

August 2017

Business Contingency and Emergency Planning Policy

Live  Care

Date Written	01.08.2017
Author(s)	Registered manager
Version	2.0
Date Signed Off	08/08/2017
Reviewed by	

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Review Data

Initial Production

Name	Role/Department	RACI	Date
Registered manager	Registered Manager	RA	01.08.2017
Registered manager	Registered Manager	RA	06.12.2017

R = Responsible for document production; A = Accountable; C = Consulted; I = Informed

Change History

Version	Date	Details of Change	Author
2.0	01.08.2017	Re-write and re-structure of original policy in line with most recent legislative updates.	Registered manager

Emergency Contact Details

Name	Email	Mobile
Registered manager	fran@livein.care	

CQC Fundamental Standards

Regulation Number	Regulation Details
Regulation 17: Good governance	Providers must have effective governance, including assurance and auditing systems or processes which must assess, monitor and mitigate any risks relating the health, safety and welfare of people using services and others.
Regulation 18: Staffing	There should be procedures to follow in an emergency that make sure sufficient and suitable people are deployed to cover both the emergency and the routine work of the service.

Key Lines of Enquiry

KLOE	How this applies to Business Contingency/Emergency Planning
Effective	Being able to maintain appropriate levels of service in the event of an emergency is key its ongoing effectiveness.
Well-Led	Effective management of the service includes ensuring that it is able to continue at appropriate level even in the event of emergency situations.

Related Documents

This policy should be read in conjunction with our:

- **Out of Hours & Emergency On-Call Cover Policy**
- **Delayed Attendance Policy**
- **Sickness Policy**

Policy Aims

Objectives of this Plan:

- To define and prioritise the Critical Functions of the business;
- To analyse the emergency risks to the business;
- To detail the agreed response to an emergency;
- To identify Key Contacts during an emergency.

Policy Statement

This document outlines the procedures, and details the necessary information required, should Living Carers Ltd suffer a crisis or emergency. All staff should familiarise themselves with this document and it should be read by all staff at least once a year to refresh their knowledge of their specific roles in a crisis. It is important that all staff understand this document, so should you have any questions, please speak to your line manager immediately.

Living Carers Ltd will analyse its exposure to business disruption, plan effective countermeasures, and maintain the countermeasure plan in readiness, to prepare this business to cope with the effects of an emergency.

Assumptions

Generally Used Assumptions

The business continuity plan will cover two scenarios: for the first 24 hours following an incident and 2-7 days following an incident. Recovery plans needed to cover longer periods would normally be developed during the first fourteen days of an incident.

The business continuity plan will be reviewed regularly, with a full update on an annual basis or where a significant change to the business occurs.

Detailed Planning Assumptions

The following assumptions have been considered when developing the plan:

- In the event of a major incident office premises could be out of use for more than 7 days.
- In the event of a less significant disruption some of the existing office premises would remain in use.
- A utilities failure could lead to loss of electricity supply across a region could last for up to 3 days.
- The mains water supplies and sewerage services may be interrupted for up to 3 days.
- Availability of the IT network historically runs at 95%. In the event of a partial failure of a server the network could be unavailable for up to 12 hours.
- Availability of the internal BT telephone network historically runs at 100%. In the event of a failure we can switch to back up telephony systems within minutes.
- In a pandemic 25% - 30% of staff could be off work at any one time. This will include those who are sick, those caring for others and the 'worried well' who are simply too scared to come to work. On average people, will be absent for 5-8 days, but some may never return.
- In a fuel crisis, only staff involved with delivering critical services are likely to have priority access to fuel.

Business Continuity Process

We have developed a business continuity process that involves four distinct phases. In the event of a disaster or event, we will use one or more of the four phases to deal with the situation at hand:

1. Crisis Phase

The crisis phase is when the initial problem occurs. During this time the Managing Director will be responsible for dealing with the immediate situation.

An extreme example of this phase is where a fire may cause threat to life at either an office or residential location. Evacuation procedures will be used and emergency services will be summoned.

In a less-threatening case, it may be that the computer systems crash and the immediate action is to call an IT person to see what the problem is.

This phase is during the immediate threat to business where the initial assessment and response is needed.

2. Emergency Response Phase

The Registered Manager will assess the situation towards the end of the crisis or immediately after. During this phase the Managing Director, or the Registered Manager, will decide if we will need to implement this business continuity plan to respond using the instructions contained.

3. Recovery Phase

During this phase, essential operations will take place using alternative means. Examples include:

- If office property is affected, then administrative operations will be delivered possibly from the affected premises or alternative premises;
- If computers fail, copies of Clients' records are kept on a back-up system or on paper.

Using alternatives means ensures that business disruption is contained.

