

PREPARING FOR EMERGENCIES



County Durham and Darlington
Civil Contingencies Unit (CCU)



BUSINESS CONTINUITY PLAN

A GUIDE TO PREPARING A PLAN FOR A RESIDENTIAL HOME

PRODUCED BY DURHAM CIVIL CONTINGENCIES UNIT

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RECORD OF AMENDMENTS

Amdt No	Date	Paragraphs/Pages Amended	Initials

1. DISCLAIMER

This guide and template has been produced by Durham Civil Contingencies to provide general information and advice about developing a business continuity plan for residential care homes. It is not intended to provide detailed or specific advice.

If required you should seek professional advice to help you develop your own tailor made. Durham Civil Contingencies will accept no liability arising from the use of this document.

2. BACKGROUND

The requirement for Durham Civil Contingencies to promote business continuity advice to the business and voluntary sectors was introduced under the Civil Contingencies Act 2004. Specifically the Act requires local authorities to provide advice and assistance to those undertaking commercial activities and to voluntary organisations in relation to business continuity planning in the event of emergencies.

Business continuity planning is seen as a way of building 'community resilience', a way of helping local organisations to help themselves, to reduce the economic impact of emergencies and to reduce reliance on public sector bodies. The result will be stronger links with the business community and improvements in the local authorities own emergency management arrangements.

The role of the local authorities in business continuity planning is as a catalyst, to raise awareness in the public and to be a conduit for information for all interested parties. The Authority is not expected to be an expert in this field, but is expected to join up with other initiatives – e.g. town centre evacuation plans – and make this pertinent for local organisations.

If you do not feel able to devote the necessary time, or you lack the expertise to complete a plan you should consider bringing in consultants to help you develop a plan specifically for your organisation.

This document is based on a source document prepared by Devon County Council.

3. METHODOLOGY

The suggested methodology for producing a plan is:

- **Understand your business** by deciding which parts of the business are crucial in keeping it going. This doesn't mean that the other elements are superfluous, it just means that in a period of disruption when resources might be limited that they need to be concentrated in the areas where they have the greatest impact.

- **Access the risks** by deciding how likely an event is to occur and what the impact might be to the business. This exercise will often identify actions that can be taken to reduce the risk happening in the first place.
- **Develop a strategy and plan** based on your knowledge of the company and the risks involved. You might be willing to accept some risks but for others you need to make contingency plans. Use the templates in the accompanying document to develop a plan.
- **Test and review the plan.** All staff must understand their role in the plan. Make sure the plan is tested and updated regularly. It is pointless having an out of date plan gathering dust on a shelf.

4. GENERAL ASSUMPTIONS

When determining your strategy you will need to make certain assumptions about the type of business interruption you might experience. For example:

- In the event of a minor disruption assume existing accommodation would be out of use for 24 hours. For a more significant disruption assume access would be denied for more than 7 days.
- How robust is your IT system? Could you cope without access to information stored on your computer? Do you have a maintenance contract in place? Assume you will not have access for at least a day.
- How reliable is your telephone network? In the event of a communications failure do you have a contract with a third party maintenance company? Could you get by with mobile phones if there was a fault with the landline? Plan to be without landline phones for at least 5 hours.
- In a pandemic 15% - 30% of staff could be off work at any one time. Rates could be even higher in a small business. The absence rate 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 smaller business it is usually more difficult to cope with staff shortages.
- Loss of electricity supply across a region could last 24 hours, although in areas exposed to significant weather effects 3 days might be a more realistic assumption. On-site generators should allow for at least 10 days operations without re-supply.
- Assume that loss of water and or disruption to the sewerage services could last for 3 days.
- In a fuel crisis staff might struggle to get to work and you may not receive deliveries as usual. How long could you reasonably expect to

cope in this situation? The disruption to the transport network from a fuel crisis could easily last up to 10 days.

