



**NORTHERN IRELAND PRACTICE AND EDUCATION
COUNCIL FOR NURSING AND MIDWIFERY**

Business Continuity Plan

April 2021

Any request for the document in another format or language will be considered

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1. INTRODUCTION

NIPEC's corporate Business Continuity Plan (BCP) provides the framework within which the Organisation can continue to deliver an appropriate level of service to our service users in the event of any disruption.

This plan takes into account all aspects of NIPEC's business, i.e. processes, personnel, external contacts, infrastructure and technology, and prioritises them into phases within which they need to be recovered by.

The nature of disruptions has been taken into account while doing this. Although it is not possible to accurately predict all incidents that may occur the plan has identified the most probable causes of disruption (Table 1 refers). By following this plan and what it outlines, a full recovery of NIPEC's services should be achieved, preventing complete failure and reducing the negative impact a disruption can have. In the event NIPEC is notified of planned disruption, e.g. Industrial action by HSC staff, a separate assessment of the situation will be completed to include potential impacts and mitigating actions taking account of guidance issue by DoH and BSO HR.

The BCP contains checklists based on the pre-determined possible levels of disruption. These checklists inform staff and the Department of Health (DoH) how NIPEC will ensure the continuance of its services and progress to the eventual restoration of normal services. To remain effective and fit for purpose, the plan will be regularly updated in response to current identified threats.

With specific regard to IT services, it should be noted that NIPEC has a Service Level Agreement (SLA) with the Business Services Organisation's (BSO) Information Technology Service (ITS). In addition, BSO ITS has an IT Incident Management Process (see Appendix G) which will result in their officers liaising with NIPEC regarding areas such as emergency responses, backup, restore and recovery procedures for IT equipment, and system and network software.

2. SCOPE

This is a generic document which details the actions and processes required to maintain the operation of NIPEC's services during times of disruption. It indicates roles, responsibilities, accountabilities, actions and decision processes that should be followed and achieved when this plan is activated.

3. AIM

The aim of this plan is to ensure that NIPEC can recover its services in a timely manner.

4. OBJECTIVES

- To identify the risks faced by NIPEC
- To prevent or reduce identified risks that could affect NIPEC
- To mitigate the effects of those risks once they have occurred
- To allow critical services to continue until the disruption is over
- To set achievable recovery aims to enable a phased, efficient and fast recovery to normal level of service.

5. PLAN AUDIENCE

This plan is intended for staff that have a role to play in a business continuity response to a disruption affecting normal service levels.

6. PLAN DISTRIBUTION

This plan will be held on NIPEC's server which is accessed by all staff and appropriate staff who have a role within the plan will be given a hard copy for reference purpose.

7. PLAN OWNERSHIP

The Chief Executive has ultimate responsibility for planning and management of NIPEC's business continuity arrangements. However, responsibility for planning has been delegated to the Head of Corporate Services.

8. ABOUT NIPEC

NIPEC plays a particular role in supporting the vision and objectives of the Chief Nursing Officer, DoH, in the continued pursuit of excellence in the delivery of nursing and midwifery services to the population of Northern Ireland. Health and social care is delivered by Nurses and Midwives throughout Northern Ireland in a wide range of diverse settings comprising the statutory, independent and voluntary sectors. NIPEC seeks to support the best practice of Nurses and Midwives in all contexts through supporting their practice, education and development.

Nurses and Midwives aim to deliver high quality, person-centred care, which influences the health and well being of the population. NIPEC values its relationship with Nurses, Midwives and key stakeholders, and works in partnership with them to assist them in achieving their objectives and aspirations.

At all times NIPEC encourages practice that is ethically sound and reflects the requirements of the regulatory body for Nurses and Midwives¹, which is mandated in *The Code: standards for conduct performance and ethics for nurses and midwives (2008)*². NIPEC is committed to the promotion of continuous professional development and to a culture of lifelong learning, to enable nurses and midwives to maximize their contribution to the health and well-being of patients and clients, regardless of the role being undertaken.

9. RISK ASSESSMENT

Risk assessment is used to identify the most cost effective ways to reduce the impact and likelihood of them occurring or remove the risk completely. Therefore, risk assessments are seen as part of NIPEC's daily business.

There are a number of risks that could occur and trigger a disruption to the services provided by NIPEC. As identified in Table 1, NIPEC has sought to identify potential impact and mitigating actions against each risk.