4. Restoration Phase

This phase restores conditions back to normal. It will start with a damage assessment, which we aim to deliver within a day of the initial disruption. During this assessment, we will identify if there is any need for repair, refurbishment or even replacement of the affected premises and/or facilities. During the Restoration Phase any damage to the premises and facilities will be repaired to allow business to fully commence.

Overall Assessment of Risk to the Company

Living Carers Ltd has in place a **comprehensive risk assessment process** to assess the risks that pose a threat to the continuity of our business delivery. Our risk assessments have allowed us to develop an effective business continuity plan as we have assessed the **possible threats** and how we can address these to minimise business disruption.

Living Carers Ltd runs a disseminated model of service provision whereby staff care for Clients in their own home rather than having a single business property. In this way, the risk we face from disruptions to accommodation and the associated threat to business continuity is reduced. Nevertheless, we have thoroughly appraised all aspects of our operations.

Based upon this analysis, we have assessed that we face potential business interruption caused by the events listed in the following table:

Nature of threat	Possible causes
Staff Illness/death	<ul style="list-style-type: none"> • Disease • Viruses • Pandemics • Accidents • Stress
Disruption to Support Provision	<ul style="list-style-type: none"> • Accommodation problems from any of the threat identified • Unavailability of staff • Wide-spread transport problems that prevent staff from visiting Clients
Fire	<ul style="list-style-type: none"> • Electrical equipment • Arson • Accident • Terrorist attack • Staff for public error
Flooding	<ul style="list-style-type: none"> • Tap left running • Faulty plumbing • Toilet overflow • Severe weather • Breach of water barriers • Increased water levels to sea, river, canal, reservoir
Strong wind/hurricane	<ul style="list-style-type: none"> • Severe weather
Pandemic	<ul style="list-style-type: none"> • Outbreak of contagious disease, spread by air, touch.

Terrorist Attack	<ul style="list-style-type: none"> • Use of a bomb • Use of gas • Use of poison • Use of weapons
Electricity failure	<ul style="list-style-type: none"> • Black out • Failure to pay bill • Weather • Road works • Fire • Faulty wires • Building works • Flooding • Short circuit • Provider fault • Terrorism
Equipment failure	<ul style="list-style-type: none"> • Old equipment • Manufacturer fault • Wrongly used • Electrical surge • Accidental or malicious damage
Communication Disruption	<ul style="list-style-type: none"> • Failure to pay bill • Weather • Provider fault • Overuse of provider network
IT failure	<ul style="list-style-type: none"> • Virus • Terrorism • Hacker • Old equipment • Electrical fault • Accidental or malicious damage • Faulty fuse
Vandalism	<ul style="list-style-type: none"> • Building not secured or well lit • Building obscured from view by over growth • Unhappy customer
Theft	<ul style="list-style-type: none"> • Building not secured • Building obscured from view by over growth • Alarm system not turned on • Equipment not secured
Heating failure	<ul style="list-style-type: none"> • Energy provider not paid • Faulty heating equipment
Civil disruption such as riot or police	<ul style="list-style-type: none"> • Tension within community • Crime • Terrorism • Accidents

Key Question: What impact would these threats have on the business?

We are aware that if an incident affects business we may see the following impact depending on the cause:

- Threat to Client safety and welfare;
- Disruption to service delivery;
- Inconvenience to Clients and their family members;
- Inconvenience to staff or threat to their safety and welfare;
- Breakdown or disruption to communications with other agencies;
- Damage to property;
- A complete halt to business delivery;
- Damage to property or equipment could close business for a period;
- Damage to reputation;
- Complete loss of main office premises;
- Loss of equipment and stock;
- Loss of paper or computer records;
- Loss of income;
- Loss of staff.

Detailed Contingency Plans

Accommodation Arrangements

Our main office building has been secured to protect it from outside threats. We have entry devices and adequate locks to secure doors and windows. Staff have all been instructed that care must be taken not to leave windows and doors open in areas of the building that are not occupied or supervised.

To minimise the risk of loss of office premises, we have taken the following preventative measures:

- **Fire alarm systems are in place;**
- **Smoke detectors are in place and are checked regularly;**
- **A CO₂ monitor is installed and checked regularly;**
- **All gas appliances are serviced regularly and there is certified evidence of this;**
- **PAT testing is done annually for all portable appliances;**
- **All staff have received Fire and Safety Training;**
- **Financial arrangements in respect to our office accommodation and secure and manageable.**

In the unlikely event that Living Carers Ltd cannot provide its administrative duties from our usual premises we have developed plans to facilitate remote/home-based working. This plan is supported by our IM&T strategy to ensure that we have access to all essential files should we be required to relocate.

Key Question: What happens if there is a shortage of staff?