5. INSTRUCTIONS

Before completing the plan template it is essential to fully understand the processes and to collate sufficient background information to justify how the decisions and actions contained in the plan were arrived at.

- Firstly decide what are the essential processes or functions undertaken at the home. Where is it most vulnerable? Deciding if a process or facility is essential may depend on whether it has a direct impact on residents. A **Service Impact Analysis** will help to determine the priority processes. Those scoring highest will need to be included in the plan.
- Use a **Risk Assessment** form to identify the risks that have the potential to disrupt normal operations and where it might be possible to take preventative measures to significantly reduce their likelihood and/or impact.
- It will be necessary to fully understand how the business critical processes are currently structured to identify their strengths and weaknesses and to determine alternatives to cope with the loss of a building; staff shortages; the loss of IT or telecommunications; vital records; the failure of utilities such as power or water, or the loss of a key partner / supplier. This is a good opportunity to involve other members of staff in the discussion.

The completed plan must provide the information needed to maintain or restore normal business following an incident but will also act as a useful reference document for dealing with day-to-day problems.

5.1 Service Impact Analysis

List each process / function / facility or service identified in the left hand column. Complete the other columns according to the instructions below.

Impact: Consider:

- Does the process, when considered overall, have a direct impact on the residents or business as a whole? or
- Is there a significant financial impact?
- Are the duties statutory?
- How necessary is the service in an emergency?

5 = vital	4 = high	3 = medium	2 = low	1 = non-vital
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Restoration Priority: Estimate the length of time you could operate before this process must be operating again:

5 = within 24hrs	4 = 3 days	3 = 7 days	2 = 28 days	1 = longer
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Alternative delivery: Could part or all of the work of that process be provided by alternative means, perhaps by another person, or by using temporary staff for a short period of time? Estimate how much of the service could be provided this way?

5 = none	4 = 25%	3 = 50%	2 = 75%	1 = 100%
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Analysis

Process / function	Impact	x	Priority	x	Alternative	=	Score
e.g. Catering	4	x	5	x	3	=	60
		x		x		=	
		x		x		=	
		x		x		=	
		x		x		=	
		x		x		=	
		x		x		=	
		x		x		=	
		x		x		=	
		x		x		=	
		x		x		=	
		x		x		=	
		x		x		=	
		x		x		=	
		x		x		=	

5.2 Risk Assessment

The risk assessment should identify the standard control measures plus any additional actions that could be taken to reduce the likelihood and the impact of the risk. Where appropriate these actions should be incorporated in normal day-to-day operational procedures

Examples of control measures include:

- Standard policies and guidelines
- Additional staff training and procedure notes so that cover is available if key staff are absent.
- Security measures to prevent fire or theft.
- Reminding staff on good office practice such as not storing information on drives which are not automatically backed-up.
- Ensuring that essential paper records are securely stored in fire resistant cabinets or that electronic copies are available.

- Checking that key partners or suppliers have business continuity plans. If a key supplier was unable to deliver supplies you would need to make alternative arrangements to continue to provide a service.

Try to involve staff in identifying general control measures and further actions that can be taken to mitigate the risks. There may be other risks to consider such as a syndicate win on the lottery suddenly removing a whole team of people.

ASSESSING THE RISKS

Use this table to provide an assessment of the current risks. To reduce the risks make sure that all employees are familiar with any policies designed to improve health and safety at the home.