¹ The Nursing and Midwifery Council (NMC)

² www.nmc-uk.org

Table 1: Risks to NIPEC

Risk	Impact	Mitigation
<p>Influenza/Covid-19 (Coronavirus) Pandemic Outbreak</p>	<p>Loss of staff due to illness, caring responsibilities, fear, bereavement</p> <p>Disruption to work plans</p> <p>Disruption to corporate services infrastructure</p> <p>Staff at increased risk – contact with symptomatic persons</p> <p>Realignment of resources/capacity to support the strategic response across the HSC</p>	<p>DoH Pandemic Preparedness Strategy</p> <p>Update to NIPEC Business and Work Plans</p> <p>Guidance/advice issued by Public Health Agency at www.publichealth.hscni.net</p> <p>Emergency Response to Covid-19 – Home working/ Office Working/Return to Office Working Standard Operating Procedures</p> <p>Rebuilding Services in the Context of Covid-19 Emergency Arrangements (draft)</p> <p>Risk Assessment/Action Plan for Return to Office Working</p> <p>HR guidance issued by BSO</p> <p>Staff advised of NHS helpline - 111</p> <p>Staff advised of and facilitated to attend Flu/ Covid-19 vaccination clinics as necessary</p>
<p>Lack of adequate number of staff in the event of a disaster</p>	<p>Disruption to service</p>	<p>NIPEC HR policies including absence management, flexible working</p>
<p>Severe Weather</p>	<p>Loss of access to Headquarters</p> <p>Lack of ability to travel</p> <p>Staff loss – staff unable to get to work</p> <p>Loss of utilities</p> <p>Loss of telecommunications and IT</p>	<p>Severe weather warnings passed onto staff to raise staff awareness</p> <p>Flood warnings etc circulated to raise staff awareness</p>
<p>Loss of or access to building</p>	<p>Disruption to normal service delivery</p> <p>New ways of working including home working when required</p>	<p>Fire evacuation plans</p> <p>Facility recovery plans</p> <p>Home working Standard Operating Procedures</p>
<p>Loss of IT and telecommunications systems</p>	<p>Disruption to normal service levels</p>	<p>BSO ITS IT Incident Management Process</p>

Loss of National telecommunications systems	Inability to communicate via telephone or internet	BT disaster recovery plan BSO ITS IT Incident Management Process
No cash in Bank	Disruption to finance system	Monthly Financial Monitoring Return (FMR) submitted to DoH to ensure NIPEC remains solvent
EU Exit	Disruption to normal service delivery	Business Continuity Plan reviewed/tested Participation in DoH EU Exit meetings Completion and review of NIPEC's EU Exit Operational Risk Assessment and Readiness
Industrial Action by HSC Staff (full strike/short of strike)	Disruption to normal service delivery and progress of work streams (including Transformation projects): (a) External: <ul style="list-style-type: none"> • Impact of disruption within other organisations on NIPECs work • Ability to proceed with planned external events/meetings • Reduced stakeholder attendance at planned external events/meetings which may impact on quorum membership (b) Internal: <ul style="list-style-type: none"> • Sufficient staff to provide normal service, eg. admin/office cover • Willingness of staff to cross picket lines 	Business Continuity Plan reviewed/tested Follow agreed regional guidance issued by HRDs and BSO's HR and Legal Services Secure robust lines of communication across stakeholder organisations to identify industrial action which will impact on NIPECs ability to continue with normal business Update key stakeholders as and when required Update landlord and any external contractors (eg. cleaning services) as and when required

10. DISRUPTION LEVELS

There are three levels of disruption that have been identified for NIPEC. The circumstances of disruption may vary but the scale will be as denoted, therefore, the actions will remain the same despite the cause of the disruption. The actions and decisions at each level of response for 24 hours, 24-48 hours, up to 1 week and up to 2 weeks after the event are set out in Appendices A-D.

Levels of disruption are defined as follows:

Level 1

This is a disruption which may or may not be anticipated occurring in the 'Corporate Services' and/or 'Professional Services' areas resulting in a loss of 20% of staff in either area.

These events are generally of short duration and a response would be led by the designated officer:

- The Head of Corporate Services and/or Corporate Services Manager as applicable for the 'Corporate Services' areas
OR
- The Senior Professional Officers and/or the Chief Executive for the 'Professional Services' areas.

Level 2

This is a disruption which may or may not be anticipated occurring in the 'Corporate Services' and/or 'Professional Services' areas resulting in loss of 40% of staff in either area.

These events can result in building loss, staff absenteeism and substantial loss of equipment and records. The corporate response is likely to be coordinated by the designated officers:

- The Head of Corporate Services and the Chief Executive for the 'Corporate Services' area
or
- The Senior Professional Officers and the Chief Executive for the 'Professional Services' areas.

