NHS

NHS Supply Chain

NHS Supply Chain
Incident Management and Business Continuity Plan

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Issue 4 – Dec 2009

-2-

NHS

NHS Supply Chain

**NHS Supply Chain Incident
Immediate Action Checklist / Aide Memoire**

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Contents

Appendices

BRONZE (LOCAL) COMMANDER

Throughout the incident response it is important to keep the OODA loop in the front of your mind, this tool is especially useful in fast moving, crisis situations.

O   bserve
O   rientate
D   ecide
A   ct

Step 1: Immediate Post Incident Actions

Site has received notification or warning of an incident by
a)   phone

b)   e-mail

c)   text SMS

d)   direct face to face contact

e)   personal involvement

f)   Media advice (tv, radio, internet

FILL OUT INCIDENT NOTIFICATION CHECKLIST immediately on receiving contact from incident.

INCIDENT NOTIFICATION CHECKLIST

QUESTIONS	ANSWERS
DATE NOW ?	
TIME	
WHO CONTACTED YOU ?	
THEIR CONTACT DETAILS	
INCIDENT DATE / TIME	
INCIDENT TIME	
WHERE HAS IT HAPPENED ?	
Site:	
Off-site: Exact location and Postcode	
WHAT HAS HAPPENED ? Summary of incident	
WHO IS INVOLVED ?	
▪ NHSSC Staff	
▪ Contractors	
▪ Emergency Services	
▪ Other first responders	
▪ General public	
ANY CASUALTIES / DAMAGE / MAJOR SERVICE FAILURE ?	
Names of victims	
Nature of their injuries ?	
Extent of the service failure – partial /	
complete / critical	
WHO IS CONTROLLING THE INCIDENT RIGHT NOW	

Duty Manager name

Are they coping ?

WHAT IMMEDIATE ACTIONS ARE HAPPENING NOW TO CONTAIN / RESPOND TO THE INCIDENT ?

Who is doing what ?

Are they being successful?

What immediate support is required on scene ? people, equipment (MHE, Vehicles, IT)

STEP 2 – Classify the incident (Brown, Red, Amber, Green)

IMMEDIATE (BROWN)   happening now, immediate response required / in action

SHORT TERM (RED)   incident / situation WILL develop within the next 24 hours, limited time to plan and mitigate / lessen the impact

MEDIUM TERM (AMBER)   incident / situation highly probable within the next 72 hours, time to do **something** about it

LONG TERM (GREEN)   situation likely to occur within next 2 weeks, time to plan to counter the impact

STEP 3 – Where should the Incident Management Team be located ?

a) ON SITE INCIDENT CONTROL CENTRE

    i) is incident site safe ?

    ii) can incident site cope with incident control team now and in immediate future ?

b) OFF SITE INCIDENT CONTROL CENTRE

    i) neighbouring NHSSC site

    ii) neighbouring DHL site

    iii) Other internet access location (hotel /internet café)

STEP 4 – Incident Immediate Actions (IIA's) – on site Incident RED Controller

a) actions to save life / capability (**I**dentify {threat, risk} (**I**solate {area & utilities), **T**reat {victim (s), system(s)}
a) fire control
b) flood control
c) environmental control
d) system recovery
e) call first responders
    i) Fire
    ii) Ambulance
    iii) Police
    iv) Recovery contractor
    v) Local authority
    vi) Environmental Agency
    vii) DHL / NHSSC IT on call team
f) Evacuate / Isolate incident area = INNER CORDON (control all access to / from immediate area…evidence preservation)
g) Establish site OUTER CORDON (control all ingress / egress to / from site)
h) Notify INCIDENT BRONZE COMMANDER using **INCIDENT NOTIFICATION CHECKLIST**

INCIDENT BRONZE COMMANDER – Site GM / Function Head/ IMT Leader

Notify Line Manager use **INCIDENT NOTIFICATION CHECKLIST** to brief
Notify SILVER Commander – use **INCIDENT NOTIFICATION CHECKLIST** to brief
- **OPERATIONS** – Supply Chain Director (Mike Speakman – mob # 07xxx xxx xxx)
- **IT SYSTEMS**– IT Director (Paul White – mob # 07xxx xxx xxx)

INCIDENT CONFERENCE CALL
DIAL IN NUMBER – XXXX XXX XXXX
ACCESS CODE – XXX XXX XXX

LOCATION OF INCIDENT CONTROL CENTRE
TIMING OF INCIDENT CONTROL TEAM BRIEFING

STEP 5 Silver Commander to further notify the following individuals:

- NHSSC COO   Nick Gerrard
- SUPPLY CHAIN DIRECTOR   Mike Speakman
- IT DIRECTOR   Paul White
- CUSTOMER SERVICES DIRECTOR =   Sharon Colley
- HR DIRECTOR   Julie Bowling (Ops)
                                      Jacqui Blesic (Functions)
- TRANSPORT DIRECTOR   Ian Legg
- FINANCE DIRECTOR   Graham Moore

a)   Notify ASSISTANT SILVER Commander – use **INCIDENT NOTIFICATION CHECKLIST** to brief
- **OPERATIONS** Nigel Bolter – mob # 07920 507 393
- **IT SYSTEMS**– Andy Bishop – mob # 07xxx xxx xxx

INCIDENT CONFERENCE CALL
DIAL IN NUMBER – XXXX XXX XXXX
ACCESS CODE – XXX XXX XXX

LOCATION OF INCIDENT CONTROL CENTRE
TIMING OF INCIDENT CONTROL TEAM BRIEFING

Assistant Silver Commander to further notify the following individuals:
- Head of Public Affairs   Joanna Morrison
- Compliance Manager   Pete Rhodes
- Health & Safety Manager   Sharon Taylor
- Environmental Manager   Claire Macintosh
- NHSSC Head of Transport   Scott Gordon
- National Ops Manager   Robin Edwards
- National Inventory Manager   Michael Lyons
- Head of IT Operations   xxxxxx
- Senior HR Business Partner Ops   Phil Jones
- Senior HR Business Partner functions Dawn Ashton
- Head of Finance   Louise Miler
- Regional DHL Security Manager   xxxxxx
- Regional DHL Fleet Engineer   xxxxxx
- DHL Head of Risk -   John Picton/Peter Bridge

STEP 6 – Open Incident Conference Call facility – Immediate Incident

Commander
INCIDENT CONFERENCE CALL
DIAL IN NUMBER – XXXX XXX XXXX
**LEADER MASTER CODE – XXX XXX XXX**

STEP 7 – Establish Incident Control Centre – Assistant SILVER Commander & Immediate Incident Commander

Requirements:
- SAFE
- SECURE
- Seating for upto 12 people
- 2 additional support rooms
- Conference call facility
- Whiteboard
- Internet access (wireless / hard wired)
- Printer
- Photocopier
- Fax
- Data link (s) to both NHSSC & DHL systems
- TV / Radio access
- Incident Support Box
  - Spare mobile phone
  - Spare battery for mobile
  - Power lead for mobile
  - 2 x extension power sockets
  - Spare laptop with wireless connection
  - Projector
  - Whiteboard pens
  - Pens & Pencils x 12
  - Notebook pads x 12
  - Printer paper
  - Digital camera + batteries + memory card
  - Emergency contact list (BRONZE / SILVER / GOLD)

STEP 8 – Review the Situation – INCIDENT MANAGEMENT TEAM

1. What is the incident picture ?
   a) Current threats to business continuity ?
   b) Future threats to business continuity ?
   c) Have the above changed since the incident started ?
   d) If YES…how might this effect:
      i) Own resources ?
      ii) Business needs ?
      iii) Customer needs ?
      iv) Immediate community / network ?
2. Business resources - required NOW and FUTURE
   a) Immediate / on-hand resources
   b) On – call / supporting specialist / teams
   c) Others (Emergency services / contractors / service providers / suppliers)
3. Environmental factors – impact NOW and FUTURE
   a) Weather
   b) Site access / immediate road network / wider traffic situation
   c) Local population
   d) Environmental hazards / needs – noise / light / chemicals / water / energy
4. What are the business constraints / needs ?
   a) Duration - time
   b) Demand – orders / service levels / resources
   c) Destination – customers / network stocks / suppliers
   d) Distance – physical time & distance / obstacles to movements / resource availability
   e) Capability – effect on service levels
5. Risk Matrix analysis
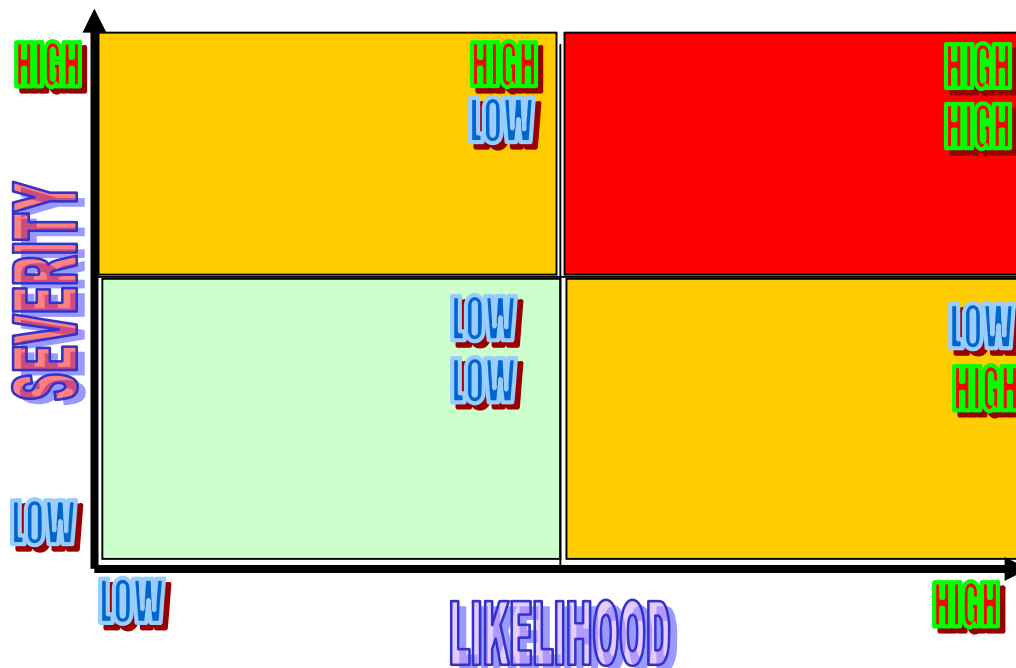
6. Key Timings (24 HOUR CLOCK)
   a) TIME NOW =
   b) INCIDENT TIME =
   c) IMMEDIATE INCIDENT CONTAINED TIME = or ONGOING
   d) INCIDENT NOTIFICATION PROCESS START TIME =
   e) NEXT I.C.M. CALL TIME =
   f) FREQUENCY OF I.C.M. CALLS =
   g) FIRST I.C.T. MEETING TIME =
   h) TARGET CAPABILITY RESTORATION DATE / TIMES
      i) 25 % CAPABILITY =
      ii) 50 % CAPABILITY =
      iii) 75 % CAPABILITY =
      iv) FULL CAPABILITY =

STEP 9 – Identify & analyse the problem

- Immediate business intent
  a) What does the business NEED to achieve within 8 / 12 / 24 hours ?
  b) What does the business WANT to achieve within 24 / 48 / 72 hours ?
  c) What is the business's MAIN EFFORT ?