Likelihood	Impact
Negligible	Insignificant
Low	Low
Medium	Medium
High	High

Risk	Likelihood	Impact	General Control Measures	Possible Further Action
Fire completely destroying all of part of the premises	<i>Low</i>	<i>High</i>	<i>e.g. Fire alarms and smoke detectors. Regular evacuation exercises. Staff and resident vigilance. Staff trained in use of fire extinguishers, Safety checks on all electrical equipment. Fire proof cabinets for vital records.</i>	<i>e.g. Enforce measures to reduce risks. Ban on use of candles or smoking in non specified areas.</i>
Contagious infection amongst residents				
Loss of staff (Pandemic)				
Loss of staff (Serious incident / accident)				
Loss of Electricity				

Risk	Likelihood	Impact	General Control Measures	Possible Further Action
Loss of Gas				
Loss of Water				
Loss or corruption of IT data				
Loss of telecommunications				
Theft of computer or office equipment				
Flooding				
Storm Damage				
Fuel Shortage				
Vandalism				
External factor preventing access to premises e.g. fire,				

Risk	Likelihood	Impact	General Control Measures	Possible Further Action
police incident, traffic accident, terrorist incident				
Loss of a key partner or supplier				

6. OUTLINE RECOVERY STRATEGIES

This section of the guide will explain what background information needs to be collected and some of the options that could be considered. It will be worthwhile undertaking trying to identify some of the strengths, weaknesses and possible breaking points.

6.1 Loss of Building / Accommodation

If the building has been damaged, utilities have been severely disrupted or access has been prevented for some other reason then alternative accommodation may need to be found.

The first option will usually be a case of “budge-up” to as make the most of any inconvenience and share facilities. That may be fine for a few hours, even a few days, but if a significant part of the home is disrupted you may need to find alternative accommodation. As you are dealing with potentially vulnerable residents you need to consider the possible options now.

Options may include reciprocal arrangements with other local homes or small hotels.

You may need to consider sending staff doing less business critical tasks home for a short period. This could even involve sending staff unaffected by the initial incident home to free up space to accommodate residents or staff whose roles are more crucial.

Whatever the incident a process for communicating with staff is essential. A staff list with full contact details will be required as will a list of next of kin for residents.

If the office accommodation is not accessible then all office equipment and hard data in that room will probably also be unavailable. So you will need to consider how you would maintain services.

Experience has shown that staff will need reassurance that there will be no adverse effect on their welfare or continued employment. If an accident has happened it is especially important that people are allowed to tell their spouse/partner or next of kin that they are safe.

At the earliest opportunity the staff and residents should be briefed on the following points:

- What has happened
- What has been done
- What is planned
- How will the incident affect them

6.2 Loss of Staff

Unless there was an event such as a fatal fire or explosion any large scale reduction in staffing, and the loss of key staff, is unlikely to occur without warning. A greater risk is a pandemic where up to 15 - 30% of the workforce could be absent due to sickness at any one time.

Document any steps that have or could be taken to reduce the impact of staff losses.

Plans need to consider measures to minimise the impact of the temporary or permanent loss of key staff. Staff training should ensure that specialist knowledge and skills are transferred so that in the absence of a key person somebody can fulfil their role.

Staff performing key tasks should be encouraged to write procedure notes so that less experienced staff would be able to perform these important duties in their absence.

Perhaps other staff could be used to supplement those performing front line roles. Or perhaps agency staff or recently retired staff could be used. All of these options could be considered.

6.3 Loss of utilities

The temporary loss of power is likely to be the most important consideration in terms of utilities. Staff need to be aware of the problems any disruption to utilities might cause and where possible take steps to reduce the potential impact.

Even where generators are in place the supply of power may not cover all the usual demands and electricity savings would need to be made.

Without power many daily tasks such as laundry, cooking and cleaning would need to be delivered by alternative means.

If the water supply or sewerage was disrupted could you make arrangements to use nearby facilities and use bottled drinking water.

Failure in the gas supply could disrupt heating and cooking facilities.

6.4 Loss of telephone landline services

Again disruption to telephone services could be in isolation or due to the loss of the building.

Do you have maintenance contracts in place to provide a prompt response to a telecommunications failure?

If the problem was isolated could calls be transferred to alternative numbers or a mobile number?

List actions that would be taken to cope without the telephone network. This could involve the use of personal mobile phones. The cost of any calls made by staff with personal mobile phones would need to be reimbursed.