Level 3

*This is an event which may or may not be anticipated causing disruption to the whole of NIPEC services **or** a corporate loss of 60% of staff.*

These events can result in building loss, mass staff absenteeism or substantial loss of equipment and records. Where there is an event causing multiple service areas to be disrupted, or where all of the services are affected (say, for example during industrial action, an influenza pandemic), co-ordination will be passed to the Senior Team³ with the DoH being advised through the Chief Executive and Council kept informed via the Chair of the Council. It is likely that a number of recovery teams will be convened to look at specific issues (e.g. communications, IT and telecommunications, corporate issues), rather than individual managers trying to manage the problem in isolation.

Whilst the aim of the plan is to minimise the impact of a disruption, it is possible that parts of the service may need to be delayed, suspended or delivered by alternative means in order to maintain these elements. It should be noted that whilst the plan increases NIPEC's level of resilience significantly, NIPEC could be faced with a situation that results in some services becoming compromised. In this case, the

³ Senior Team refers to (Chief Executive, Head of Corporate Services and Senior Professional Officers)

Senior Team may have to look again at the services and reprioritise them, taking into account the situation for the Organisation and across the broader HSC and the information available at that point in time.

11. ROLES AND RESPONSIBILITIES

During a disruption affecting NIPEC, a number of people internally and externally will be required to assist with the response. The following table gives a brief outline of the internal personnel who will be involved in a business continuity response.

Team/Person	Normal Role	Disruption Level	Responsibilities
Head of Corporate Services Senior Professional Officers Corporate Services Manager	Normal roles and responsibilities apply	1, 2, 3	Co-ordination of the business recovery Notification upwards when business recovery plan is unable to be delivered Maintain communication with staff, Senior Team and service users
Senior Team		2, 3	Co-ordination of the response Alerting Council and DoH of disruption Agreeing with Stakeholders where services are delayed, scaled down or suspended Overview for staff welfare Maintain communications links

Where the disruption results in the attendance or assistance from the emergency services or external stakeholders, the Senior Team will determine the need to appoint specific liaison officers.

12. STAFF

Cover arrangements for the Chief Executive are normally agreed one year in advance and shared with NIPEC's Business Team and NIPEC Council Chair. In the event that this plan is activated, staff generally will not have any direct involvement in the response, unless stated in Appendix E. Those not directly involved should wait for directions from their Line Manager.

Staff must remain contactable throughout the disruption because they may be required to help at any point. Staff must keep NIPEC up-to-date with personal

contact details, via the Personal Assistant to the Chief Executive, to enable contact during periods of disruption.

In the event that NIPEC is unable to use/access or is required to evacuate its accommodation at Centre House for a longer than normal period of time, i.e. more than 30 minutes, staff should assemble/relocate to the Health and Social Services Board's restaurant, 12-22 Linenhall Street, Belfast, and await further instructions from their Line Manager.

13. ACTIVATION

Recovery will be activated in a level 1 or 2 situation by the Managers in the areas affected. The Senior Team will be advised, or if the disruption occurs out of hours, the Chief Executive will be informed.

14. RECOVERY OF SERVICES

Recovery is the process of returning the affected service(s) to normality and it is the responsibility of the Manager to ensure this happens as smoothly as possible for their work area. Recovery issues need to be considered early on in the response by the Managers and the Senior Team, as appropriate, to allow for a successful continuance of services and an appropriate phased recovery of other work areas until normality is reached, with minimal negative impact to key stakeholders.

With specific regard to the recovery of IT services, NIPEC has a SLA with BSO ITS. In addition, BSO ITS has an IT Incident Management Process (see Appendix G) which would result in their officers liaising with NIPEC regarding areas such as emergency responses, backup, restore and recovery procedures for IT equipment, and system and network software.

IMMEDIATE ACTIONS CHECKLIST
Level One Disruption: Immediate Actions Checklist

Action				
	First 24 hours	24 to 48 hours	Up to 1 Week	Up to 2 Weeks
Designated Officer to assess the situation				
Situation is determined by the Designated Officer to be a Level 1 by: <ul style="list-style-type: none"> • Only one service area is affected, or • 20% of staff not at work. 				
ACTIVATE THIS PLAN for a level one event				
Designated Officer will take the lead in proactively planning or recovering services via appropriate plan implementation and keep a full record of actions taken (Appendix F) to facilitate structured management of the event and gather as much information as possible, keeping this up to date for future reference				
Designated Officer will investigate: <ul style="list-style-type: none"> • Which aspect of the service is affected? • How many posts/workstations are affected? • Which equipment is lost or damaged? • Decide if operations can be continued via other post-holders, stood down or from same work stations/office? • How many staff are affected? • What are likely effects on service delivery-internally or externally? 				
Designated Officer will carry out the following actions based on earlier findings: <ul style="list-style-type: none"> • Locate alternative resources, in the same building if possible, that can be shared or instigate Home Working procedures. • Identify essential items of equipment that need immediate replacement and obtain them • Identity any areas of work that can be temporarily transferred to other sources. • Identify any possible suspensions of services. 				
Designated Officer should begin service recovery actions				
Review Organisation's response to the event as a whole and the creations of lessons document to help identify changes that may make the business continuity plan more effective				