- My teams role
  a) What does the team NEED to achieve within 8 / 12 / 24 hours ?
  b) What does the team NEED to achieve within 24 / 48 / 72 hours ?
  c) What is my teams' MAIN EFFORT

  d) Own likely tasks
  e) Directly specified tasks from senior management team
  f) Implied / possible / likely tasks into order to effect specified tasks

- Constraints on achieving / delivering own tasks
  a) Time (lack of), compression of
  b) Space – working space
  c) Resources – people / equipment / information
  d) Capabilities of supporting teams
  e) Information / Data – data links down, servers offline, e-mail down, phones down, late / delayed updates
  f) Service levels – customer needs, supplier capabilities, service provider capabilities, internal service failures
  g) Finances – money to support recovery operations
  h) Clarity of specified tasks
  i) Control – incident scene quarantined by authorities, restricted / no access to site / scene

- What impact does a change of situation have ?
  a) Worst case
  b) Most likely case

- What information gaps do I have ? therefore….what assumptions do I need to make

STEP 10 – Consult Shadow Planner

- What courses of action (COA's) are available to me that address the following ?
  - a) Directly specified tasks
    - i) What
    - ii) When
    - iii) Why
    - iv) Who
    - v) HOW ?
  - b) Implied tasks
    - i) What
    - ii) When
    - iii) Why
    - iv) Who
    - v) HOW ?

	COA I	COA II	COA III
DESCRIPTION			
SPECIFIED TASK 1			
SPECIFIED TASK 2			
SPECIFIED TASK 3			
IMPLIED TASK 1			
IMPLIED TASK 2			
IMPLIED TASK 3			
START TIME			
FINISH TIME			
KEY RESOURCE 1			
KEY RESOURCE 2			
KEY RESOURCE 3			
KEY RESOURCE 4			
KEY RESOURCE 5			

STEP 11 – Develop & Validate courses of action (COA's)

- How do the COA's align with the business main effort / intent ?
- Do the COA's meet the following constraints:
    - Time – SCORE XX
    - Resources – SCORE XX
    - Cost – SCORE XX
    - Service delivery – SCORE XX
    - Capability – SCORE XX

    Calculate COA total scores from above scoring guide

STEP 12 – Chosen Course of Action (COA)

- Develop quick project plan & synch matrix
- Align all resources (on-hand, on-call and supplementary)
  - Healthcare Distribution centres
  - Healthcare Transport
  - Healthcare IT systems
  - Healthcare & DHL Health & safety
  - Healthcare Human resources
  - NHSSC Inventory
  - Healthcare & DHL Corporate communications
  - NHSSC Customer services
  - NHSSC Finance & commercial
  - DHL Risk management
  - DHL Legal
  - DHL Fleet Engineering
  - DHL Security
- Pass COA plan to Exec for authorisation
- Enact low risk / high impact actions NOW
- Ensure continued incident control / containment
- Exec Approval
  - Enact High Risk actions
  - Engage FULL RECOVERY PLAN
- Monitor plan
- Report progress
- Evaluate / Update / Change COA as required – OODA Loop

date / Change COA as required

Contents	
Section	**Heading**
0.0	**Administration**
0.1	Document versions
0.2	Related documents
0.3	Authors
1.0	**Introduction**
1.1	Purpose
1.2	Locations of the plan
1.3	Changes to the plan
1.4	Testing the plan
1.5	Plan maintenance
2.0	**Scope**
3.0	**Roles and responsibilities**
3.1	Business Continuity Group
3.2	Command and control levels
3.3	The Notified Manager
3.4	The Incident Management Group
3.4.1	National Operations Manager
3.4.2	Head of Human Resources
3.4.3	Head of Public Affairs (Corporate Marketing Manager)
3.4.4	Distribution Centre General Manager
3.4.5	Head of Customer Service
3.4.6	IT Director
3.4.7	Head of Inventory
3.4.8	Finance Director
3.4.9	Compliance Manager
3.4.10	Procurement Director
3.5	Bronze Level
3.6	Silver Level
3.7	Gold Level
3.8	Business Recovery
4.0	**Business Contingency Management Plans**
4.1	Loss of utilities
4.2	Loss of a Distribution Centre
4.3	Industrial action

4.4	Loss of a DHL Sub Contractor
4.5	Adverse weather affecting service delivery
4.6	Extortion or blackmail
4.7	Fuel shortages
4.8	Bomb Threat
4.9	Pandemic Incident
4.11	Industrial action by emergency services
4.12	ISIS failure
4.13	RESUS failure
4.14	Logistics On-Line Failure
4.15	Supplier failure
4.16	

Appendices

NHS Supply Chain Contact Details…………………………………	Appendix A
Emergency Generator Hire…………………………………………………..	Appendix B
Military Assistance to the Civil Community - Contact Details…………...	Appendix C
I.T Depot Failure Continuity Plan	Appendix D
NHS SUPPLY CHAIN KEY CUSTOMER FACING IT SYSTEMS CONTROLS.	Appendix E

0.0   Administration

0.1   Document versions

1.0	1st April 2006	First Draft (for comment)
2.0	21 October 2009	Second Draft (NHSSC)
3.0	5 November 2009	Third Draft (For comment)

0.2   Related documents

UK Influenza Pandemic Contingency Plan	Department of Health October 2005
Explaining Pandemic Flu: a guide for the chief medical officer.	Department of Health/CMO October 2005
Influenza pandemic contingency planning: operational guidance for health service planners in England	Department of Health 03/2005
Science and technology – Fourth report 2005/6 – Pandemic influenza	House of Lords, Science & Technology committee. 12/2005
Civil Contingencies Act 2004	HM Government
Civil Contingencies Act (Contingency Planning) regulations 2005	HM Government
NHS Purchasing and Supply Agency Contingency Plan	NHS Purchasing and Supply Agency December 2004
NHS Supply Chain – Business Continuity Plan	Shadow Planner Application Software – Internet access
NHS Supply Chain – Pandemic Flu Plan	Shadow Planner Application Software – Internet access
NHS Supply Chain – Pandemic Influenza Preparedness Plan	Shadow Planner Application Software – Internet access

0.3   Authors

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1.0 Introduction

1.1 Purpose

Business Continuity Management (BCM) is the process that helps manage risks to the smooth running of an organisation or delivery of a service, ensuring continuity of critical functions in the event of a disruption, and effective recovery afterwards. It has:
a) used business impact and risk assessment to identify critical deliverables;
b) evaluated priorities and identified alternative strategies to mitigate loss;
c) assessed their effectiveness in maintaining our ability to deliver critical functions.

The purpose of the BCP is to address those major incidents which, if they were to occur would put at risk a substantial part or all of the service provided by NHS Supply Chain to the NHS. The aim of the measures detailed in this plan is to ensure that in the event of a business failure affecting all or part of the NHS, the NHS Supply Chain operation is able to continue to provide a service for the duration of the incident and is able to return as soon as possible to normal business operations.

1.2 Locations of the plan

Hardcopies of this plan at current issue status can be accessed at the following locations

Alfreton Distribution Centre	a) Distribution Centre ControllerDistribution Centre General Manager's office; b) Security office/gatehouse
Bridgwater Distribution Centre	a) Distribution Centre ControllerDistribution Centre General Manager's office; b) Main Reception Office
Bury St Edmunds Distribution Centre	a) Distribution Centre ControllerDistribution Centre General Manager's office; b) Security office/gatehouse
Chester Office	Main Reception Chester Office Unit 3a and Unit 4a, Telford Court, Chester Gates, Dunkirk Trading Estate Chester Cheshire CH1 6LT
Maidstone Distribution Centre	a) Distribution Centre ControllerDistribution Centre General Manager's office; b) Security office/gatehouseMain Reception
Normanton Distribution Centre	a) Distribution Centre ControllerDistribution Centre General Manager's office; b) Security office/gatehouse
Rugby Distribution Centre	a) Distribution Centre General Manager's office; b) Security office/gatehouseMain Reception
Runcorn Distribution Centre	a) Distribution Centre ControllerDistribution Centre General Manager's office; b) Security office/gatehouse

As this Plan contains personal information which is subject to the data protection principles contained in the Data Protection Act 1998, copies should be kept secure yet easily accessible in the event of an emergency. USB Encrypted Data stick versions have also been produced to enable the plan to be accessed via laptop or out of hours.

1.3 Changes to the plan

Responsibility for version control rests with the Chief Operating Officer and is delegated to the Compliance Manager. Any procedural or staffing changes which may affect this plan should be reported to this person without delay.

1.4 Testing the plan

The plan will be tested annually, and procedures revised wherever this is appropriate. The National Operations Manager will be responsible for ensuring that an annual test of the plan takes place that incorporates their specific areas of responsibility.

1.5 Plan maintenance

Where it is necessary to alter existing standard operating procedures, attention should also be paid to the impact that these changes may have on this contingency plan. Staff should ensure, as a matter of course, that contingency planning procedures are updated whenever standard procedures are revised. Changes should be notified to the Compliance Manager in line with sub-section 1.3 above, so that the plan can be kept current.

2.0   Scope

This BCP relates to internal business disasters affecting the provision of NHS Supply Chain' service to the NHS. The plan does not cover the provision of emergency deliveries to individual trusts or how NHS Supply Chain would support the wider NHS in the event of any large scale civil disaster or other emergency affecting the wider NHS or the country as a whole.

3.0   Roles and responsibilities

3.1   Business Continuity Group

NHS Supply Chain Business Continuity Group (BCG) is responsible for developing, maintaining and implementing the Business Continuity Management process.