Make arrangements for phone chargers to be available.

6.5 Loss of IT services

Disruption to your computerised information could be in isolation, due to a power failure, a computer crash or because of damage to the building. We tend to take IT access for granted, but consider the actions that could be taken to cope without this information for a period of time.

Do you have maintenance contracts in place to provide a prompt response to any computer failure?

If the home relies on computerised information could it also be stored on a back-up disk or even as a paper copy?

It is worthwhile reminding staff not to store important data on any drive that is not backed up on a daily basis. Otherwise all the information could be lost if that pc was damaged. Daily computer back-ups should always be stored at an alternative location.

Could manual processes be used as a short-term measure if IT access was unavailable? Is the temporary use of paper records a viable alternative until data can be transferred? Decide how records will be kept until they can be transferred onto the system.

6.6 Loss of hard data / paper records

List any steps taken to preserve important data/records and how they can be retrieved.

The loss of vital data or records could be a serious setback. Fireproof storage could help to protect records or electronic copies could be the solution.

6.7 Disruption by industrial action

You may not have any control over the industrial action. What would happen if a fuel crisis stopped you either making deliveries or receiving supplies? Or what impact would an extended postal strike have on your ability to bill customers.

6.8 Loss of a key partner or supplier

Does your business rely on partners or suppliers?

- What would happen if a key partner went into administration, or the service was disrupted by industrial action?
- Could you source an alternative supplier at short notice?
- Could their loss disrupt the business or is there an alternative?
- Do key partners and suppliers have their own business continuity plans?

Also consider in what circumstances key partners or suppliers need to be told about any disruption to your business?

6.9 Severe Weather

With more and more extreme weather events it makes sense to think about how you would cope if staff cannot get to work, either as a direct result of the weather, or if they need to look after children where schools are closed. What if supplies or deliveries are disrupted?

7. FINANCIAL ISSUES

There may be additional costs involved with the recovery. This could include new equipment, special payments etc. The authorising of any additional expenditure in relation to the incident will need to be controlled. All expenditure should be monitored and recorded as it may be needed for insurance purposes.

8. MEDIA COMMUNICATIONS

A major incident, such as a fire, may attract media or public interest and demand for information. The way that media and public information is managed will have a bearing on the public perception of the incident and possibly the reputation of the home.

9. RESPONDING TO AN INCIDENT

9.1 Initial Response

The initial response to an incident that threatened the building or the safety of the residents or staff would be to evacuate the building, or part of a building. Once the immediate danger has passed a decision will need to be made on whether it is feasible to return or whether the business continuity plan needs to be activated.

9.2 Invoking the plan

Staff need to be aware under what circumstances the plan would be invoked - by whom and why.

A localised incident might not class as an emergency but still represents a risk to the home and as such needs a prompt response and assessment. Some incidents will be dealt with as a day-to-day issue, but others due to their potential impact will need the business continuity plan to be invoked.

9.3 Action Checklists

The plan includes two checklists **Form A – Immediate Actions Checklist & Form B – Response Actions Checklist** which suggest the actions that should be taken immediately an incident occurs and during the recovery phase. The lists are not prescriptive, exclusive or prioritised since any incident will require a dynamic assessment of issues and actions required. Include additional actions which are appropriate to your business needs.

10. COLLECTING THE BASIC INFORMATION

It is important to have all the essential information readily to hand in the plan so it can be used immediately an incident occurs, effectively providing a priority list for the restoration of the essential processes.

- **Form C – Essential Services** is a list of the essential processes undertaken by the business that must be maintained or quickly restored in the event of a disruptive incident.
- **Form D – Summary of Post Incident Resources & Equipment** summarises the minimum levels of accommodation and equipment needed to maintain operations.
- **Form E – Staff Details** lists all staff, indicating those business critical staff that will be required if an incident occurs.
- **Form F – Key Contacts** a list of those people that would need to be contacted in the event of an incident. This could be customers, key partners or suppliers.
- **Form G – Plan Summary** provides a summary of the main recovery options for possible disruptions to the home.

