: ISO 22301:
Security and resilience —
Business continuity
management systems —
Requirements





Business Continuity Planning

- ✓ What is a BCP?
- ✓ Why do we have them?



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Objectives of the plan

- ✓ Protect people and assets
- ✓ Maintain customer, commissioner, partner trust
- ✓ Meet legal and regulatory requirements
- ✓ Safeguard revenue and market position
- ✓ Support risk management
- ✓ Minimise downtime
- ✓ Enable faster recovery





Business Continuity Planning

- ✓ What is a BCP?
- ✓ Why do we have them?
- ✓ When do we use them?



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When used?

...whenever there is an issue affecting business as usual functioning...

- Severe weather events
 - snow, rain, wind, heat, fog
- Power supply disruption/instability
 - Power cuts
 - Fuel dispute
- Systems pressures including staffing
- Human respiratory and infectious diseases
 - Pandemics, emerging disease outbreaks, norovirus, flu, Covid, etc.)
- Malicious action
 - Cyber-attack
 - Terrorism
 - Assault or affray
- Accidents
 - Fire
 - ICT/equipment failure





Business Continuity Planning

- ✓ What is a BCP?
- ✓ Why do we have them?
- ✓ When do we use them?
- ✓ Plan types



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The background of the slide features a dark blue and green gradient. It is decorated with several white and light blue gears of different sizes, some of which are interlocking. Silhouettes of human figures in various poses (standing, reaching, jumping) are scattered across the background, suggesting a collaborative or active environment.

What goes into a plan?

Response to a disruptive event will often rely on the activation of several different phases within the plan:

- Responding
 - Incident management plans, immediate actions
- Resumption
 - Business continuity plans
- Recovery
 - Recovery plans





Business Continuity Planning

- ✓ What is a BCP?
- ✓ Why do we have them?
- ✓ When do we use them?
- ✓ Plan types
- ✓ Business Impact Analysis



Your priorities

Identify key functions and services:

- ✓ List critical activities that need to continue and ensure these are prioritised
- ✓ Break down the impacts: 0-24 hours, 24-48 hours, 48 – 72 hours, up to 1 week, up to 2 weeks...



Priority	Critical function	Recovery timeframe	See page
1	<i>Name of function or activity e.g. receiving orders</i>	<i>Recovery timeframe e.g. restore within 2 hours.</i>	<i>Insert relevant page number</i>
2			
3			
4			
5			
<i>etc.</i>			

What makes something critical?

- Easy start point is to think about how soon you need to bring an activity back online:

Priority Level	Colour code	Timeframe	Basic planning assumption
(Critical)	RED	0 - 24 Hrs	We do it 24 hours a day, 7 days a week, we employ staff on a duty out of hour's system.
(Urgent)	ORANGE	24 - 72 Hrs	We have a problem on a Friday, we would come in over the weekend to sort it out.
(Routine)	YELLOW	3 - 7 Days	If we had a problem on a Friday afternoon; we would wait till Monday before rectifying it.
(Support)	GREEN	Beyond a week	Not an immediate priority but would need to be reviewed to identify when it would start having a negative effect.



Your priorities

Identify key functions and services:

- ✓ List critical activities that need to continue and ensure these are prioritised
- ✓ Break down the impacts: 0-24 hours, 24-48 hours, 48 – 72 hours, up to 1 week, up to 2 weeks...
- ✓ What resources are needed?



Priority	Critical function	Recovery timeframe	See page
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<i>etc.</i>			



Resources



- People
- Buildings
- ICT
- Vital records
- Suppliers
- Equipment
- Vehicles
- Telecommunications
- Workstations



Your priorities

Identify key functions and services:

- ✓ List critical activities that need to continue and ensure these are prioritised
- ✓ Break down the impacts: 0-24 hours, 24-48 hours, 48 – 72 hours, up to 1 week, up to 2 weeks...
- ✓ What resources are needed?
- ✓ What are the risks to these?



Priority	Critical function	Recovery timeframe	See page
1	<i>Name of function or activity e.g. receiving orders</i>	<i>Recovery timeframe e.g. restore within 2 hours.</i>	<i>Insert relevant page number</i>
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4			
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<i>etc.</i>			

Risk assessment

- Assess the likelihood of it happening
- What do you have in place to prevent or reduce the likelihood of it happening
- What arrangements can you put in place to prevent or reduce the risk
- Assign a likelihood score for each risk (high impact/high Likelihood to low impact/low likelihood)
- Rank the risks so you can determine what action you are going to take
 - Reduce disruption by ensuring the function/service continues at, or recovers to an acceptable level and within a reasonable timescale (RTO)
 - Accept the risk as the cost of addressing the issue outweighs the benefits
 - Transfer the risk to others – insurance, contractual arrangements, paying a third party (financial risk/risk to assets)
 - Change, suspend or end the function/service. (where no conflict with function/service objectives, statutory compliance and stakeholder expectation, often when time limited)



RISK



Your priorities

Identify key functions and services:

- ✓ List critical activities that need to continue and ensure these are prioritised
- ✓ Break down the impacts: 0-24 hours, 24-48 hours, 48 – 72 hours, up to 1 week, up to 2 weeks...
- ✓ What resources are needed?
- ✓ What are the risks to these?