The BCG's principle functions are:
a)   to plan a response to unpredicted events which threaten NHS Supply Chain's ability to operate effectively;
b)   to plan a response to unpredicted events that threaten NHS Supply Chain service delivery; individual categories and departments
c)   to identify, report and mitigate points of weakness within NHS Supply Chain and its supply chain;
d)   to embed a business continuity culture within NHS Supply Chain
e)   to promote the need for business continuity across the NHS supply chain

3.2   Command and Control levels

The immediate concern in the event of any business failure should be the health and safety of NHS Supply Chain staff. In the event of fire or other hazardous situation, the building or that part affected should be immediately evacuated and the emergency services summoned as per existing emergency procedures. Where operations are able to continue within the affected Distribution Centre, care must be taken to ensure the health and safety of all employees at all times. All incidents will follow the command and control process set out in table 3.2 below

**Table 3.2
Command and Control Process**
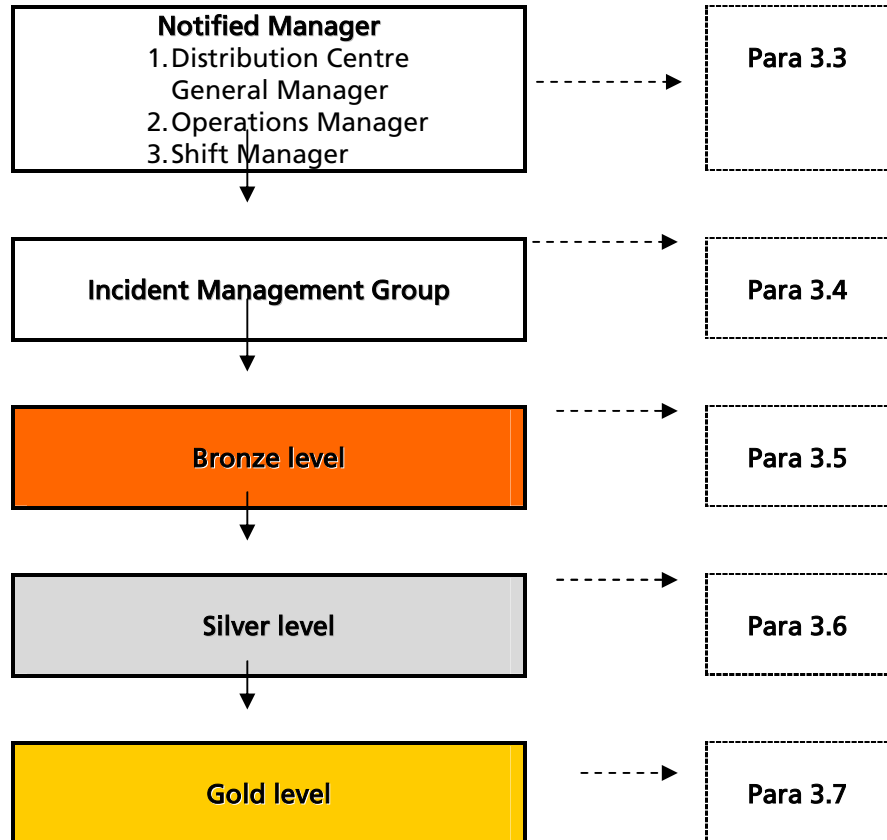
3.3   The Notified Manager

All incidents should first be advised to a 'Notified Manager' without delay. This will be 1) the relevant Distribution Centre General Manager (DCGM) or in his absence 2) the Operations Manager or 3) A respective Shift Manager.

As the incident will be time paramount the Notified Manager will make an initial assessment of the situation and then if necessary escalate management of the incident and brief the National Operations Manager, who will make a decision as to the seriousness of the incident, and determine whether activation of these disaster recovery procedures is appropriate. If activation is deemed necessary, the National Operations Manager will seek authority from the Supply Chain Operations Director or another member of Exec..

3.4   The Incident Management Group (IMG)

Responsibilities for members of the IMG are outlined in sub-paragraphs a) to h) below, where these differ substantially from the day to day role of the person concerned.

3.4.1 National Operations Manager (NOM)

The **National Operations Manager** will be responsible for implementing the contingency arrangements set out in the BCP. Under direction of the nominated Silver Commander the **National Operations Manager** will co-ordinate the resources needed at an operational level in order to deal with the incident, and to convene and lead the IMG in bringing the incident to a swift conclusion wherever possible.

The **National Operations Manager** will:	✓
a) make an initial assessment of the incident based on the report received;	
b) determine whether activation of these procedures is appropriate, or whether the incident can be managed whilst maintaining normal business;	
c) seek authority from the **Supply Chain Operations Director** before activating the full disaster recovery procedures contained in this plan	
d) determine a location for the IMG to convene	
e) maintain a log of all decisions and actions taken, and the reasons for these decisions and actions.	
f) nominate a member of the IMG to provide administrative support throughout the incident;	
g) notifying the Head of HR that an incident has occurred, providing details regarding the nature of the incident and what resources will be required to cope with it.	
h) ensure that a full debrief is undertaken after the incident is closed, in order that lessons may be learned and disaster plans revised if necessary	
i) ensuring that the plan is tested on an annual basis, and amended as necessary.	

3.4.2 Head of Human Resources

The Head of HR will be responsible for :	✓
a) making contact with all relevant staff, and other members of the IMG in the event of an emergency, and to ensure that these staff report promptly to the required location;	
b) arranging the temporary relocation of staff if necessary, and for sourcing temporary staff where these are required;	
c) liaison with catering contractors to ensure that food and drink is available to members of staff affected by the incident.	
d) ensuring that next of kin are immediately notified in the event of any casualties resulting from the incident;	
e) expediting negotiations with social partners in the event of an incident which involves industrial action by NHS Supply Chain staff;	
f) ensuring that in the event of his / her unavailability, the activation of HR procedures will transfer to the Director of HR.	

3.4.3 Head of Public Affairs (Corporate Marketing Manager)

The Head of Public Affairs will be responsible for:	✓
a) dealing with all enquiries from the media and members of the public;	
b) producing briefing notes throughout the life of the incident, which line managers should use to brief their staff via the Corporate Marketing Manager	
c) advising staff that no comment on any emergency situation should be made by any member of staff to anyone, unless this has been approved in advance;	
d) managing all media and other enquiries;	
e) giving briefings to NHS BSA and DH	

3.4.4   Distribution Centre General Manager (DCGM)

The DCGM will be responsible for:, and reporting this initially to the **National Operations Manager**	✓
a) the initial assessment of the impact of any incident	
b) reporting the findings of a) to the **National Operations Manager** as soon as practicable	
c) collating details of any casualties and making this information known to the **National Operations Manager** as soon as practicable	

3.4.5 Head of Customer Service

The Head of Customer Service will	✓
a) in the event of an incident which requires the transfer of customers to another DC	
b) ensure that all relevant customers are aware of the change via the Corporate Marketing Manager	
c) ensure that all relevant customers are aware of any products that may no longer be available	
d) ensure that all relevant customers are informed as to the expected duration of the incident via the Corporate Marketing Manager	

3.4.6 IT Director

The IT Director will be responsible for:	✓
a)	ensuring the implementation of business contingency arrangements in order to maintain supplies to the NHS for the duration of the incident.	
b)	ensuring the prompt activation of IT recovery in the event of a business disaster, and to liaise with IT suppliers where appropriate.	
c)	in the event of an incident which requires the transfer of customers to another DC:	
	i) implementing the necessary system changes to enable customers to be transferred away from the affected DC;	
	ii) restricting available lines according to the nature and location of the incident	

3.4.7 Head of Inventory

The Head of Inventory will be responsible for:	✓
a)	ensuring the implementation of business contingency arrangements in order to maintain supplies to the NHS for the duration of the incident.	

3.4.8 Finance Director

The Financial Director will be responsible for:	✓
a)	implementing financial disaster recovery procedures, including payroll procedures as necessary, in order to maintain cash flow within NHS Supply Chain;	
b)	ensuring that staff are paid for the additional hours they work	

3.4.9 Compliance Manager or representative

Compliance Manager or representative will be responsible for:	✓
a)	observing the implementation and effectiveness of the Business Continuity plan ;	
b)	at the end of any incident ensure that a debrief of the incident takes place. to review the operation of the Business Continuity Plan;	
c)	Seek to identify areas of the plan where improvements could be made.	
d)	report his conclusions and recommendations to the COO.	

3.4.10 Procurement Director

Procurement Director or representative will be responsible for:	✓
a)	Communication with suppliers via the Corporate Marketing Manager	
b)		
c)		
d)		

3.5 Bronze - Operational level

Bronze command at all types of incident will be provided by an Incident Management Group (IMG). The IMG will be led by the National Operations Manager, and will be responsible for co-ordinating the response to the incident and directing resources on the ground in order to achieve a swift return to normal operations.

The IMG will be drawn from the following members of staff:

▪ National Operations Manager	▪ HR Director
▪ Distribution Centre General Manager (DCGM)	▪ IT Director
▪ Inventory Manager	▪ Finance Director
▪ National Customer Services Manager	▪ Head of Compliance
▪ Corporate Communications Manager	Head of Project Delivery

Other members of staff may be co-opted onto the IMG as required. Where the incident can be addressed whilst maintaining Distribution Center operations, the National Operations Manager may convene an IMG which does not include all the staff in the above list. The National Operations Manager will assume responsibility for liaison between Bronze Command and Silver Command. Key personnel should ensure that at least one other person in their department is capable of implementing disaster recovery procedures in their absence.

3.6 Silver - Tactical level

Silver command will be provided by a member of the Exec, who will have responsibility for determining priorities and will carry out overall general management of every incident. The Silver Commander will determine when and if Business Continuity Plan protocols are to be invoked and what additional staff should be co-opted into the IMG. He / she will also ensure through liaison with the Public Affairs Department, that the NHS BSA are immediately informed of the incident, and are kept abreast of developments as the incident progresses, and when the incident is complete. The Silver Commander will also liaise with the COO who will judge whether the situation warrants the setting up of a Gold Command.

3.7 Gold - Strategic level

In the event of a particularly serious incident, a strategic level of incident command will be required. Gold command will be provided by the COO, supported by members of the Exec as necessary, and will make strategic decisions regarding management of the incident, the deployment of resources as well as being responsible for liaising with other agencies' Gold Command centres. Gold command will be sited at NHS Supply Chain HQ. In the event of the Alfreton site being unavailable - Gold command will be sited at another suitable DHL location.

3.8 Business recovery

Where possible, the intention in activating this plan should be to return NHS Supply Chain to normal operations within the minimum time. Procedures should be deactivated at the earliest opportunity, once the underlying cause of the incident has been dealt with.

4.0   Business Contingency Management Plans

The BCP identifies risk scenarios, makes objective assumptions about their impact and sets out an outline strategy for addressing them The decisions as to what precise actions are to be taken should be in accordance with the command and control structures.

In all circumstances contingency management plans as detailed in Table 4 below will apply, unless the Managing Director decides otherwise.