11. TESTING AND REVIEWING THE PLAN

Once the plan has been completed staff will need to be trained and tested on their roles and responsibilities. Someone will need to be made responsible for deciding how and when staff will receive training and making sure it happens.

Consider desktop exercises:

- To simulate a real crisis situation for the benefit of those taking part.
- To identify errors, omissions and areas of improvement in the plan.
- The plan should also be reviewed annually or when there are major alterations in the organisation or responsibilities.
- The plan should identify who is responsible for maintaining and reviewing the plan.
- The plan revision should also include a progress report on actions taken to reduce the threat from individual risks e.g. enforcing a smoking ban in certain areas to reduce the risk of a fire.

12. POPULATING THE TEMPLATES

Form A – Immediate Actions Checklist

The checklist in the skeleton plan is not prescriptive, exclusive or prioritised; any incident will require a dynamic assessment of issues and actions required. Include additional actions which are appropriate to your business needs.

Form B – Response Actions Checklist

The checklist in the skeleton plan is not prescriptive, exclusive or prioritised; any incident will require a dynamic assessment of issues and actions required. Include additional actions which are appropriate to your business needs.

Form C – Essential Services

What are the essential parts of the business that are required within 24 hours?

List the priority processes / functions that must be quickly restored. The service impact analysis will help to determine the priority. It may be just one process or it could be several.

What are the essential parts of the business that are required within 2 – 7 days?

List the additional processes / functions that must be restored within 2-7 days. These are over and above those that are required within 24 hours.

Which external partners (if any) are dependent on the services provided by your business?

Do any external partners rely upon your business in order to deliver their normal services?

Which external supplier / partners / contractors (if any) does your business depend upon?

Is there a dependency on external partners to provide transport, deliveries or other services without which you might struggle to deliver a normal service?

Form D – Summary of Post Incident Resources & Equipment

Only include the minimum requirements.

Requirement	Within 24 hrs	2 – 7 Days
People		
Number of staff (FTE)		
Room Space		
Bedrooms		
Kitchen		
Lounge		
TV room		
Office		
Furniture		
Chairs		
Desks		
Filing cabinets		
Equipment		
Office Phones		
Mobile Phones		
Desktop PC		
Laptop PC		
Printers		
Fax		
Scanner		
Photocopier		
Records		
Paper records/files		
Computerised records		
Special Provisions		
Wheelchair Access		
Secure area for safe		
Delivery area		
Storage space		
Waiting Room		
Public Access		
<i>Add others as required</i>		

Form E – Staff Details

NAME	POSITION/ROLE	KEY	ADDRESS	HOME	MOBILE
<i>A Manager</i>	<i>Home Manager – would be responsible for organising the response in an emergency.</i>	<i>Yes</i>	<i>12 Swallow Road, Exeter, EX4 2DD</i>	<i>01392 222222</i>	<i>07929 121212</i>
<i>A Nurse</i>	<i>Medical Attendant – needed to provide basic medical support to residents</i>	<i>Yes</i>	<i>10 Rook Close, Exeter, EX5 3FF</i>	<i>01392 333333</i>	<i>07813 212121</i>
<i>A Clerk</i>	<i>Office Clerk</i>	<i>No</i>	<i>53 Kestrel Avenue, Exeter EX2 5HH</i>	<i>01392 444444</i>	<i>07801 313131</i>

Form F – Key Contacts**(Other internal staff contacts, external contacts).**

NAME	POSITION/ROLE	E-MAIL ADDRESS & OR BUSINESS PHONE	HOME	MOBILE
<i>A Major supplier</i>	<i>Delivery Manager</i>	<i>Major.supplier@bigco.co.uk 01392 777777</i>	<i>01392 222222</i>	<i>07929 121212</i>
<i>A Press</i>	<i>Reporter on local paper</i>	<i>Apress@myco.co.uk</i>	<i>01392 279999</i>	<i>07929 454545</i>

Form G – Plan Summary

The following are all possible disruptions to the business, consider the preventative measures already in place plus those that could be added to reduce the risk. It may be necessary to have differing contingency plans depending on the extent of the incident.

