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**Velindre University NHS Trust
Business Continuity and Emergency Planning Policy**

Executive Sponsor & Function:	Chief Operating Officer
Document Author:	Head of Validation & Risk Management
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Velindre University NHS Trust Business Continuity and Emergency Planning Policy

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1. Introduction

- 1.1 The Velindre University NHS Trust (VUNHST) Business Continuity and Emergency Planning Policy provides the framework within which the Trust Business Continuity Management System (BCMS) is established to ensure that the organisation can continue to deliver the core services and products in the event of any disruptive incidents so far as is reasonably practicable.

VUNHST provides specialist services to the people of Wales. The operational delivery of products and services is managed through Velindre Cancer Centre (VCC) and the Welsh Blood Service (WBS).

- 1.2 The Trust hosts the following organisations on behalf of other bodies;
- Health Technology Wales (HTW)
 - NHS Wales Shared Services Partnership (NWSSP)

Further information on the above organisations is available by clicking on the following link: <https://velindre.nhs.wales>

- 1.3 The capability of the Trust to continue delivery of its products and services during a disruptive incident or emergency remains a key priority and the Trust is required to ensure it has in place, appropriate, acceptable, and effective arrangements and plans to protect its products and services.
- 1.4 The Policy provides the strategic framework and sets out the scope and governance of the Business Continuity and Emergency Planning arrangements within the Trust.
- 1.5 The VUNHST Business Continuity and Emergency planning system is based upon the industry wide guidance and specifically that contained in the International Organisation for Standardisation ISO Security and resilience – Business Continuity Management Systems – requirements.

2. Definitions

- 2.1 A glossary of terms is available from your Divisional Business Continuity and Emergency Planning leads.

3. Scope of Policy

- 3.1 The scope of this Policy covers all staff, functions and premises that are required to deliver and maintain services to the public and service users. The Trust are committed to embedding a culture that will ensure staff and management are engaged and proactively manage business continuity within the organisation.
- 3.2 This Policy extends its application to the Trust Hosted Organisations, with the expectation that hosted services have their own local procedures embedded within their services.

- 3.3 Furthermore, this Policy extends to ensure supply chains and contractors associated to the delivery of core services have appropriate contingency arrangements in place to enable resilience to be achieved and avoid potential points of failure.

4. Aim and Objectives

The aim of the Policy is to ensure that the core services and functions provided by the Trust are protected so far as is reasonably practicable, through the application and management of robust business continuity arrangements.

- 4.1 The Trust will adopt a risk-based approach to its BCMS, ensuring business continuity plans are in place and are coherent and accessible to support response to an incident. Where possible the Trust will endeavor to adopt a standard approach across the Trust, however there may be instances where specific divisional or departmental plans and approaches are required. In these circumstances, divisional / departmental procedures will be developed, implemented, tested, and exercised to provide assurance of business continuity and emergency planning arrangements to support delivery of core products and services.
- 4.2 Ensures robust escalation arrangements within the Trust that are embedded across all employees and stakeholders through awareness communications enabling a Trust wide preparedness and capability to respond to a disruptive incident 24 hours a day, 7 days a week.
- 4.3 The reputation and integrity of the Trust for the benefit of the public and service users is protected at all times.
- 4.4 Business Continuity and Emergency Plans will be regularly reviewed for accuracy and available to provide guidance and support during disruptive incident and a response structure to those responsible for managing a crisis. Hard copy plans will be accessible in the event of Digital or Power failure.
- 4.5 The Trust will ensure that there is a Strategic (Executive) and Tactical (Divisional) 'On Call' arrangement in place to support the capability to respond to any incident, emergency, or crisis where a contingency has not been already identified'.

5. Responsibilities

Strategic (Gold)

- 5.1 The Trust Chief Executive owns the Business Continuity and Emergency Planning Policy.
- 5.2 The Chief Executive is accountable and responsible for ensuring the Trust is prepared for emergency situations including Business Continuity incidents. This role is identified by the NHS EPRR Framework and Core Standards 2015 as the **Accountable Emergency Officer (AEO)**.
- 5.3 The Chief Executive can delegate the responsibility of AEO to an appropriate Trust Officer.