IMMEDIATE ACTIONS CHECKLIST

Level Two Disruption: Immediate Actions Checklist

Action				
	First 24 hours	24 to 48 hours	Up to 1 Week	Up to 2 Weeks
Designated Officers to assess the situation				
<p>Designated Officers identify a Level 2 disruption by:</p> <ul style="list-style-type: none"> • Substantial building damage resulting in several areas being unfit for occupation • Substantial loss of equipment and records affecting a number of services • Full redeployment within the remaining property is not feasible • Some recovery of records and equipment could be possible, or • 40% of staff not at work. 				
ACTIVATE THIS PLAN for a level two event				
<p>Designated Officers will take the lead in proactively planning or recovering services via appropriate plan implementation and keep a full record of actions taken (Appendix F) to facilitate structured management of the event and gather as much information as possible, keeping this up to date for future reference</p>				
<p>The following will be investigated:</p> <ul style="list-style-type: none"> • Which aspect of the service is affected? • How many workstations are affected? • Which equipment is lost or damaged? • Can operations be continued from same work stations/office? • How many staff are affected? • What are likely affects on service delivery? 				
<p>Designated Officers will carry out the following actions based on earlier findings:</p> <ul style="list-style-type: none"> • Identify business critical and/or essential NIPEC services and actions needed to ensure continuance of these • Identify named Officer to record actions taken (Appendix F) to facilitate structured management of the event and gather as much information as possible, keeping this up to date for future reference • Identify and obtain all required resources, as identified, and deploy them where 				

<p>needed</p> <ul style="list-style-type: none"> • Designate staff to call key stakeholders and service users that may need to know of the situation and to gain information from other organisations which may impact on business continuity • Ensure IT and communications systems are in place as appropriate • Send staff home that are not needed at this point and ask them to remain contactable • Relocate necessary staff to identified alternative work areas or instigate Home Working procedures 				
<p>Once critical areas are stable the recovery of each service area should begin by coordinating this response with the staff</p>				
<p>During the implementation of service recovery relevant policies and procedures (including BSO ITS IT Incident Management Process) may need to be consulted, depending on the cause of the disruption and impacts being experienced</p>				
<p>Designated Officers should establish that the building is safe for return by assessing the damage and work needed and begin making arrangements for these repairs</p>				
<p>Meetings should be held with key staff to assess the progress of recovery and needs of each service to help improve rate of recovery</p>				
<p>Staff sent home or working from home should be contacted by using the cascade system to inform them of the progress</p>				
<p>Review Organisation's response to the event as a whole and the creations of lessons document to help identify changes that may make the business continuity plan more effective</p>				

IMMEDIATE ACTIONS CHECKLIST

Level Three Disruption: Immediate Actions Checklist

Action				
	First 24 hours	24 to 48 hours	Up to 1 Week	Up to 2 Weeks
Senior Team to assess the situation				
Senior Team identify a Level 3 disruption by: <ul style="list-style-type: none"> • Substantial building damage resulting in building being unfit for occupation • Substantial loss of equipment and records • Attendance or assistance from the emergency services, or • 60% of staff not at work. 				
ACTIVATE THIS PLAN for a level three event				
Senior Team will take the lead in proactively planning or recovering services via appropriate plan implementation and keep a full record of actions taken (Appendix F) to facilitate structured management of the event and gather as much information as possible, keeping this up to date for future reference				
The following will be investigated: <ul style="list-style-type: none"> • Which aspects of the service/s are affected? • How many work stations are affected? • Which equipment is lost or damaged? • Can the operations be continued from the same work stations/office? • How many staff are affected? • What are the likely effects on service outputs? • What level of Risk Assessment and follow up actions are required (e.g. longer term Standing Operating procedures, changes to Business Objectives and use of resources, etc). 				
Senior Team will carry out the following actions based on earlier findings: <ul style="list-style-type: none"> • Identify business critical and/or essential NIPEC services and actions needed to ensure continuance of these • Identify named officer to record actions taken (Appendix F) to facilitate structured management of the event and gather as much information as possible, keeping this 				