	SERVICE	TRIGGER & DISRUPTION	PREVENTATIVE MEASURES	CONTINGENCY PLAN
1	Loss of all or a significant part of the building	<p>Could be due to a major fire, gas leak, virus outbreak (legionnaires disease), storm damage, flooding or vandalism</p> <p>Residents and staff may need to be accommodated at alternative premises for a few hours or possibly days this could lead to a financial loss.</p>	<p><i>Fire alarms, smoke detectors, annual servicing of all electrical and gas appliances, stringent cleaning and hygiene standards, normal security measures.</i></p>	<p><i>If the damage is limited it may be possible to continue normal operations. Consider a reciprocal arrangement with other homes if residents need to be provided with accommodation.</i></p>
2	Loss of the Kitchen	<p>The loss of power source (electricity or gas) or breakdown of cooking equipment in the kitchen.</p> <p>The loss of the main cooker in the kitchen would make it impossible to cook hot meals for staff and residents in the kitchen.</p>	<p><i>Give details of any servicing agreement for the cooker or other kitchen equipment.</i></p>	<p><i>Establish whether the failure of the cooker is due to the loss of the gas supply or a fault within the cooker itself.</i></p> <p><i>If due to the loss of the electricity supply see 5.</i></p> <p><i>If due to the loss of the gas supply see 6.</i></p> <p><i>If the failure is due to a fault with the cooker contact the appropriate contractor.</i></p> <p><i>Establish the length of time the kitchen will be out of action. Could a microwave be used, or a reciprocal arrangement made with another home.</i></p> <p><i>For a more protracted period of disruption hire a mobile kitchen from:</i></p> <ul style="list-style-type: none"> <i>- The Police</i> <i>- British Red Cross</i> <i>- Fire Service</i> <i>- Commercial caterers</i>

	SERVICE	TRIGGER & DISRUPTION	PREVENTATIVE MEASURES	CONTINGENCY PLAN
3	<p>Loss of individual bedroom(s).</p>	<p>The Duty Manager assesses that a resident cannot be allowed to remain in his/her bedroom for safety reasons.</p> <p>If alternative provision cannot be made residents would have to be moved to another home resulting in the loss of revenue.</p>	<p><i>It is recognised that there may be instances where no matter how well plans have been prepared the unexpected happens resulting in the loss of a bedroom.</i></p> <p><i>Loss of the accommodation could be due to a minor incident or an incident such as a fire or burst water pipe.</i></p>	<p><i>As a matter of principle the first course of action considered will be the continued operation of the bedroom(s). The following contingency plan assumes that this course of action is not possible.</i></p> <p><i>The action that can be taken will vary according to the circumstances of the resident involved; whether more than one resident is involved and the mix of residents within the home at that time and the anticipated length of time the bedroom(s) is out of action.</i></p> <p><i>It will be the responsibility of the Duty Manager to determine which of the following courses of action is the most appropriate having undertaken a risk assessment for each resident involved:</i></p> <ul style="list-style-type: none"> <i>- Transfer the resident to another bedroom (if available)</i> <i>- Create a temporary bedroom in another part of the building.</i> <p><i>In considering this option the following requirements must be taken into account:</i></p> <ul style="list-style-type: none"> <i>- The need to provide access to WC facilities</i> <i>- The need to provide access to bathing/shower facilities</i> <p><i>Move the resident to another home until the room can be made available.</i></p>