Table 4
Contingency Management Plans

No	Business contingency	Pages
4.1	Loss of utilities	14 -16
4.2	Loss of Distribution Centre	17 - 22
4.3	Industrial Action	23
4.4	Loss of a distribution contractor	24
4.5	Adverse weather affecting deliveries	25
4.6	Extortion or blackmail	26
4.7	Fuel shortages	27
4.8	Bomb threat	28
4.9	Pandemic flu	29
4.10	Blank	
4.11	Industrial action by emergency services	31
4.12	ISIS failure	32
4.13	RESUS failure	33 – 34
4.14	Logistics On-Line failure	35 – 36
4.15	Supplier failure	37
4.16	Blank	38
4.17		
4.18		
4.19		
4.20		

4.1   Loss of utilities

Business Impact							
	Risk Scoring		**Impact**				
			Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
	Likelihood	Almost Certain 5					
		Likely 4		Short term interruption			
		Moderate 3					
		Unlikely 2				Longer term interruption	
		Rare 1					
Assumptions	Contingency arrangements are in place in respect of the following utility supply: ▪ Telephones; ▪ Electricity, ▪ Gas, ▪ Heating Oil, ▪ Telephones, ▪ Water						
Areas to be addressed **Telephones** **Finance and Business Services**	 In the event of a prolonged failure of the BT Featurenet system, all sites will revert to local Personal Subscriber Dialled Number (PSDN) status for the main site number and any other dedicated lines.						
Electricity **Operations**	 NHS Supply Chain has standby generation backup at all Distribution Centres to the capacities as set out below,						

	Alfreton	On-site generator supplying 100% of total capacity .
	Bridgwater	On-site generator supplying 60% of total capacity .
	Bury St Edmunds	Hire of a 500 KVA standby generator that will support 100% standby power generation and be operational within 4 to 6 hours. The DCGM should contact Building and Maintenance Contractor to instate hire arrangements
	Maidstone	On-site generator supplying 100% of total capacity .
	Normanton	On-site generator supplying 100% of total capacity .
	Runcorn	
	Rugby	On-site generator supplying 100% of total capacity .
Finance and Business Services	Procurement Department to liaise with Bury St Edmunds if affected to assist in ensuring standby generator arrangements are instated. Procurement also to and liaise with BSA and provide updates to Exec as required	
Gas		
Operations	NHS Supply Chain has obtained priority customer status from Centrica for gas supply to all DCs with a gas supply. Distribution Centre General Managers need to contact the Head of Procurement immediately	
Finance and Business Services	Procurement Department to contact the supply company in the event of supply problems, liaise with DCGM and BSA and provide updates to MDT as required.	
Heating Oil		
Operations	NHS Supply Chain sites using heating oil are included in a national NHS contract which grants priority customer status to these sites. Sites covered under this contract are Alfreton, Maidstone and Normanton. Distribution Centre General Managers need to contact the Head of Procurement immediately	
Finance and Business Services	Procurement Department to contact the supply company in the event of supply problems, liaise with DCGM and BSA and provide updates to MDT as required.	
Water		
Operations	NHS Supply Chain does not enjoy priority customer status in terms of water supply. In the event of a supply disruption, the water supply companies will provide, as part of their own contingency arrangements, bottled water or Bowsers	

	depending on the length of service disruption.
Finance and Business Services	Procurement Department to: 1. contact the respective water company in the event of supply problems, 2. liaise with Distribution Centre General Manager and BSA

4.2 Loss of a Distribution Centre

Business Impact

Risk Scoring

		Impact				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain	5					
Likely	4					
Moderate	3					
Unlikely	2			Temporary loss	Complete loss	
Rare	1					

(Likelihood shown vertically along the left axis)

Assumptions

The customers from the lost DC will not receive any deliveries for the first two days following the loss as it will take 48 hours for operations to set contingency arrangements in place at other sites to facilitate demand

Customers of the affected site, the order lead time will move from 48hr to 72hrs due to the time required to consolidate the CDT orders from other sites.

If the incident happened at peak or was sustained for > 4 week period consider restricting the catalogue range in conjunction with customers ?

Areas to be addressed	- Areas to be addressed by the Incident Management Group are set out in this procedure - Corrective actions must not be implemented <u>unless authorised by the Silver Commander</u>. Once activated, it will be the responsibility of the Silver Commander to designate the incident at an end and thereby authorise a return to normal business operations
Exec	- Silver / Gold Command decision to examine option to restrict the catalogue range to the priority lines within the region of the affected site if in normal demand pattern - Silver / Gold Command option to restrict the catalogue range nationally to priority lines if in peak demand patterns or incident >6 weeks - Silver / Gold Command 0ption to amend the delivery profile from 48hr to 72hr within the region for the affected site.

Operations	▪ Occupation of a suitable Consolidation Point (Virtual Distribution Centre) ▪ Requisitions below Despatch Status at the lost DC will need to be re-processed as they will be assumed lost ▪ Assessment will need to be made at each secondary DC as to what re-directed demand they can reasonably pick (25k lines max for 6 weeks), confirmation back to I.T to upload the file ▪ Inbound logistics receipting must be flexed at the sites taking additional volume and resourced accordingly. ▪ Obtaining additional m3 area to facilitate marshalling, loading, despatch and transportation; ▪ Assessment of additional mechanical equipment will need to be undertaken by DCGM ▪ Assessment of additional roll cage requirements will need to be undertaken by DCGM ▪ Assessment of additional transport at despatching site will need to be undertaken by DCGM ▪ Manpower requirements in NHS Supply Chain moves to 7 day working ▪ Overtime arrangements as required ▪ Assistance in movement of staff as required ▪ Training plan to address CDT picking ▪ Arrange alternative contact numbers
Inventory	▪ Run demand reports for all sites ▪ Contact suppliers to re-arrange deliveries for affected site ▪ Procurement communication regarding material contract changes e.g. Sutures and Audiology
IT	▪ Run programme to identify the transfer demand to the CDT alternative sites ▪ Pass revised demand profile to NOM for assessment ▪ Once confirmation received from NOM activating redirection of demand to secondary DC's and confirm to Inventory changes have been made ▪ Any product already picked for despatch will be lost and if Picking Ticket Production had already been run the following days production would also be lost; ▪ A lookup table of priority lines if required to be implemented with a restricted range of lines to be instated if incident > 4 weeks ▪ Requisitions below Despatch Status at the lost DC will need to be re-processed as they will be assumed lost ▪ Inter Depot Transfer (IDT) of lines will need to be processed ▪ Cross Dock orders will need to be redirected ▪ E-Direct orders will not be affected ▪ IT to arrange hardware based on IMG directive at the temporary site and alternate depots ▪ IT to arrange urgent connectivity to ISIS at the temporary site. ▪ Separate continuity plan required in the event of Alfreton being the affected site.
Finance	▪ invoicing customer orders must continue ▪ Credit control has to be addressed ▪ Treasury Management must be addressed

Customer Services	▪ Information to customers in conjunction with Communications ▪ Processing emergency requisitions ▪ Liaison with customers if decision to restrict catalogue ranges is made if the incident > 4 weeks
Human Resources	▪ Manpower requirement assessment if NHS Supply Chain moves to 7 day working ▪ Overtime arrangements ▪ Movement of staff to new Consolidation Centre ▪ Supply of food and beverages
Comms	▪ Prepare communications to staff of where the local meeting point is situated ▪ Meet and greet staff at the designated meeting point ▪ Issue staff communications, detailing expected duration of crisis and any alternative arrangements ▪ Any reactive communications as required e.g. media requests

4.3 Industrial Action

<table>
<tr><td>Business impact</td><td colspan="6"></td></tr>
</table>

			Impact				
Risk Scoring			Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	Almost Certain	5					
	Likely	4					
	Moderate	3		Short term industrial action			
	Unlikely	2			Longer term industrial action		
	Rare	1					

Assumptions	Legislation requires that a recognised Trade Union gives NHS Supply Chain a minimum of 7 days notice before they ballot their membership as to a mandate for industrial action. Best assumptions are that a ballot would take 3 weeks to declare.
Areas to be addressed	Guidance as appropriate about what the implications of a vote in favour of industrial action would be and what strategy will be implemented in both HR and operational terms.

4.4   Loss of a DHL Sub Contractor

Business impact							
	Risk Scoring		**Impact**				
			Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
	Likelihood	Almost Certain 5					
		Likely 4					
		Moderate 3			Short term industrial action		
		Unlikely 2				Longer term industrial action	
		Rare 1				3rd party business failure	
Assumptions	In the event of the loss of NHS Supply Chain distribution contractor through industrial action, the responsibility lies with the contractor to make alternative arrangements to continue to provide a distribution service.						
Areas to be addressed	In the event of the distribution contractor ceasing to trade, the contract would terminate and alternative distribution arrangements would need to be made. NHS Supply Chain will ensure the inclusion of a service continuity clause in any new distribution contract. In the event of non-performance by the distribution contractor despite the above arrangements, assistance will be sought from the Armed Services through the Military Assistance to the Civil Community (MACC) scheme. The Department of Health should be immediately informed COO or a designated member of Exec of any failure in the distribution contract.						

4.5   Adverse weather affecting service delivery

Business impact			Impact				
	Risk Scoring		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
	Likelihood	Almost Certain 5					
		Likely 4		Short term weather problem			
		Moderate 3					
		Unlikely 2			Serious and persistent weather problem		
		Rare 1					
Assumptions	Any disruption in service delivery due to weather conditions will probably be very localised. In the event of a warning of adverse weather conditions which may prevent the delivery of routine supplies to the NHS, Customer Services will liaise with Supplies Managers to arrange alternative delivery points and/or times.						
Areas to be addressed	Incident management procedures as detailed in Section 3 will apply, unless the COO decides otherwise.						

4.6 Extortion or blackmail

Business impact							
	Risk Scoring		**Impact**				
			Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
	Likelihood	Almost Certain 5					
		Likely 4					
		Moderate 3					
		Unlikely 2					
		Rare 1			**Effect on competitors as well as Logistics**		

Assumptions	In the event of any extortion or blackmail threat affecting a product(s) supplied by NHS Supply Chain, then a) these product(s) will be recalled using product recall procedures and b) no communication with any person or organisation should take place unless authorised by the Head of Public Affairs or the COO.
Areas to be addressed	Any member of NHS Supply Chain receiving a blackmail or extortion threat relating to products carried by NHS Supply Chain should report it immediately to their line Manager who immediately informs a member of Exec.

4.7   Fuel shortages

Business impact

Risk Scoring		Impact				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain	5					
Likely	4		Short term supply problem			
Moderate	3					
Unlikely	2				Long term supply problem	
Rare	1					

Likelihood

Assumptions   It is unlikely that any fuel shortages will develop so quickly as to cause immediate problems.

There are 14 / 21 days reserve supplies of fuel with the transport contractor and a further 4 (four) weeks further supply in on-site fuel bunkerage.

The definition of 'Priority user' will be given by the DH

Business impact							
		Risk Scoring	**Impact**				
			Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
	Likelihood	Almost Certain 5					
		Likely 4					
		Moderate 3					
		Unlikely 2		**Hoax bomb threat**			
		Rare 1			**Actual bomb**	**Explosion**	

Assumptions	Where bomb threats cause only temporary disruption, these **will not** result in this contingency plan being activated.
Areas to be addressed	Each site has revised its fire and bomb threat procedures to allow staff to be evacuated away from potential blast damage in the event of an explosion. Where an explosion does occur, procedures for the loss of a Distribution Centre will apply. Where a Distribution Centre is likely to be evacuated for more than 1 (one) day, the National Operations Manager will liaise with the Supply Chain Director to determine whether activation of contingency arrangements for the loss of a Distribution Centre is appropriate.