<ul style="list-style-type: none"> up to date for future reference Identify and obtain all required resources, as identified, and deploy them where needed Designate staff to call key stakeholders and service users that may need to know of the situation and to gain information from other organisations which may impact on business continuity Ensure IT and communications systems are in place as appropriate Send staff home that are not needed at this point and ask them to remain contactable Relocate necessary staff to identified alternative work areas or instigate Home Working procedures. 				
The Senior Team should hold a progress meeting with key staff and brief them of the impact				
During the implementation of service recovery relevant policies and procedures (including BSO ITS IT Incident Management Process) may need to be consulted or developed, depending on the cause of the disruption and impacts being experienced				
Meetings should be held with key staff to assess the progress of recovery and needs of each service to help improve rate of recovery				
Staff sent home should be contacted by using the cascade system to inform them of the progress				
Once critical areas are stable the recovery of each service area should begin by coordinating this response with the staff. The Senior Team will coordinate this response along with key staff. <i>(This may not occur until 48 hours after an event of this scale – If situations allow, start this process as soon as possible)</i>				
Review Organisation's response to the event as a whole and the creations of lessons document to help identify changes that may make the business continuity plan more effective				

IMMEDIATE ACTIONS CHECKLIST

Key actions for a prolonged response

1 - 2 weeks	2 weeks onwards
In the event NIPEC is notified of planned disruption (eg. Industrial action by HSC staff), a separate assessment of the situation will be completed to include potential impacts and mitigating actions taking account of guidance issued by DoH and BSO HR. This will be reviewed on a regular basis throughout the period of disruption.	
Regularly review progress, identify and address problems with the response	Regularly review progress, identify and address problems with the response
Review the temporary work areas to ensure they are still able to provide what is required, address any outcomes	Work with DoH personnel to decide the future of the site
Review and address current ICT needs	Begin a rebuilding project in consultation with DoH
Review and address current staffing requirements	Keep staff who may not be required at this stage up to date
Keep staff who may not be required at this stage up to date	If appropriate, maintain media liaison via DoH to keep public informed
Keep key stakeholders, external organisations and contacts up to date	Review Organisation's response to the event as a whole and the creations of lessons document to help identify changes that may make the business continuity plan more effective
If appropriate, maintain media liaison to keep public informed	As per weeks 1-2
Assess and address the need for staff support and welfare	Ongoing work and actions focused on the health and wellbeing of staff
Review Organisation's response to the event as a whole and the creation of a lessons learned document to help identify changes that may make the business continuity plan more effective	Ongoing as per weeks 1-2

KEY CONTACT SHEET

NIPEC main switchboard – 0300 300 0066

Contact	Office Number (direct line)	Mobile Number / other contact info	Useful Information
Prof. Carol Curran	(028) 9536 1181	07789 550627	Chair
Angela McLernon	(028) 9536 1167	07798 892486 or 07590 203673	Chief Executive
Deirdre Meleady	(028) 9536 1181	07884 362775	PA to CE
Jill Jackson	(028) 9536 1186	07825 833307	Head of Corporate Services
Cathy McCusker	(028) 9536 1168	07776 152582	Senior Professional Officer
Angela Reed	(028) 9536 1169	07825 140410	Senior Professional Officer
Fiona Bradley	(028) 9536 1170	07917 559154	Senior Professional Officer
Carole McKenna	(028) 9536 1171	07825 893989	Senior Professional Officer
Frances Cannon	(028) 9536 1172	07435 768935	Associate Senior Professional Officer
Janet Hall	(028) 9536 1178	07771 630303	Corporate Services Manager
BSO switchboard	0300 555 0113		
Karen Bailey	(028) 9536 3864		Interim Chief Executive, BSO karen.bailey@hscni.net
Alphy Maginness	(028) 9536 3585		Chief Legal Adviser, BSO
Paula Smyth Paddy Hanna	(028) 9536 3007 (028) 9536 3883	07780 471659	Director of HR & Corporate Services Senior HR Manager (NIPEC link), BSO
Kevin Carland	(028) 9536 3731		Head of Corporate Services, BSO
Emma Thompson	(028) 9536 3715		Assistant Director of Finance (NIPEC link), BSO
Lynette Fegan	(028) 9536 2643		Interim Head of Shared Services, BSO
Mark Scott Roger McCully Ian Clarke ITS Help desk Out of Hours	(028) 9536 2605 (028) 9536 1946 (028) 9536 2302 (028) 9536 2400 03330 000043	07824 543775	Operations Manager (Client Systems), BSO ITS mark.scott@hscni.net Head of Business Systems, BSO ITS roger.mccully@hscni.net Systems Analyst, BSO ITS ian.clarke@hscni.net

