Social & Community Services

Support At Home Services
Provider Induction Meeting

Business Continuity

6th September 2011
Welcome & Domestics

• Welcome
• Domestic Arrangements
• Health & Safety
  – No Smoking
  – Fire Safety
• Mobile Phones
What we will look at today

1. Background: Business Continuity & System Resilience

2. Working with S&CS at a time of an incident

3. Discussion - How can we make it work better?
   • Working together
   • Communication & Information
   • Sharing our experiences
Questions – Show of Hands (1)

• Who has a robust written Business Continuity Plan?

• When was it last reviewed?
  – It hasn’t been reviewed
  – It has been reviewed within the last 24 months
  – It has been reviewed within the last 12 months
  – It was reviewed after the snow experience this year
  – It is reviewed after each incident
Questions – Show of Hands (2)

• Are all your staff aware of your Plan?  (Yes / No)

• Do you know contact details for S&CS Contracts Staff?
  – Office Telephone number?
  – Mobile Phone number?
  – E-mail address?

• Who would like support to improve their Business Continuity Plan?
Background

(We have a good history of responding well to major incidents)
What are the benefits of BCM?

- It helps to fulfil your responsibility to protect employees, the community and the environment
- It facilitates compliance with any statutory and regulatory requirements
- It enhances an organisation’s ability to recover from financial losses, regulatory fines, loss of market share, and damage to equipment or business interruption
- It reduces exposure to civil or criminal liability in the event of an incident
What are the benefits of BCM?

• It enhances an establishment’s brand, image and credibility with service users, their families and employees.

• It may reduce insurance premiums.

• Staff gain the knowledge and confidence to properly respond to a business interruption.

• Staff morale is improved as they know that there are plans in place which help to safeguard their jobs during a crisis
Emergency Response Follows A Pattern

- Initial Phase
- Consolidation
- Recovery
- Investigation & Review
- Return to Normality
Understanding Your Business

What do you depend upon to:

– Exercise your duty of care to
  • service users
  • staff
– Meet your contractual obligations
– Remain financially viable
– Protect your reputation….!!!!
Dependencies

What do you depend upon to deliver your business?
Dependencies

- People
- ICT systems
- Supply chain
- Utilities

- Information
- Accommodation
- Equipment
- Transport

Have you thought of backups or workarounds?
What is critical to your business operation?

Have you……

• Considered all of the functions your organisation performs?

• Considered the impact of failing to deliver one or all of these?

• Decided which are the most critical?

• Assessed how soon they need/could be recovered?
What is critical to your business operation?

Have you……

• Decided which functions could be
  – scaled back
  – stopped temporarily

• Considered what the longer term impact is of doing this?

• Have you discussed this with S&CS?
<table>
<thead>
<tr>
<th>Risks?</th>
<th>Impacts?</th>
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<tbody>
<tr>
<td>• Extreme Weather</td>
<td>• Staff shortage</td>
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<tr>
<td>– Snow</td>
<td>• Supply chain problems</td>
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<tr>
<td>– Flooding</td>
<td>• Inability to Travel</td>
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<tr>
<td>– Heat</td>
<td>• Inability to communicate</td>
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<tr>
<td>• Human Infectious Diseases Outbreak</td>
<td>• Isolation</td>
</tr>
<tr>
<td>• Utilities Failure</td>
<td>• Evacuation</td>
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<tr>
<td>• Fire</td>
<td>• No access to data/records</td>
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<tr>
<td>• Industrial Action</td>
<td></td>
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<tr>
<td>• Communications Failure</td>
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<td>• Equipment Failure</td>
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<td>• External Incident</td>
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</table>
Some examples/thoughts?

• Snow & Flooding
  – How can you ensure staff can reach service users?
  – Have you plotted where your staff live?
  – Do you have access to staff who have left your service?

• Heat
  – Does this impact on your ability to deliver service?

• Human Infectious Diseases Outbreak
  – How would you manage if faced with a 10%, 25%, 33% or 50% reduction in staff?
Some examples/thoughts?

• Utilities Failure
  – Could your office operate without heating or electricity?
  – Summer/Winter?

• Fire
  – What if your office and/or vehicles were destroyed by fire?

• Industrial Action
  – Your staff?
  – Others that impact on your staff? (Petrol strike, schools close)
Some examples/thoughts?