4.9   Pandemic Incident

Business impact			Impact				
	Risk Scoring		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
	Almost Certain	5					
	Likely	4			Outbreak of pandemic incident		
	Moderate	3				Outbreak of more serious illness – e. g. bird 'flu	
	Unlikely	2					
	Rare	1					

(Likelihood axis labelled vertically)

Assumptions	The contingency should be based upon a cumulative total of up to 25% of workers taking time off work, (above normal absence and sickness and holiday levels) but spread over a period of months; A possible loss of 5 to 8 working days with a cumulative absence spread over a period of 16 weeks; Modelling suggests an absence rate of 5% to 7% above normal levels at any one time, including those who have to take care of the ill. *Source: The UK Influenza Pandemics Contingency Plan*
Areas to be addressed	To ensure that essential services are maintained in the event of a pandemic outbreak and to reduce the impact of a pandemic on daily life and business of the Supply Chain Division. Distribution Centre General Managers need to plan site assessments of the potential impact of staff shortages emanating from a pandemic outbreak. Identify essential personnel and skills, gaps in these and training requirements Site plans also need to consider what protective equipment needs to be obtained in the event of a major pandemic Enable Corporate Communications to prepare a checklist for staff advising them of what precautions to take in the event of a pandemic; Communications –Customer communications re any disruption to service, communicating the operations plan, reactive media statements

4.10 Industrial action by emergency services

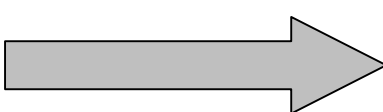| Business impact			Impact				
	Risk Scoring		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
	Almost Certain	5					
	Likely	4		Fire service industrial action			
	Moderate	3					
	Unlikely	2	Ambulance service industrial action				
	Rare	1					
Assumptions	In the event of planned industrial action by Fire & Rescue or Ambulance Services, existing procedures at Distribution Centres may need to be amended.						
Strategy	Guidance will be issued by the COO or nominated person in the event of any such situation.						

(Likelihood is labelled on the vertical axis of the risk matrix.)

4.11 ISIS failure

Business impact	

Risk Scoring — Impact / Likelihood matrix:

Likelihood \ Impact	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain 5					
Likely 4					
Moderate 3		Short term interruption			
Unlikely 2				System down for prolonged period	
Rare 1					

Assumptions	ISIS is deemed not to be entirely a critical application although processes i.e. ISIS communication is critical to activate and operate in the event of a business disaster
Areas to be addressed	An upgrade to ISIS was undertaken in 2002/03, which gave increased resilience by providing additional server capacity at several Distribution Centres. ISIS has full server resilience at Alfreton, a Disaster Recovery position exists at Normanton (additional Servers), and refresh and review programme has been undertaken and a programme of works scheduled in 2010 to upgrade this solution and ensure it is better aligned to growing business requirements:
	A back-up capacity is avail able at Normanton? ISIS NHS Supply Chain West Way, Cotes Park Alfreton Derbyshire DE55 4QJ ⟷ ISIS Disaster Recovery Site NHS Supply Chain Foxbridge Way Normanton West Yorkshire WF6 1TL
	A determination has been made as to what processes are business critical i.e. email

4.13 RESUS failure

Business impact							

Business impact

Risk Scoring

		Impact				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	Almost Certain 5					
	Likely 4					
	Moderate 3		Short term interruption			
	Unlikely 2				System down for prolonged period	
	Rare 1					

Assumptions	Supply Chain Online Ordering System is deemed a critical business system. As such a managed disaster tolerant solution has been developed with iSoft, with a standby, geographically diverse disaster recovery position been adopted.
Areas to be addressed	There are 4 (four) processors in 2 clusters both connected by fibre optic cable, high speed link with any two clusters capable of handling the load.

Cluster 1 Processor
ISOFT,
Prestwich
Manchester.

Cluster 1 Processor
ISOFT
Prestwich
Manchester

Cluster 2 Processor
North Manchester Hospital

Cluster 2 Processor
North Manchester Hospital

4.14 Supply Chain On-Line Ordering Failure (SOLO)

Business impact							
			Impact				
	Risk Scoring		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
	Almost Certain	5					
	Likely	4					
	Moderate	3		Short term interruption			
	Unlikely	2				System down for prolonged period	
	Rare	1					

(Likelihood shown vertically along left axis)

Assumptions	SOLO is deemed to be a critical application, and a Disaster Tolerant Solution with no "cold" standby has been developed with ISOFT.
Areas to be addressed	A Data-Server is located at ISOFT Prestwich Manchester
	A cold standby server is located at in operation therefore if the data-server fails then it reverts to the back up server.
	Data-Server ISOFT Prestwich Manchester → Cold Standby (Back-Up) Data –Server North Manchester Hospital

Soft Managed Services Architecture
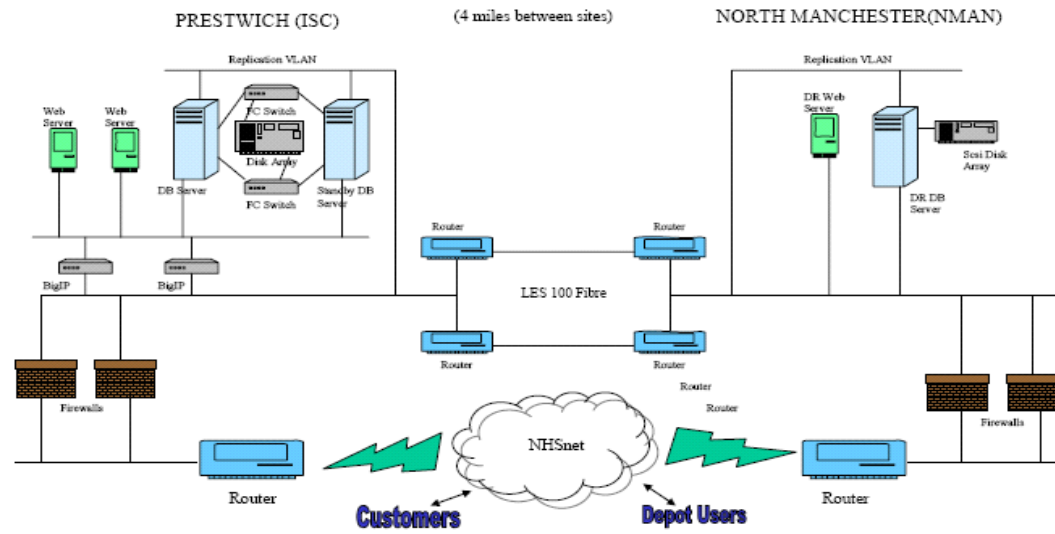
Figure 3: Supply Chain On Line Ordering Architecture

4.15 Supplier failure

Business impact

			Impact				
Risk Scoring		Insignificant 1	Minor 2	Moderate 3		Major 4	Catastrophic 5
Almost Certain	5						
Likely	4						
Moderate	3			Short term industrial action			
Unlikely	2					Longer term industrial action	
Rare	1					3rd party business failure	

Likelihood (vertical label)

Assumptions

1. BSA plans have encompassed risk management supplier failure business continuity questionnaires which are managed centrally and this is further explored as part of the sourcing work when a contract is renewed.
2. Pre qualification questionnaires requesting information on the manufacturing source and its location to help inform the evaluation process and mitigate risk.
3. NHS Supply Chain has have no specific plans for a major supplier failure as such, plans have focussed on risk at the contract award stage and have provided for shared awards to help mitigate any failures which may occur.

Areas to be addressed

Major fails might have different outcomes dependent on product area, for some areas such as food or stationery generic alternatives would be available - as they are in some medical areas.

In other areas the problem would be the customer accepting the alternative i.e. there is a strong brand preference for one surgeons glove and others might be deemed to be not as acceptable – Refer to Silver /Gold Command

Business continuity has been raised at some stakeholder forums to explore how robust Confederations and Hubs are when rationalising large volumes to one supplier

The wider issue of manufacturing base for the vast majority of consumables in the medical market have non UK manufacturing sites - often in the far east with the added risk to the supply chain failure or an unforeseen event.

Most suppliers operate lean supply chains to remain competitive and could be deemed vulnerable. In many cases suppliers do hold reasonable UK stocks but might struggle with an upsurge of demand.

Inventory CS, Communications – Customer communications relating to availability of stock, NHS BSA communications

Procurement, HR Finance and IT

Appendices

Appendix 1.1: NHS Supply Chain – Senior Management Team

Title	Name	Telephone	Mobile Phone
COO	Nick Gerrard	**********	**********
CFO	Graham Moore	**********	**********
Sales, Marketing & Customer Services Director	Melanie Hall	**********	**********
IT Director	Paul White	**********	**********
Procurement Director		**********	**********
Supply Chain Operations Director	Mike Speakman	**********	**********
Quality Manager	Niall Spare	**********	**********
Human Resources Director	Jacqui Blesic	**********	**********
Head of IS	Calvon Poulton-Sadler	**********	**********
National Operations and Development Manager	James Footitt	**********	**********

Title	Name	Telephone	Mobile Phone

Title	Name	Telephone	Mobile Phone

Appendix 1.3: Bury St Edmunds Distribution Centre

Title	Name	Telephone	Mobile Phone

Title	Name	Telephone	Mobile Phone
General Manager	Simon Collins	01622 402727	07818285810
Operations Manager	Julian Light	01622 402714	07834626427
HSE Coordinator	Peter Barden	01622 402609	
Customer Services Manager	Sally Attree	01622 402754	07775778191
HR Manager	Coral Nevel		07748112333
Security (Reception)	Reliance Security	(01622) 402600	
Transport Manager	Angie Ryan	(01622) 402638	07786173709
Transport Supervisor	Gary Dale	(01622) 402667	07739132974
Shift Manager	Mark Barrell	(01622) 402750	07877081545
Shift Manager	Alan Young	(01622) 40626	

Title	Name	Telephone	Mobile Phone

Title	Name	Telephone	Mobile Phone

Title	Name	Telephone	Mobile Phone

Issues to be considered	Management	Delegated Department	Absence levels at site		
			5%	10%	25%
Ensure key contacts list is kept up to date	Incident Management Team	Communications	Yes	Yes	Yes
Ensure succession list is current	Incident Management Team	Communications	Yes	Yes	Yes
Increase staff information levels	Incident Management Team	Communications	Yes	Yes	Yes
Deploy home working if required	Incident Management Team	HR	Yes	Yes	Yes
Health strategy document	Incident Management Team	HR	Yes	Yes	Yes
Reception screening	Incident Management Team	HR	Yes	Yes	Yes
Staff screeng / Return home policy	Incident Management Team	HR	Yes	Yes	Yes
Trade Union Engagement	Incident Management Team	HR	Yes	Yes	Yes
Transport to work	Incident Management Team	HR	Yes	Yes	Yes
BCP Review and Update	Incident Management Team	Site facilities	Yes	Yes	Yes
Cleaning isolation rooms	Incident Management Team	Site facilities	Yes	Yes	Yes
Disinfect air conditioning units	Incident Management Team	Site facilities	Yes	Yes	Yes
Drivers stay in cabs	Incident Management Team	Site facilities	Yes	Yes	Yes
Review site security	Incident Management Team	Site facilities	Yes	Yes	Yes
Security Gate sanitation stations	Incident Management Team	Site facilities	Yes	Yes	Yes
Separate staff visitor doors	Incident Management Team	Site facilities	Yes	Yes	Yes
Separation of visiting amenities	Incident Management Team	Site facilities	Yes	Yes	Yes
Stock pile PPE	Incident Management Team	Site facilities	Yes	Yes	Yes
Switch off air conditioning and open windows	Incident Management Team	Site facilities	Yes	Yes	Yes