Contact	Office Number (direct line)	Mobile Number / other contact info	Useful Information
Linda Kelly	(028) 9052 0562	Hayley Kelly (028) 9052 2625	Interim Chief Nursing Officer linda.kelly@health-ni.gov.uk hayley.kelly@health-ni.gov.uk
Jemima Keyes	(028) 9052 0792	07796 690152	Nursing Advisor (Sponsor Branch contact) jemima.keyes@health-ni.gov.uk
Philip Rodgers	(028) 9052 2680	Doreen Wallace PA	Director of Workforce Policy philip.rodgers@health-ni.gov.uk doreen.wallace@health-ni.gov.uk
Bob Brown	(028) 7161 1194	(028) 7161 1247 Katrina Quinn PA	Executive Director of Nursing, Western HSC Trust
Heather Trouton	(028) 3861 3979	(028) 3756 0819 Lisa Willis PA	Executive Director of Nursing & AHPs, Southern HSC Trust
Nicki Patterson	(028) 9055 3147	(028) 9055 3147 - ext 86518 Debbie Cousins PA	Executive Director of Nursing, Primary Care & Older People, South Eastern HSC Trust
Suzanne Pullins	(028) 9442 4513	(028) 9442 4261 Hazel McClenaghan PA	Executive Director of Nursing & User Experience, Northern HSC Trust
Brenda Creaney	(028) 9504 0126	(028) 9504 6684 Maria Finnegan PA	Executive Director of Nursing, Belfast HSC Trust
Rodney Morton	(028) 9536 0263	Ruth Lockhart PA	Director of Nursing, Midwifery and AHPs, Public Health Agency
HSCB main switchboard	0300 555 0115		
Patricia Crossan	(028) 9536 3293		Corporate Business Manager
Frances McNicholl	(028) 9536 3131		Project Support Officer
PHA main switchboard	0300 555 0114		
Charlie Preece	(028) 9089 1444 07943 024798		Causeway Asset Management (Landlord agents) charliepreece@causewayassetmanagement.com
Paula Jones	(028) 9052 3809		Assets & Estate Management Branch
Marie McClarnon	(028) 9536 3545	07715 001899	Contract Manager, H&J Martin (Facilities Management (FM) Contract)
Helpdesk	(028) 9070 7340		

Contact	Office Number (direct line)	Mobile Number / other contact info	Useful Information
Barry Kelly	(028) 9064 3211		Operations Manager, Aurion Learning
Stephanie Church		07895 647315 (028) 9045 3345	Account Manager, Postal Sort (postal services for HSCNI) stephanie.church@postalgroup.co.uk info@postalgroup.co.uk
Christopher Baulf	(028) 8165 8335	07725 845445	Munroe Facilities Ltd (window cleaning service) cbaulf@monroeltd.co.uk
Noelle Higgins	(028) 9072 5441	07435 968970	Senior Account Manager, Inspire Professional Services (counselling, mediation, therapeutic, conflict support service) n.higgins@inspirewellbeing.org
NIE	03457 643 643		In the event of a loss of power supply
Power NI	03457 455 455		All other power supply queries
NI Water	03457 440088		'Waterline' for emergencies

INCIDENT MANAGEMENT PROCESS

Approved by: **Senior Management Team**
BSO Information Technology Services

1. INTRODUCTION

1.1 Purpose

The objective of the Incident Management process is to restore normal service operations as quickly as possible and minimize the adverse impact on business operations, ensuring that the best possible levels of service quality and availability are maintained.