- **Communications Failure**
  - How do you communicate if there is no post?
  - How do you communicate if there are no phones/mobiles?

- **Equipment Failure**
  - What are your key pieces of equipment that must be replaced?
  - Do you have sufficient supply? (PPE)

- **External Incident**
  - Explosion or potential of explosion/evacuation
  - ‘Foot & Mouth’
Working With S&CS
Business Continuity

- Ensure we respond to our statutory duties
- Manage & Influence Risk, Supply and Reputation
- Market application and Provider application
  - Market
    - Adequate Supply
    - Sustainability of High Quality Service
    - Ongoing Viability
  - Provider
    - Sustainability of High Quality Service
    - Ongoing Viability
- Part of my responsibility to report on this.
When has Business Continuity applied

• Recent experiences
  – Floods
  – Snow
  – Provider failure
  – School holidays / Bank holidays
• But we have developed system resilience
  – Flu Planning
  – Petrol strike
<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>People who are very frail and have no family/friend support networks and definitely need someone to visit. (Support MUST be delivered)</td>
</tr>
<tr>
<td>B</td>
<td>People who are very frail and need care, but have strong family and/or friends’ network willing to support. (An occasional visit can be supported by their network)</td>
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<tr>
<td>C</td>
<td>People who could manage with a reduced service for a short time. (A short period of time may be 1 or 2 days with alternative arrangements in place)</td>
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Provider Responsibilities

• Maintain Service Delivery
• Exhaust all options and be able to demonstrate this
• No missed visits – seen as ‘Business Failure’
• Advise S&CS early of any problems
• Advise S&CS early of need to sub-contract
• Work with other providers in your area
• Work with providers in an adjacent area
• No automatic hand back of cases to OCC
S&CS Response – Contracts Team

- Main contact point for providers
- Ensure everyone is ‘safeguarded’
- We will scrutinise ETMS – A, B, Cs
- Need to know when people are ‘at risk’
- Regular contact with Continuing Care and District Nursing staff
- Help to co-ordinate critical arrangements
  - S&CS Volunteers
  - S&CS Staff but not Internal Service
  - 4 x 4’s (?)
MIRS

• Major Incident Reporting System
• Required to
  – Report on Staffing risks in service areas
  – Report on Critical Contractors
  – Report on Community impact
• Based on RAG Traffic Light system
## MIRS – RAG Status

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<tr>
<th>Green</th>
<th>Amber</th>
<th>Red</th>
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<tbody>
<tr>
<td>Operating at normal or near normal capacity and can deliver its functions adequately.</td>
<td>Operating below advisable levels and is prioritising service delivery. Minimum standards are being met.</td>
<td>Operating at greatly reduced level. Resources directed to maintaining Group 1 services. Risk of minimum standards not being met.</td>
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Social & Community Services Directorate Leadership Team

Service Manager

Continuing Care
Internal Home Support & Day Centres
Contracted Care Homes
Contracted Home Support
Contracted Day Services & Carers
Learning Disability Services
Supporting People Contracts
Direct Payments

Providers reporting to the above
Timescales

- By 10.00am – Service Manager reports to Director
- (This means that providers need to let us know how they are managing by 10.00am)
- By mid-day
  - Director will consider situation
  - Director reports to Corporate Management Team
Communication is key

- Always contact service users to see how they are
- Consider those who live alone – anxiety/provisions
- Notify Contracts or the Social Worker when you cannot deliver a visit users or you are leaving family to deliver this….particularly category ‘A’ service users
- Read your e-mails – (volunteers/DNs, emergency services, co-ordinating a response, travel information)
- Ensure Contracts has the telephone number of a contact person for office hours and out-of-office hours
- S&CS Emergency Duty Team are always briefed
- If in doubt tell us ….but tell us early
Discussion

How can we make it work better?

• Working together
• Communication & Information
• Sharing our experiences
  • What works well?
  • What could work better?
  • Experiences from new providers in other local authority areas?
Contact Details

- Contracts Team contracts.admin@oxfordshire.gov.uk
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- Denise Smith 01865 323693 or 07867661299
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- Carol Frost 01865 323698 or 07766421127
  carol.frost@oxfordshire.gov.uk
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  andrew.colling@oxfordshire.gov.uk