Issues to be considered	Management	Absence Levels		
		5%	10%	25%
Amalgamate teams	Customer Services Site Team	Yes	Yes	Yes
Amend/extend Customer delivery time/days (24/7) windows	Customer Services Site Team		Yes	Yes
Analytical support (reduced svc)	Customer Services Site Team		Yes	Yes
Banning agency / temp staff holidays	Customer Services Site Team			Yes
Cap demand to critical lines (reduce available lines / cap line volumes)	Customer Services Site Team			Yes
Cease HDS Sales activity	Customer Services Site Team		Yes	Yes
Defer / buy-out staff holidays	Customer Services Site Team	Yes	Yes	Yes
Defer non critical activities / projects	Customer Services Site Team		Yes	Yes
Delegation of decision making	Customer Services Site Team		Yes	Yes
Eliminate Non essential phone and email queries	Customer Services Site Team		Yes	Yes
Emergency activity only	Customer Services Site Team			Yes
Extended shifts (mindful of limitations)	Customer Services Site Team		Yes	Yes
Flexible working (hours and days)	Customer Services Site Team	Yes	Yes	Yes
Focussed service to essential lines only	Customer Services Site Team		Yes	Yes
Implement time gap at shift change process to reduce human to human contact and clean down equipment	Customer Services Site Team			Yes
Manage down customer returns	Customer Services Site Team		Yes	Yes
Multi skill training of staff	Customer Services Site Team	Yes	Yes	Yes
Offer skills to other functions	Customer Services Site Team		Yes	Yes
Opportunity for BSA KPI's to be relaxed?	Customer Services Site Team		Yes	Yes
Personal @home protection kit issue(DHL/Agency/Contractors)	Customer Services Site Team	Yes	Yes	Yes
Prioritise Inbound call mgt	Customer Services Site Team		Yes	Yes
Raise stock check threshold for customer credits	Customer Services Site Team		Yes	Yes
Reduce activity logged	Customer Services Site Team		Yes	Yes
Reduce non essential travelling and contact risk (audio conferencing / webex)	Customer Services Site Team	Yes	Yes	Yes
Reduce Project involvement / support	Customer Services Site Team		Yes	Yes
Reduce Returns to suppliers	Customer Services Site Team		Yes	Yes
Relocate office based staff to home working	Customer Services Site Team		Yes	Yes
Report production (reduced)	Customer Services Site Team		Yes	Yes
Returns activities ceased	Customer Services Site Team			Yes
Source & Train additional Agency / Temp Staff	Customer Services Site Team			Yes
Special pick reduced	Customer Services Site Team			Yes
Staff incentives to flexible working	Customer Services Site Team			Yes
Stop Contract launches	Customer Services Site Team		Yes	Yes
Stop customer credits	Customer Services Site Team			Yes
Stop deliveries to specific care home customers	Customer Services Site Team			Yes
Stop pre-calling customers prior to delivery	Customer Services Site Team		Yes	Yes
Stop processing credits and debits to customers	Customer Services Site Team		Yes	Yes

Stop processing credits and debits to customers	Customer Services Site Team			Yes
Stop project involvement / support	Customer Services Site Team		Yes	Yes
Sub-contract HDS delivery	Customer Services Site Team	Yes	Yes	Yes
Suspend / delay mobile phone transfer	Customer Services Site Team		Yes	Yes
Suspend / delay mobile phone transfer	Customer Services Site Team		Yes	Yes
Suspend customer site surveys	Customer Services Site Team		Yes	Yes
Switch-off W category Blue Diamond (stationery)	Customer Services Site Team			Yes
Utilise skilled / associated / functional staff from other DHL BU's / Cluster groups	Customer Services Site Team		Yes	Yes
Utilise skilled / associated / functional staff from other functions/sites (Skilled)	Customer Services Site Team		Yes	Yes
Utilise skilled / associated / functional staff from other functions/sites (Skilled)	Customer Services Site Team			Yes
Weekend working rolling schedule	Customer Services Site Team		Yes	Yes
Weekend working rolling schedule	Customer Services Site Team		Yes	Yes

Issues to be considered	Management	Effect of Absence levels at site			Effect of Absence levels - HDS		
		5%	10%	25%	5%	10%	25%
Amend/extend Customer delivery time/days (24/7) windows	HDS Team			Yes	Yes	Yes	Yes
At gate / reception screening	HDS Team	Yes	Yes				
Auto send out / call back activity	HDS Team						Yes
Carding customer drop points	HDS Team						Yes
Cease HDS Sales activity	HDS Team						Yes
Cleaning isolation rooms	HDS Team	Yes	Yes				
Defer / buy-out staff holidays	HDS Team						Yes
Defer non critical activities / projects	HDS Team					Yes	Yes
Delegation of decision making	HDS Team					Yes	Yes
Deploy working @ home risk assessments	HDS Team	Yes	Yes				
Direct customer delivery for bulk orders	HDS Team						Yes
Disinfect Air Conditioning units	HDS Team	Yes	Yes				
Enable agency retainer bonus	HDS Team						Yes
Ensure key contacts list is kept current (staff, suppliers, customers)	HDS Team	Yes	Yes				
Ensure succession / shadow list is current	HDS Team	Yes	Yes				
Extended shifts (mindful of limitations)	HDS Team					Yes	Yes
External Marshalling Transit -Storage	HDS Team					Yes	Yes
External Storage	HDS Team						Yes
Flexible working (hours and days)	HDS Team						Yes
Getting people to work if local transport restricted	HDS Team	Yes	Yes				
HDS Delivery Managed Service (Trust) deal directly with 3PL	HDS Team						Yes
Health strategy document	HDS Team	Yes	Yes				
Increase staff info levels (posters, e-mails)	HDS Team	Yes	Yes				
Multi skill training of staff	HDS Team					Yes	Yes
NHSSC Contractor BCP review & update	HDS Team	Yes	Yes				
Offer skills to other functions	HDS Team						Yes
Ops Service team (cleaning, box wash) backfilled by agency	HDS Team					Yes	Yes
Personal @home protection kit issue(DHL/Agency/Contractors)	HDS Team			Yes	Yes	Yes	Yes
Postpone patient satisfaction program	HDS Team					Yes	Yes
Reduce activity logged	HDS Team					Yes	Yes
Reduce non essential travelling and contact risk (audio conferencing / webex)	HDS Team					Yes	Yes
Relocate office based staff to home working	HDS Team						Yes
Review and upgrade local site security to deal with potential security breaches	HDS Team		Yes				
Security / Gate sanitisation station	HDS Team	Yes	Yes				
Separate staff / visitors doors	HDS Team	Yes	Yes				
Separate visiting driver amenities (portaloos)	HDS Team	Yes	Yes				

Action	Owner						
Source & Train additional Agency / Temp Staff	HDS Team			Yes	Yes	Yes	Yes
Staff incentives to flexible working	HDS Team						Yes
Staff screening / return to home policy	HDS Team	Yes	Yes				
Stock pile of PPE (face masks, gloves, aprons (cleaners)	HDS Team		Yes				
Stop daily reporting to customers	HDS Team					Yes	Yes
Stop deliveries to specific care home customers	HDS Team						Yes
Stop pre-calling customers prior to delivery	HDS Team					Yes	Yes
Stop processing credits and debits to customers	HDS Team					Yes	Yes
Sub-contract HDS delivery	HDS Team			Yes	Yes	Yes	Yes
Supplier driver "stay in cab" process	HDS Team	Yes	Yes				
Suspend / delay mobile phone transfer	HDS Team					Yes	Yes
Switch off Air Conditioning units & open windows	HDS Team		Yes				
Utilise skilled / associated / functional staff from other DHL BU's / Cluster groups	HDS Team					Yes	Yes
Utilise skilled / associated / functional staff from other functions/sites (Skilled)	HDS Team						Yes
Weekend working rolling schedule	HDS Team					Yes	Yes

Issues to be considered	Management	Delegated Department	Absence levels at site		
			5%	10%	25%
Additional MHE / Vehicles	Site Management Team	Warehouse Equipment			
Amalgamate teams	Site Management Team	HR			
Amend/extend Customer delivery time/days (24/7) windows	Site Management Team	Site Management			
Analytical support (reduced svc)	Site Management Team	Site Management			
At gate / reception screening	Site Management Team	Site Management	Yes	Yes	Yes
Banning agency / temp staff holidays	Site Management Team	HR			
Cap demand to critical lines (reduce available lines / cap line volumes)	Site Management Team	Site Management			
Cleaning isolation rooms	Site Management Team	HR	Yes	Yes	Yes
Defer / buy-out staff holidays	Site Management Team	Site Management / HR			
Delegation of decision making	Site Management Team	Site Management			
Deploy spares stocks of eqpt for training pandemic contingency staff	Site Management Team	Warehouse Equipment			
Deploy working@home risk assessments	Site Management Team	HR	Yes	Yes	Yes
Direct customer delivery for bulk orders	Site Management Team	Site Management			
Disinfect Air Conditioning units	Site Management Team	Site Management		Yes	Yes
Eliminate Non esssential phone and email queries	Site Management Team	Site Management			
Enable agency retainer bonus	Site Management Team	Site Management			
Ensure key contacts list is kept current (staff, suppliers, customers)	Site Management Team	Communications	Yes	Yes	Yes
Ensure succession is current	Site Management Team	Communications	Yes	Yes	Yes
Extended shifts (mindful of limitations)	Site Management Team	HR			
External Marshalling Transit - Storage	Site Management Team	Site Management			
External Storage	Site Management Team	Site Management			
Flexible working (hours and days)	Site Management Team	Site Management			
Focussed service to essential lines only	Site Management Team	Site Management			
Getting people to work if local transport restricted	Site Management Team	HR	Yes	Yes	Yes
Health strategy document	Site Management Team	HR	Yes	Yes	Yes
Implement time gap at shift change process to reduce human to human contact and clean down equipment	Site Management Team	Site Management			
Increase staff info levels (posters, e-mails)	Site Management Team	Communications	Yes	Yes	Yes
Minimise Stock Management activities	Site Management Team	Site Management			
Multi skill training of staff	Site Management Team	Site Management			
NHSSC Contractor BCP review & update	Site Management Team	HR	Yes	Yes	Yes
No 100% outbound checks	Site Management Team	Site Management			

Activity	Team	Function			
Opening delivery windows to 24/7 - DC Goods In	Site Management Team	Site Management			
Ops Service team (cleaning, box wash) backfilled by agency	Site Management Team	HR			
Personal @home protection kit issue(DHL/Agency/Contractors)	Site Management Team	Warehouse Equipment			
Process Improvement	Site Management Team	Site Management			
Redirect inbound to other DC's	Site Management Team	Site Management			
Reduce non essential travelling and contact risk (audio conferencing / webex)	Site Management Team	HR			
Reduce Project involvement / support	Site Management Team	HR			
Reduce Returns to suppliers	Site Management Team	Site Management			
Report production (reduced)	Site Management Team	Site Management			
Returns activities ceased	Site Management Team	Site Management			
Review and upgrade local site security to deal with potential security breaches	Site Management Team	HR			Yes
Security / Gate sanitisation station	Site Management Team	Site Management	Yes	Yes	Yes
Separate staff / visitors doors	Site Management Team	HR	Yes	Yes	Yes
Separate visiting driver amenities (portaloos)	Site Management Team	Site Management	Yes	Yes	Yes
Source & Train additional Agency / Temp Staff	Site Management Team	Site Management			
Special pick reduced	Site Management Team	Site Management			
Staff incentives to flexible working	Site Management Team	Site Management / HR			
Staff screening / return to home policy	Site Management Team	HR	Yes	Yes	Yes
Stock pile of PPE (face masks, gloves, aprons (cleaners)	Site Management Team	HR			Yes
Stop management training activity	Site Management Team	Site Management			
Stop period reporting	Site Management Team	Site Management			
Stop project involvement / support	Site Management Team	HR			
Supplier driver "stay in cab" process	Site Management Team	Transport		Yes	Yes
Suspend absence management reviews	Site Management Team	Site Management			
Suspend charity work (sponsored activities, ticket selling etc)	Site Management Team	Site Management			
Suspend disciplinaries (non gross misconduct)	Site Management Team	Site Management			
Suspend performance management meetings	Site Management Team	Site Management			
Switch off Air Conditioning units & open windows	Site Management Team	Site Management			Yes
Switch-off W category Blue Diamond (stationery)	Site Management Team	Site Management			
Union engagement	Site Management Team	HR	Yes	Yes	Yes
Using loaders for drivers / warehouse	Site Management Team	HR			