In the event of interruptions due to staff shortages we have several arrangements for ensuring adequate levels of cover:

- We have a well-practiced system of internal cover and deputising;
- We have nominated deputies for all key members of staff;
- We have arrangements for internal cover of Care Workers' shifts for short-term sickness by increasing the hours allocated to other staff;
- Although we have enjoyed good staff retention within the Company, we have well developed and realistic staff recruitment plans to ensure we can replace any member of staff who leaves quickly and efficiently;
- We maintain accurate records of our training schedule to ensure that all training requirements are up-to-date and complied with.

Information Management and Technology (IM&T) and Telephony

- In the event of business interruptions by I.T failure, telephone failure, our Managing Director will be responsible for looking at the equipment to assess if it is a simple staff error or one that needs assistance from outside sources (contractors and suppliers).
- We maintain back-up copies of essential Client records and financial data on a removable storage device to ensure that we can recover normal functions rapidly in the event of any situation leading to data loss or disruption of our normal IT equipment.
- We have company mobile phones that provide for routine communications using voice calls, emails, texts and instant messaging. Should any disruption to our regular landline telephone service be experienced, we will revert to short term mobile communication. Staff have been instructed to keep in regular contact with the office to receive any updates.

Disruption caused by problems with normal transport arrangements

Our services are community based. Therefore, we are dependent on a functional transport network to reach our Clients and deliver our services. Disruption to the transport could occur because of:

- Severe Weather;
- Road Traffic Accidents;
- Civil Unrest – e.g. marches, demonstrations;
- Major Civic Events;

- Road Closures e.g. owing to utilities or constructions works.

If disruptions do occur to the extent that it interferes with our service provision, we would:

- Zone visiting arrangements to tight geographic areas to facilitate visits being made on foot by Care Workers living locally;
- Facilitate car sharing arrangements or provide key workers with lifts from other members of staff if they did not have access to their own vehicle;
- Prioritise call requirements, targeting available resources at those in most need of care and support, e.g. medication visits would take priority over domestic support visits;
- Fall back to providing telephone support/contact with the Client until normal transport services resumed;
- Contact the Client to re-schedule their appointment for a later time when normal transport services have resumed;
- Contact next of kin to ensure they are aware of the changes to the visiting schedule.

Miscellaneous

- We will liaise with emergency services for instructions in the event of fire, flood, severe weather, terrorist attacks, civil disruption or riot.
- We will liaise with utility and I.T. providers in the case of energy or IT failure.
- We will liaise with police over loss of equipment, stock etc. due to theft or vandalism.
- We will liaise with our contracted heating engineers in the event of heating failure.
- In the event of terrorist attack we will await instructions from emergency service if it is deemed unsafe to use practice evacuation procedures.
- If present during civil disruption, we will use evacuation procedures when instructed safe to do so by police. Until that instruction comes we will continue with our normal duties taking all safety considerations into account.
- We will inform the commissioners of any disruption to normal provision of care services.
- We will notify Clients and the commissioners immediately in the event that the office premises are out of action and we will update them regularly with all plans for regaining access to our normal premises.
- We will contact our insurance company should the need be present.

Continual Improvement

Following any event that leads to disruption to our normal business activity, we will assess the event, understand as far as possible how it happened, and review how it was dealt with.

The Managing Director along with other Senior staff will then appraise this information in order to understand how we can prevent it happening again. We will also use the experience to deal with the situation more efficiently should the event happen again.

Contact Arrangements

Upon any disruption to business continuity we have plans for contacting key personnel, affected Clients and other stakeholders as appropriate, e.g. service commissioners.

The Care and Operations Manager has access to all resident contact details and those of their next of kin, and for all staff and key stakeholders. It is our policy to deal with disruptions transparently and candidly and to contact all relevant parties as early as possible.

[Example of contact arrangement form:](#)

Name	Position/Role	Contact Details
Pete Cullen	Managing Director	pete@livein.care
Registered manager	Registered Manager	fran@livein.care
	Office	0800 772 3567
	Electrician	
	Plumber	
	IT Contractor	

	Telephone Contractor	
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Key Points to Take Away

- The business continuity plan will cover two scenarios: for the first 24 hours following an incident and 2-7 days following an incident.
- We have developed a business continuity process that involves four distinct phases. In the event of a disaster or event, we will use one or more of the four phases to deal with the situation at hand:
- Living Carers Ltd has in place a **comprehensive risk assessment process** to assess the risks that pose a threat to the continuity of our business delivery
- Following any event that leads to disruption to our normal business activity, we will assess the event, understand as far as possible how it happened, and review how it was dealt with.

Policy Review

This policy will be reviewed by the Registered Manager at least annually to make any updates and amendments necessary to ensure the policy conforms to current legislation, reflects current practice and expectations.

Authorisation and Signature

This Policy is the authorised version agreed by the Directors of Living Carers Ltd. All employees are expected to follow this policy and failure to do so could result in disciplinary action.

Registered Manager

06.12.2017