- 5.4 The VUNHST Chief Operating Officer is the delegated AEO for BCM and EPRR for the Trust. They will have executive authority and responsibility for ensuring that the Trust complies with legal and Policy requirements. They will provide assurance to the Board that strategies, systems, training, policies, and procedures are in place to ensure an appropriate response for the Trust in the event of an incident. Additionally, to promote continual improvement of the VUNHST BCMS.
- 5.5 The AEO will be aware of their legal duties to ensure preparedness to respond to an incident within their health community to maintain public protection and maximise the NHS response.
- 5.6 The AEO will provide assurance to the Board that the Trust is meeting its obligations with respect to EPRR and relevant statutory duties under the Civil Contingencies Act 2004 (CCA) and the NHS Act 2006 (as amended). This will include assurance that the Trust has allocated sufficient experienced and qualified resource to meet these requirements.
- 5.7 The AEO in consultation with the nominated Business Continuity leads and Service Managers will identify the appropriate external stakeholders and interested parties who may need to be aware of the Trust Business Continuity and Emergency Planning arrangements.
- 5.8 The AEO in conjunction with Divisional leads will ensure the completion and timely submission of the Health Emergency Planning Annual Report.

Tactical / Operational (Silver/Bronze)

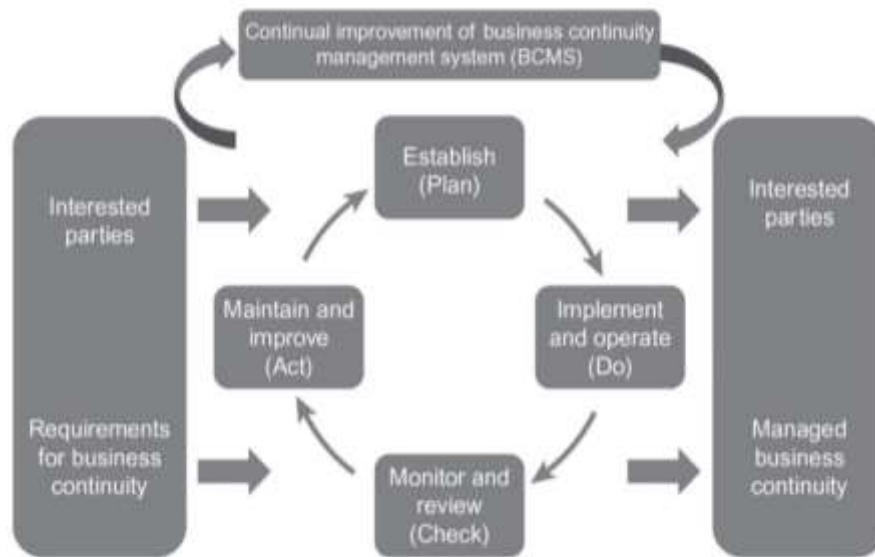
- 5.9 Each Division shall nominate a Business Continuity and Emergency Planning Lead who will be responsible for the development and delivery of the Trust BCM arrangements under the direction of the AEO. The lead in conjunction with the respective Heads of Departments within each Division will:
 - Review and develop the BCMS in line with industry best practice and the needs of the Trust.
 - Monitor standards and compliance of the system.
 - Undertake a Business Impact Assessment (BIA) for their service areas within each Division to ensure service prioritised activities are identified. The BIA will confirm the Maximum Tolerable Period of Disruption (MTPD) i.e., the length of time that services can tolerate a disruption, the Recovery Time Objective (RTO) i.e., the point in time following an incident at which each of the key services would need to be resumed and, finally, quantify the resource and dependencies required to maintain the essential activities including people, premises, equipment, IT, and other stakeholders.
 - Develop, review and test Divisional Business Continuity Management Plans and Procedures on an annual basis or as determined appropriate for their service area based on available guidance. (Where possible the Trust will endeavour to avoid duplication of effort to ensure a standard approach is taken to Business Continuity and Emergency Planning).
 - Undertake a Training Needs Analysis for Business Continuity within their service area.