Utilise skilled / associated / functional staff from other DHL BU's / Cluster groups	Site Management Team	Site Management			
Utilise skilled / associated / functional staff from other functions/sites (Skilled)	Site Management Team	Site Management			
Weekend working rolling schedule	Site Management Team	Site Management			

Issues to be considered	Management	Delegated Depts	Absence levels - site			Absence levels - HDS		
			5%	10%	25%	5%	10%	25%
Additional MHE / Vehicles	Transport Management	Transport Equipment						
Amend/extend Customer delivery time/days (24/7) windows	Transport Management	Customer Services					Yes	Yes
At gate / reception screening	Transport Management	Transport	Yes	Yes	Yes	Yes	Yes	Yes
Banning agency / temp staff holidays	Transport Management	HR					Yes	Yes
Change collection times (backhaul)	Transport Management	Customer Services					Yes	Yes
Cleaning isolation rooms	Transport Management	Transport	Yes	Yes	Yes		Yes	Yes
Defer / buy-out staff holidays	Transport Management	HR						Yes
Delegation of decision making	Transport Management	Transport						
Deploy working@home risk assessments	Transport Management	Transport	Yes	Yes	Yes		Yes	Yes
Disinfect Air Conditioning units	Transport Management	Transport		Yes	Yes		Yes	Yes
Drop Trailer (backhaul)	Transport Management	Transport						
Enable agency retainer bonus	Transport Management	Transport						
Ensure key contacts list is kept current (staff, suppliers, customers)	Transport Management	Comms	Yes	Yes	Yes	Yes	Yes	Yes
Ensure succession / shadow list is current	Transport Management	Comms	Yes	Yes	Yes	Yes	Yes	Yes
Extended shifts (mindful of limitations)	Transport Management	HR					Yes	Yes
Flexible working (hours and days)	Transport Management	Transport						
Getting people to work if local transport restricted	Transport Management	Transport	Yes	Yes	Yes		Yes	Yes
Health strategy document	Transport Management	Transport	Yes	Yes	Yes		Yes	Yes
Implement time gap at shift change process to reduce human to human contact and clean down equipment	Transport Management	HR						Yes
Increase staff info levels (posters, e-mails)	Transport Management	HR	Yes	Yes	Yes	Yes	Yes	Yes

Activity	Owner	Dept	1	2	3	4	5	6
Limit face to face debrief	Transport Management	Transport						
Move to Transport central planning	Transport Management	Transport						Yes
Multi skill training of staff	Transport Management	Transport						
NHSSC Contractor BCP review & update	Transport Management	Transport	Yes	Yes	Yes		Yes	Yes
Opening delivery windows to 24/7 - DC Goods In	Transport Management	Transport						
Ops Three-shift system (24-7)	Transport Management	Transport						
Out-source backhaul	Transport Management	Transport						Yes
Out-source cage collection	Transport Management	Transport						Yes
Personal @home protection kit issue(DHL/Agency/Contractors)	Transport Management	Transport						
POLO	Transport Management	Transport						Yes
Redirect inbound to other DC's	Transport Management	Transport						Yes
Reduce non essential travelling and contact risk (audio conferencing / webex)	Transport Management	HR						Yes
Review and upgrade local site security to deal with potential security breaches	Transport Management	Transport			Yes		Yes	Yes
Rugby expansion	Transport Management	Transport						Yes
Security / Gate sanitisation station	Transport Management	Transport	Yes	Yes	Yes		Yes	Yes
Separate staff / visitors doors	Transport Management	Transport	Yes	Yes	Yes		Yes	Yes
Separate visiting driver amenities (portaloos)	Transport Management	Transport	Yes	Yes	Yes	Yes	Yes	Yes
Source & Train additional Agency / Temp Staff	Transport Management	HR						Yes
Staff incentives to flexible working	Transport Management	HR						Yes
Staff screening / return to home policy	Transport Management	HR	Yes	Yes	Yes	Yes	Yes	Yes
Stock pile of PPE (face masks, gloves, aprons (cleaners)	Transport Management	Transport			Yes		Yes	Yes
Stop management	Transport	Transport						Yes

Activity	Owner	Function						
training activity	Management							Red
Stop period reporting	Transport Management	Transport						
Sub-contract trunking	Transport Management	Transport						Yes
Supplier driver "stay in cab" process	Transport Management	Transport		Yes	Yes		Yes	Yes
Suspend / delay mobile phone transfer	Transport Management	Transport						
Suspend absence management reviews	Transport Management	Transport						
Suspend annual driver assessments	Transport Management	Transport						
Suspend customer site surveys	Transport Management	Transport						Yes
Suspend disciplinaries (non gross misconduct)	Transport Management	Transport						Yes
Suspend Driver CPC training	Transport Management	Transport						
Suspend performance management meetings	Transport Management	Transport						Yes
Suspend vehicle washing	Transport Management	Transport Equipment						
Switch off Air Conditioning units & open windows	Transport Management	Transport			Yes		Yes	Yes
Union engagement	Transport Management	Transport	Yes	Yes	Yes		Yes	Yes
Using loaders for drivers / warehouse	Transport Management	HR					Yes	Yes
Utilise skilled / associated / functional staff from other DHL BU's / Cluster groups	Transport Management	HR						Yes
Utilise skilled / associated / functional staff from other functions/sites (Skilled)	Transport Management	Transport						
Weekend working rolling schedule	Transport Management	Transport						

Emergency electricity generator hire

Company	Based at	Telephone
Hire Service Shops (HSS)	National	0845 766 7777
Fox & Cooper	National	01469 540461
Power Electrics	Bristol	0117 957 1221
Standby Generators Ltd	Hampshire	01252 336990

NHS Supply Chain has an arrangement with HSS to provide emergency electricity generation equipment. The HSS number above is active on a 24 hour or daily basis, and should be the first call for access to emergency generators.

Contact Details – Military Assistance to the Civil Community

Site Location	Regional Brigade	Contact number
Alfreton Bury St Edmunds Normanton	2 Division SO2 G3 Ops/Cts HQ 2 Division Imphal Barracks, Fulford Road **York** YO1 4HD	01904 662130/2484
Maidstone	4 Division SO2 G3 (Ops/O&D) HQ 4 Div, Steeles Road, **Aldershot** Hants GU11 2DP	01252 347016
Runcorn	5 Division SO3 G3 (Ops/O&D) HQ 5 Div, Copthorne Barracks, Copthorne Road, **Shrewsbury,** Shropshire SY3 8LZ	01743 262291/2246

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The Department of Health should also be informed before any request is made by contacting the DH Operations Room 0207 210 5690 (24 hour number).

System		No Pages	Page 60 of 83
		Issue No.	One
		Date Of Issue	21/9/09
Series Heading	Procedure	Series No	8.0
Section	I.T. Support	Procedure No	80/064
Section Activity	Business Continuity Plan		
Responsible Party	Head of I.T. Services		
Subject/Purpose	IT Depot Failure Continuity Plan		

Forward

1.1 This procedure should form a part of the wider Business Continuity Plan (BCP) and should be used in order to understand the role and responsibility of IT during wider Business Continuity issues or problems. There are a number of considerations the wider business will have to undertake in order for any BCP to work and it should be understood it is not the remit of IT to provide these solutions.. Things such additional Trucks, relocation of manpower and resourcing, floor space for marshalling etc.

1.2 This procedure would be used in order to help the business accommodate full or partial failure of a depot or number of depots within its network with a view to maintaining the businesses ability to sustain acceptable levels of service.

1.3 For wider information on NHS Supplychain IT Governance and management control, please refer to "Management control Matrixv8.doc" contained within procedure document 800823.

1.4 On notification by the business, IT will have a responsibility to help re-direct business demand to other depots within a timely fashion (notionally set to within 2 days). However, this is from the time the business advises where demand is to be switched too, other considerations such as manpower etc may take longer to arrange.

1.5 On notification of a depot failure (fire, flood etc). IT will provide a report of the catalogue stocked by that depot. This report will be passed to the Inventory team for analysis (typically in Excel or .csv file format). Report to run is resus$exec:[john]contingency.com to produce a global look up file and then run cdd_john contingency_report to produce the file for Inventory

1.6 The Inventory team will determine an alternative depot for each NPC stocked at the affected depot, and update the file.

1.7 Once the list is analysed and the pick workload is balanced around the remaining depots by Inventory, the information will be passed back to IT for processing within RESUS. All items at the affected depot can then be flagged as ns_cdt_store_dep_yn = "N".

1.8 A routine can then be run to set the CDT from the alternative depot by changing the ns_alt_depots_1 to the depot in the file via Datarieve

1.9 Subsequent demand will be processed by RESUS in the normal manner and demand will be transferred to the alternative depot for picking. Outstanding demand not yet despatched can also be reloaded by creating new whrhed and whrlin files and storing existing cross dock demand in the new files. (This store routine has not yet been written / tested)

2.0 As per point 1.1, No consideration by IT is made to the physical requirements of doing this, ie marshalling areas, manpower required to effect the pick, analysis of the stock report etc. Referral to the Operational, Inventory and other plans should be made for this information.

2.1 I.T procedure document resides on dsa3603:[major_incident]major_incident.txt. References to the DR plan below relate to the customer transfer version published some years ago and the reqstore routine has now been superseded by Optimiza.

Procedure for Resus Application Team following the loss of a Depot

Authorization to run this MUST be taken by an Incident Manager or the I.T Services Manager.

The Resus Application teams may be asked to run this procedure for depotsother than those they support daily. This should not be questioned as a loss of say the Maidstone depot may well have affected the Resus Team at that site.

This procedure can only be invoked by the following personnel :-
- Resus Application Manager
- Resus Support Manager (South)
- Resus Support Manager (North)

Actions to be taken following authorization.