1.2 Scope

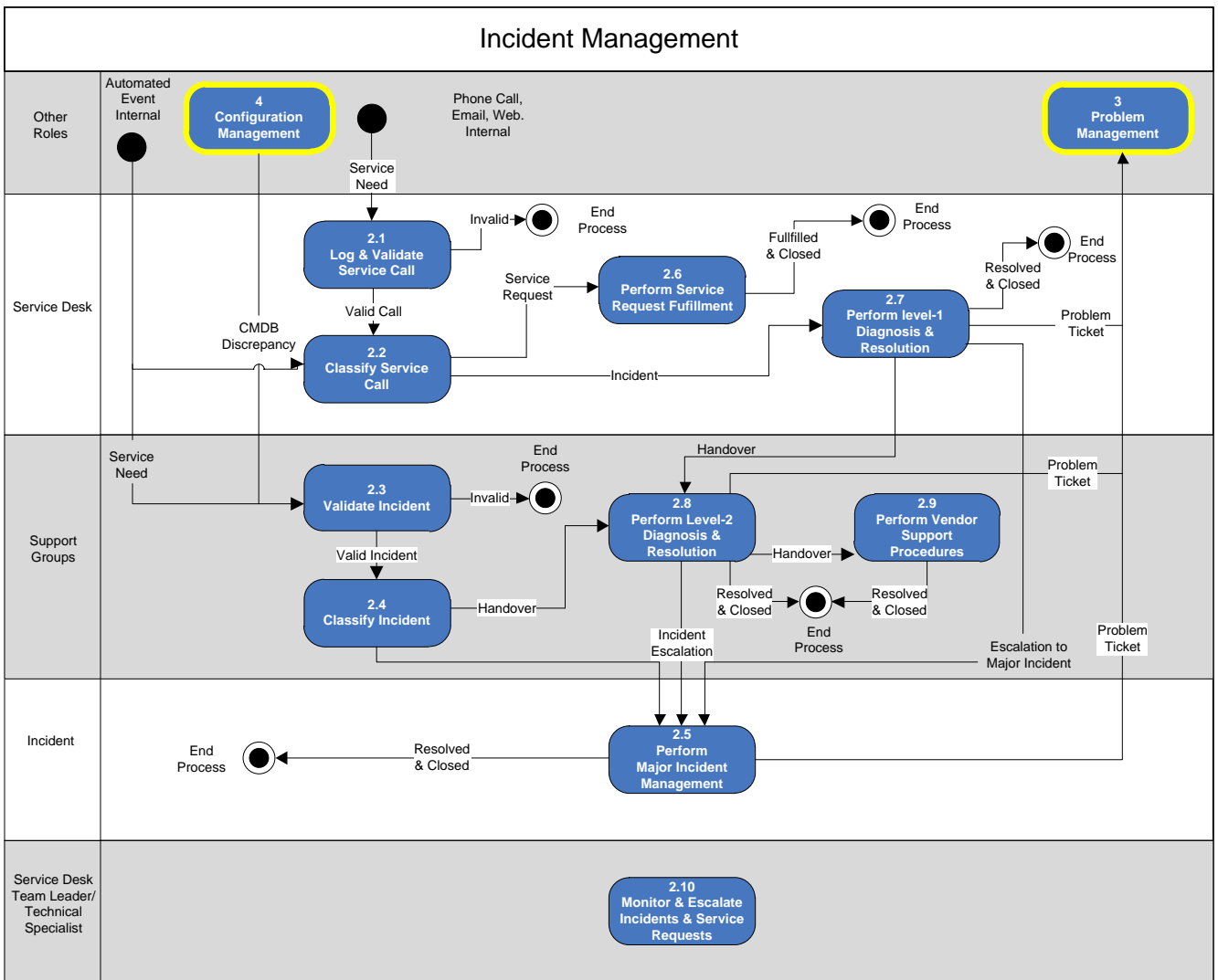
The scope of Incident Management covers all services delivered by and on behalf of BSO ITS to its customers.

1.2.1 This procedure covers:

INCIDENTS	Individual incidences of software, hardware, communications or other operational failure of those products supported by BSO ITS
SERVICE REQUESTS	Requests for support under the Software Support, Technical Support and Technical System Management services
CUSTOMER FEEDBACK	<p>Cases where a customer complains that a promised service or product was not delivered as agreed.</p> <p>This can be in respect of the timeliness of the delivery of the product or service, or its quality. Also cases where a customer wishes to compliment the service provided.</p> <p>Both complaints and compliments can be in writing, or made verbally during discussions with Product Managers Business Managers, or other personnel engaged in Delivery and Support activities.</p>

2. PROCEDURE

The flow chart below shows how incidents are managed.



2.1 Incident Escalation

Incidents not resolved within the target times dictated by the agreed priority are escalated through line management as shown in the tables below.

	URGENCY			
IMPACT	Low	Normal	High	Critical
Individual	Low	Medium	Medium	High
Group	Low	Medium	High	High
Facility	Low	Medium	High	Critical
Organisation	Medium	High	Critical	Critical
HSC Service Wide	Medium	High	Critical	Critical

Note: By default all calls have a Priority of Medium, i.e. Urgency is Normal, Impact is Individual.