- Attend relevant Trust Business Continuity & Emergency Preparedness groups as required.
- Provide training, support and guidance to managers ensuring that staff and other appropriate, relevant stakeholders such as contractors and suppliers will be made aware of the Trust's BCM arrangements as defined by the AEO and service managers.
- Engagement with any relevant audit and review requirements.
- Continued multi agency working and engagement.
- Contribute and engage in the Welsh Government and the health Emergency Preparedness Resilience and Response network including the requirement to submit a Health Emergency Planning Annual Report.

6. **Business Continuity Management System (BCMS) Lifecycle**

The Trust and its Divisions will adopt the cycle of activity illustrated in Figure 1.

Figure 1- Plan Do, Check and Act Model



(Source: ISO 22301:2012)

6.1 **Plan (Establish)**

Establish business continuity Policy, outlining the scope/ understanding of the BCMS i.e. objectives, targets, controls, processes and procedures relevant to improving business continuity in order to deliver results that align the organisation's overall policies and objectives.

The scope of BCMS links the potential impact of a disruptive event on the organisation's activities, functions, services, supply chain and relationships with external stakeholders.

6.2 **Do (Implement and Operate)**

Implement and operate this Business Continuity Policy, controls, processes and procedures. All staff will be required to read and understand the Business Continuity Plans relevant to their areas, along with those that can affect all areas i.e. Fire, Severe Weather, Power Outage etc.

Hard copies of all Business Continuity Plan Action Cards will be filed within folders in specific locations and within various departments to enable staff quick and easy access during a disruptive event. All staff will be aware of the locations of these folders.

The VUNHST Incident Response Plan (IRP) provides further guidance on varying levels of incident response the Trust may be required to respond to and can be found within the senior management/leadership and executive on-call packs.

6.3 **Check (Monitor and review)**

Monitor, review and exercise/ test performances against Business Continuity Policy and objectives, report any results to management for review, and determine and authorised actions for remediation and improvement.

6.4 **Act (Maintain and improve)**

Maintain and improve the Business Continuity Policy and Plans by taking corrective action, based on the results of management review, and reappraising the scope of the Policy and corresponding business continuity objectives. Debriefs will be produced following actual disruptive events, and all lessons identified will be reviewed and considered for inclusion within the process.

Note, Business Impact Assessments and Business Continuity Plans shall be updated if:

- There are any changes to the organisation, including major restructures
- Changes to methods of delivery
- Changes to the operating environment (new markets etc.)
- Changes to key staff
- Following recommendations from exercise and testing or debriefs post live incidents

6.5 **Business Continuity & Emergency Preparedness Exercises**

It is a requirement to validate incident response plans through exercises and testing arrangements to ensure they are fit for purpose. Exercise and tests should be carried out at pre agreed frequency and or to meet the requirements set within relevant legislation or core standards. Exercises will provide opportunities for responding staff to rehearse plans and maintain a level of competence, confidence and aid training.

7. **Equality Impact Assessment Statement**

7.1 This Policy has been screened for relevance to equality. No potential negative impact has been identified.

8. Governance

- 8.1 This Policy will be approved by the relevant Board Committee a minimum of every 3 years subject to changes in legislation, guidelines and Divisional arrangements.
- 8.2 The Policy has been endorsed by the Trust Business Continuity & Emergency Preparedness Group to ensure alignment with each of the Divisional arrangements.
- 8.3 The Trust will commit to providing resource as and when required to participate in internal and external delivered exercise, testing and training.
- 8.4 The Trust Business Continuity Steering Group will submit highlight reports to relevant Executive and Committee meetings for oversight. The Trust will participate in any internal and external assurance frameworks or reports that relate to Business Continuity and Emergency preparedness, Resilience & Response i.e. Welsh Government Emergency Preparedness Annual Report.
- 8.5 Disciplinary action under the terms of the Trusts Disciplinary Procedures will be taken against any employee, regardless of status, who shows wilful disregard for the Policy and associated working practices.

9. Main relevant Legislation and Standards

- Civil Contingencies Act 2004
- BS ISO Security and resilience – Business continuity management systems – requirements 22301:2019
- BCI Good Practice Guidelines 2018 Global Edition
- NHS & Welsh Government guidance (i.e., NHS Emergency Preparedness Resilience & Response core standard & framework, NHS Business Continuity Guidance)