1. Log in to a privileged DCL account (JOHN,STEVE,MICK etc)
2. Before Database start customer transfer for all depots do :-
maid
backup/log/ignore=interlock files:stkdem.fil dsa3602:[000000]stkdem_maid.fil
norm
backup/log/ignore=interlock files:stkdem.fil dsa3602:[000000]stkdem_norm.fil
runc
backup/log/ignore=interlock files:stkdem.fil dsa3602:[000000]stkdem_runc.fil
alf
backup/log/ignore=interlock files:stkdem.fil dsa3602:[000000]stkdem_alfr.fil
bury
backup/log/ignore=interlock files:stkdem.fil dsa3602:[000000]stkdem_bury.fil
brid
backup/log/ignore=interlock files:stkdem.fil dsa3602:[000000]stkdem_brid.fil
3. After Database have finished run for every depot :-
  assign depot
  cdd_john
  define poline_lost_file dddd_FILES:POLINE.FIL where dddd = lost depot
  define stkdem_orig_file dsa3602:[000000]stkdem_dddd.fil where dddd is the
  depot you just assigned.
  dtr
  :
DEMAND_UPDATE_MAJOR_INCIDENT

Reports produced will be in report: called cont1, cont3 and cont4.lis

At the request of Inventory the job REQSTORE due to run at 2am can be brought forward to reflect the new demand levels. This will print to their line printers and will be their cont2 report as detailed in the Disaster Recovery Procedure.

CDT all demand from the destroyed depot around the country
@resus$exec:[john]contingency.com , this produces a global file to reference.
Assign destroyed depot
cdd_john
dtr
:contingency_report

Send file to Inventory for rationalisation of demand and on return update depot stock
file with new CDT depot Id's

Take copy of depot whrhed , whrlin files and create new ones before loading new reqs. Copy
cross dock and edirect reqs from the old files to the new files using record = record

Get ops in other depots to deny any IDT and CDT picks for destroyed depot

Load edihed and edilin files from old whrhed and whrlin files or create efi files using original
routines in dsa3603:[major_incident]. Only load non cross dock / edirect lines as they will still be
coming   WRL_CD_ITEM_YN = "Y" = cross dock reqs
declare header_found pic x(1).
for all whrlin_old with WRL_CD_ITEM_YN = "Y" and wrl_status ne "F","Z"
begin
header_found = "N"
store whrlin using wrl_record = wrl_record
for first 1 whrhed with wrh_primary_key starting with wrl_distr_no|wrl_req_no
begin
header_found = "y"
end
if header_found = "N"
begin
for first 1 whrhed_old with wrh_primary_key starting with wrl_distr_no|wrl_req_no
begin
store whrhed using wrh_record = wrh_record
end
end
end

Contents:

NHS Supply Chain Customer Facing It Systems Controls

Background

RESUS is the core business application and runs the Warehousing and Commercial operations of NHS Supply Chain.

ISIS is the core desk top service and network infrastructure with its primary data centre at the Alfreton data centre and a backup system located at the Normanton depot.

SOLO (Supplychain OnLine Ordering) is the web based application accessible by customers to input their orders

e-DC, (electronic Demand Capture) is a more automated system for managing local inventory levels and ordering goods. Utilising PDA's enabled for scanning this is a web based solution where scanned orders are then "uploaded" to the ordering system.

The RESUS Hardware and operating system are subject to PFI contractual arrangements with iSOFT plc who provide a Managed Hosting Service in line with a formal Service Level Agreement (SLA).

The source code of RESUS is owned by IB Solutions and licensed to NHS Supply Chain. IB Solutions are contracted to provide software development services.

NHS Supply Chain is responsible for the data and the RESUS application first line support.

The SOLO Hardware hosting and support is subject to PFI contractual arrangements with iSOFTplc who provide a Managed Hosting Service in line with a formal Service Level Agreement (SLA).

The SOLO software has been developed in house and is supported by the NHS Supply Chain IS Department

The e-DC Hardware hosting and support is subject to PFI contractual arrangements with iSOFTplc who provide a Managed Hosting Service in line with a formal Service Level Agreement (SLA). Customer specific equipment such as PDA's is supported by NHS SC with ancillary support contracts with specialist third party companies.
The e-DC software has been developed in house and is supported by the NHS Supply Chain IS Department

All NHS Supply Chain IT systems are subject to the organisations Acceptable policy.

1   IS Personnel Management

Both IB Solutions and iSOFTplc accept responsibility within the contracts for ensuring that there are sufficient skills and resources to meet their obligations to the NHS Supply Chain .

The establishment of the NHS Supply Chain IT department was set to maintain a number of IT systems including RESUS and is subject to annual review.

All NHS Supply Chain staff recruitment is subject to formal procedures as established by the Human Resources department under current employment laws.

2   File control

The operating systems provide a flexible access control mechanism that can be used to define complex controls for sharing access. Account restrictions can be specified by a systems manager, to provide flexible controls on the environment and system resources accessible to individual users.

Each Trust or Health Authority has a specific environment on RESUS , SOLO and/or e-DC denoted by an identifier, (referred to as the District Number). This is where all demand is captured and all finance transactions relating to that demand are produced and recorded.

Three "levels" of customer access are available.
a) Trust Administrator Access to SOLO, e-DC and other web based systems is processed by NHS SC and is subject to the organisations Scheme of Delegation for authorisation and is used to allow the user to administer users and other parameters within their environment.
b) User access. These have varying levels of access and responsibility and access is granted and managed by Trust Administrators.
c) Customer access to the RESUS system is not required and is not granted under any circumstances.

Login security includes break-in detection which disables user ID's when password guessing is detected, regular forced password changes at periods designated by the Systems manager, and inactivity timeouts

Privileged access to system components e.g. the ability to copy or amend files is severely restricted to members of the NHS SC IS support team and is not made available to customers.

3   Network control

The network strategy is to make the system available across the NHS N3 Network. This ensures that it is subject to all the code of connection requirements, user restrictions and monitoring processes as required by the NHS Connecting for Health who manage the network on behalf of the NHS.

LAN Management at the customer site remains the responsibility of the individual Trust or Health Authority

4   Environmental control

Maintenance of the hardware is the responsibility of the FM contractor iSOFT plc The hardware is located in designated computer rooms on two geographically diverse sites. Both sites include provision of UPS protection and stand by generators and offer diverse routing of external communications links.

The contractor's premises maintain full security access controls, including intruder detection systems. Fire detection and halon protection safeguard the environment. Premises are monitored 24 hours per day. These controls and measures are part of their Corporate Security Instructions.

Provision has been made for electronic transfer of data either by FTP from password protected accounts, or by E Mail where this is a requirement. There are some Trusts which still request the information on a diskette.

5 Business continuity planning

Provision for the loss of systems is one section of a Corporate Major Incident Document, in which disaster recovery responsibilities, processes and procedures are specified for a number of possible scenarios

The contract let with iSOFT plc for the provision of the Managed Service was a substantial investment, specifically organised to provide a system with a high level of fault tolerance and an inherent disaster recovery configuration. The systems are routinely monitored to ensure sufficient capacity is available . The hardware has been regularly upgraded to meet the growth in demands

5.1 RESUS

The system comprises of four processors arranged in two clusters of two processors sited four miles apart linked by a diversely routed LES 100 ring. N3 provides connectivity with two separate connection points to the system

Data written to the live operating disks is continuously copied to three shadow sets so that at all times there are four sets of all the data on the system. Each processor is capable of handling all the data traffic independently providing fault tolerance not only within each cluster but full disaster recovery between the two sites.

5.2 SOLO/e-DC

There are 4 web servers in the cluster linking to the customer base,

The system database server has automatic failover to a back up server.
 In addition there is a cold standby server with two web servers on the back up site (four miles away)

The system incorporates SAN (Storage Area Network), data storage technology.

 There are additional processes and procedures in place as part of the business continuity plans to allow customers to submit requests on paper in the event of a major incident

6 Data protection control for input of data

NHS Supply Chain operates in compliance with the Data Protection Act 1998. The contract stipulates that the FM contractor will manage both the physical environment and the data within the provisions of the Data Protection Act.

7 Application control

The RESUS system is a mature application with a proven record of completeness and accuracy of data processing, and file maintenance established over a number of years.

There is an established processing schedule known to all customers, the technical support staff, and the FM contractors.

 Provision is made within the systems to allow users to check that the data they have input has been received and filed appropriately, and a help desk has been established to deal with all customer queries. The key elements of data processing are scheduled to allow time for resubmission in the event of system failure.

Logical access controls are applied to reporting facilities to ensure that the users are in control of their own reporting process when producing standard reports.

The financial cycle is weekly with output for financial interfacing and invoicing produced during weekend posting run (Saturday and Sunday) with the exception of year end processes around 31st March if that date falls other than a Friday.

8   Change control

The RESUS, SOLO, e-DC system development programs are controlled by the NHS Supply Chain System Development Life Cycle "SDLC"process, which is used to evaluate and control proposed amendments to the production software. The procedures cover the complete process from initiation of a change request to production of release notes and user training, where the changes made are deemed to require updating of the user knowledge base.

9   Facilities Management

The Facilities Management is the subject of a formal contractual arrangement with iSOFT plc. iSoft provide a number of NHS trusts with a variety of high profile health related applications, including Patient Administration Systems (PAS), from their data centre which hosts NHS Supply Chain's hardware. They are ISO accredited.

Benchmarks have been established to measure the performance of the service including
a)   Response times
b)   Service Availability
c)   Problem response and resolution times

Performance is reviewed monthly and performance penalties are applied where service failures occur. The results of the review are reported to the Senior Management. In addition, annual review meetings are held bringing the contactor and NHS Supply Chain together at director level.

The contract clearly specifies the circumstances under which termination of the contract becomes an option for NHS Supply Chain in its dealings with the contractor.

10   ISIS

ISIS is the primary desk top system which also covers connectivity and network communications within the Alfreton depot.
All key servers are duplicated and backed up where possible, or with standby units where not possible.
Connectivity to ISIS is via the BT N3 network and faults on this network are   beyond   the   scope of NHS Supplychain and should be addressed directly via BT.
All data held on ISIS is backed up daily and a safe off site store at the Normanton depot is used to store weekly back up tapes.

11   Compliance

Compliance with all processes and procedures is subject to regular audit by both external DHL audit and by the NHS Supply Chain Internal Audit Team. Standards and procedures are subject to continual update and review.

Company	Based at	Telephone
Hire Service Shops (HSS)	National	0845 766 7777
Fox & Cooper	National	01469 540461
Power Electrics	Bristol	0117 957 1221
Standby Generators Ltd	Hampshire	01252 336990

NHS Supply Chain has an arrangement with HSS to provide emergency electricity generation equipment. The HSS number above is active on a 24 hour or daily basis, and should be the first call for access to emergency generators.

Site Location	Regional Brigade	Contact number
Alfreton Bury St Edmunds Normanton	2 Division SO2 G3 Ops/Cts HQ 2 Division Imphal Barracks, Fulford Road **York** YO1 4HD	01904 662130/2484
Maidstone	4 Division SO2 G3 (Ops/O&D) HQ 4 Div, Steeles Road, **Aldershot** Hants GU11 2DP	01252 347016
Runcorn	5 Division SO3 G3 (Ops/O&D) HQ 5 Div, Copthorne Barracks, Copthorne Road, **Shrewsbury,** Shropshire SY3 8LZ	01743 262291/2246

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