Maintain business continuity:

- ✓ Focus on critical functions to avoid disruptions
- ✓ Regularly update the list as priorities change
- ✓ How will you continue to perform/deliver your critical activities during an incident?
- ✓ Who will be responsible for specific actions during the incident?
- ✓ Simultaneous incidents!



Priority	Critical function	Recovery timeframe	See page
1	<i>Name of function or activity e.g. receiving orders</i>	<i>Recovery timeframe e.g. restore within 2 hours.</i>	<i>Insert relevant page number</i>
2			
3			
4			
5			
etc.			



Simultaneous incidents!

Recent care home experience:

- Friday
 - Loss of gas supply on Friday
 - Utility company attended and ensured gas supply was back on
- Saturday:
 - Loss of heating
 - Engineer attended and situation resolved
- Sunday
 - Fire alarms sounding repeatedly, area showing on fire panel clear of fire
 - Smoke and steam from tank above the boiler room, not showing on fire panel
 - Engineer refused to return
 - Eventually attended, no access to ladders and concern about building safety
 - Fire service couldn't support with access due to emergency calls
 - Home purchased ladder to get the issue resolved
 - Phones stopped working, no fault identified





Business Continuity Planning

- ✓ What is a BCP?
- ✓ Why do we have them?
- ✓ When do we use them?
- ✓ Plan types
- ✓ Business Impact Analysis
- ✓ Risk assessment
- ✓ Solutions



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Solutions

- Loss of staff:
 - Inventory of staff training
 - Knowledge to support redeployment, processes/procedures so people can step into unfamiliar roles
 - Succession planning
 - Removing single point of failure
 - Understand minimum safe staffing levels
 - RAG ratings of people supported
 - What can be done differently for a specified period of time
- Loss of, or access to, premises:
 - Have somewhere to relocate to, not too close so affected by the same event
 - How long is relocation expected to last – staged approach
 - Think about accessing premises
 - Contact information
 - Transport
 - Equipment, medication, other resources



Solutions

- Loss of systems (ICT, telecommunications):
 - Understand the key data required to support the continuation of the function/service
 - Programme of system back-ups and where they are stored for access
 - Regular system updates
 - Forced password change
 - 2 stage authentication
 - Access to a mobile phone/out of hours number
 - How to let others know of system failure
- Loss of key suppliers, including suppliers of spare parts for aging equipment:
 - Alternative suppliers identified
 - Identify specific equipment, supplies, parts which could lead to extended impact

Solutions

- Loss of utilities e.g. water (including private water supplies), gas, electricity:
 - Generators/alternative power supplies readily available
 - Alternative supplies with stock rotation and clear plan for use
 - Consider H&S risks for people - supported, ventilation, food/fluids, keeping warm/cool
 - Support people to register with utility companies as vulnerable customers
- Disruption to transport:
 - Is anything else put in place due to incident
 - Can you use/deploy staff differently
 - Are other transport options available,
 - National Fuel plan has high threshold and doesn't guarantee supply/access





Business Continuity Planning

- ✓ What is a BCP?
- ✓ Why do we have them?
- ✓ When do we use them?
- ✓ Plan types
- ✓ Business Impact Analysis
- ✓ Risk assessment
- ✓ Solutions
- ✓ Notification



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Who to inform?

Specific incident:

- Is a CQC notification required?

Safeguarding:

- Commissioners / partners





Business Continuity Planning

- ✓ What is a BCP?
- ✓ Why do we have them?
- ✓ When do we use them?
- ✓ Plan format
- ✓ Business Impact Analysis
- ✓ Risk assessment
- ✓ Solutions
- ✓ Notification
- ✓ BC culture



BUSINESS CONTINUITY PLAN



BC culture

- Embed in the organisation:
 - Key information needs to be accessible to staff—it shouldn't be on the shelf, in the manager's office gathering dust
 - Train staff, especially those with service continuity responsibilities
 - Test it to make sure it works (tabletop and exercise), staff can speak with knowledge when asked
 - Updates/briefings for staff
 - Review regularly and after each incident. Look at lessons learned, continuous improvement
 - Ensure robust out of hours contact arrangements are in place and known by partners



Useful Links

[Business continuity planning - The Care Provider Alliance](#)

[Business Continuity Management Toolkit - HM Government](#)

[Protect your business in an emergency - North Yorkshire Council](#)

QUESTIONS



FEEDBACK