PRIORITY	TARGET RESPONSE TIME	TARGET FIX TIME	Infra WARNING email sent to:	ESCALATION			
				SLA Breach	1 st Escalation	2 nd Escalation	3 rd Escalation
			Current Officer & Group	Current Officer & Group	Current Officer & Group	Product / Team Manager	Service Delivery Manager
Critical	1 hour	2 hours	1.5 hours	2 hours	1.5 hours	4 hours	8 hours (1 day)
High	4 hours	8 hours (1 day)	6 hours	8 hours (1 day)	6 hours	16 hours (2 days)	24 hours (3 days)
Medium	8 hours (1 day)	40 hours (1 week)	30 hours	40 hours (1 week)	30 hours	80 hours (2 weeks)	120 hours (3 weeks)
Low	16 hours (2 days)	160 hours (4 weeks)	120 hours (3 weeks)	160 hours (4 weeks)	120 hours (3 weeks)	240 hours (6 weeks)	320 hours (8 weeks)

Note: Once a call breaches its SLA, the call priority cannot be changed.

- 2.1.1** Level 1 escalations are passed on to the Current Responsibility Group at 75% of the target fix time.
- 2.1.2** Further escalations, according to the Escalation Level, to the Line Manager responsible for the incident's Current Responsibility Group.
- 2.1.3** On receipt of a Level 1 escalation the Current Responsibility Group shall take action to resolve before Target Fix Time.
- 2.1.4** All escalations are handled automatically by Infra.
- 2.1.5** On receipt of a Level 2 or Level 3 escalation the Line Manager concerned shall endeavour to discover why the incident remains unresolved. Receipt of the escalation, and detail of the subsequent investigation and its results, shall be recorded against the incident as Action Text in the Infra call.
- 2.1.6** Level 4 escalations shall be passed to the Assistant Director of ITS in the form of a monthly report listing the relevant incidents as follows:

Priority - Critical: At end of month in which incident first reported

Priority - High: At end of month in which incident first reported

Priority - Medium: At end of month + 1 in which incident first reported

Priority - Low: At end of month + 2 in which incident first reported

The Assistant Director of ITS shall acknowledge receipt of the report by signing and dating it and shall then request that the Service Delivery Managers provide explanations for late resolution of each incident. The report makes provision for the recording of this information.

2.1.7 Records showing the receipt and subsequent investigation and results shall be retained for no less than three months after successful resolution of the escalated incident.

2.2 Customer Feedback

2.2.1 Customer Complaints shall always be accorded priority High.

2.2.2 Any Customer Complaint shall be acknowledged in writing to the customer concerned within 2 days of receipt. If resolution of the complaint is also likely within 2 days then this acknowledgement may be combined with the written explanation described in 2.2.3 below.

2.2.3 The resolution of any Customer Complaint should include a written explanation of any investigation carried out and any actions taken as a result of the complaint. This should be forwarded to the customer as soon as possible after resolution. The customer will be invited to express either satisfaction or dissatisfaction at the action taken. At this stage the Infra call may be marked as 'Resolved' but shall normally only be marked as 'Closed' on receipt of an acknowledgement from the complainant that the action taken was satisfactory. Where there is no response from a complainant after 1 month the incident may be marked as 'Closed' and an appropriate comment recorded as Action Text.

2.2.4 Customer Compliments received in writing should be copied to the relevant Business Manager and the Quality Manager for information. Similarly, customer compliments received verbally should be detailed in an e-mail and copied to the relevant Business Manager and the Quality Manager for information.

3. INCIDENT ANALYSIS

This shall be carried out at three levels

3.1 Service Management Review

3.1.1 A review of any Customer Complaints received during the preceding period shall be carried out as part of the six-monthly Management Review Meeting described in the Management Review procedure.

3.2 Service Delivery Manager Review

3.2.1 This shall involve a quarterly review of the number of incidents, support requests and complaints logged at Product and Customer level with a view to identifying any shift in the 'norm' that requires further investigation.

3.2.2 This review shall also consider BSO - ITS general performance during the preceding six months in respect of incident resolution times with particular reference to escalation levels.

3.3 Product Manager Review

3.3.1 This shall involve a monthly analysis of the number of incidents and their type logged against the products for which the Product Manager has responsibility. The

analysis shall aim to identify unusual fluctuations during the preceding six months and seek explanation for their occurrence.

3.3.2 A second element of incident analysis shall involve the product manager in identifying any repeating incidents or complaints whether they be from the same Customer or from many Customers. This analysis should enable appropriate action to be taken to prevent any unnecessary recurrence of the same or similar incidents.

NIPEC Disaster Recovery Team

Name	Position	Phone (Office)	Phone (Mobile)
Jill Jackson	Head of Corporate Services (IT lead)	(028) 9536 1186	07825 833307
BSO ITS Support Desk	BSO ITS	(028) 9536 2400	---
Out of Hours		03330 000043	
Roger McCully	Head of Business Systems	(028) 9536 1946	07824 543775
Paddy Carville	Head of Operations (Infrastructure)	(028) 9536 2204	