	SERVICE	TRIGGER & DISRUPTION	PREVENTATIVE MEASURES	CONTINGENCY PLAN
4	Staffing	<p>A number of staff members report sick or do not turn up for their shift due to an accident</p> <p>There may be insufficient staff to meet the staffing ratio requirements which may put residents at risk. It may depend on whether the member of staff is considered vital.</p>	<p><i>Off duty staff may be asked to provide cover for vacancies at short notice if they are available. Must have regard to when they were last working and / or when they are next rostered to work. It is essential that all relevant employment protection regulations are complied with relating to the number of hours worked within a specified period and breaks between periods of working.</i></p>	<p><i>Alternatively agencies who supply qualified care staff may be used to supplement staff shortages.</i></p>
5	Loss of electricity	<p>Failure of all electrical appliances</p> <p>Accumulated problems arising from the loss of electricity could force the closure of the home.</p>	<p><i>Is there a generator, if so give details of the servicing contract</i></p>	<p><i>If the emergency generator fails to operate automatically in the event of a power failure contact the appropriate maintenance contractor. If there is no generator in place contact the electricity supplier and ascertain the likely duration of the incident.</i></p>
6	Loss of Gas supply	<p>A loss of the gas supply within the home.</p> <p>The loss of the gas supply would result in the loss of heating and hot water and cooking facilities</p>	<p><i>Give details of the monitoring and servicing of the gas supply. Is there a 24 hour call out contract with an agreed response time?</i></p>	<p><i>When gas power is lost contact TRANSCO to establish whether there is a failure to the external supply. If this is the case establish the probable duration of the disruption and explain the importance of restoring the supply as soon as possible.</i></p> <p><i>If the problem is internal contact the appropriate maintenance contractor.</i></p>

	SERVICE	TRIGGER & DISRUPTION	PREVENTATIVE MEASURES	CONTINGENCY PLAN
7	<p>Water or sewerage supply</p>	<p>A loss of the water supply within the home or evidence of a loss of the sewerage system or blocked drain etc.</p> <p>There would be no water for personal hygiene, washing clothes, cooking or flushing of toilets as a result of which staff and residents' health could be put at risk.</p> <p>Failure of the sewerage system would make it impossible to dispose of waste from toilets, baths, showers, hand basins, sinks etc. This would present a significant health risk if the situation were to continue for more than a few hours.</p>	<p>None</p>	<p>Contact South West Water to establish whether there is an external or internal failure. If this is the case establish the probable duration of the loss of water and explain the importance of restoring the supply as soon as possible.</p> <p>If the repair is going to take more than four hours try and arrange alternative facilities with other local businesses. Alternatively, contact a hire company to arrange for portaloos and locate them outside of the building in secure areas.</p> <ul style="list-style-type: none"> • If the problem is internal contact the appropriate maintenance contractor. • If the loss of water is for a prolonged period ask South West Water to supply a water bowser. • Fill up water containers in the kitchen to provide easy access to water for drinking and cooking. <p>Restrict the number of WCs available for use to those where it is possible to gain access to the cistern to refill them and provide containers of water to use for flushing purposes. Those WCs available are:</p> <ul style="list-style-type: none"> - Residents' bedrooms - Admin WC - Disabled WC <p>Staff must be allocated to fill the cisterns for use of the WC.</p> <p>See 10 for any issues regarding laundry.</p>

	SERVICE	TRIGGER & DISRUPTION	PREVENTATIVE MEASURES	CONTINGENCY PLAN
8	Heating	<p>The temperature within parts of the building falls below the required level.</p> <p>If the heating fails for any reason it may not be possible to provide sufficient warmth to meet the required temperature within the building. If this situation occurs staff and residents will not be warm enough, possibly putting them at risk.</p> <p>Failure could also result in the loss of hot water which would make it impossible for staff or residents to bath, shower or wash.</p>	<p><i>Give details of the monitoring and servicing of the boiler and heating system. Is there a 24 hour call out contract with an agreed response time?</i></p> <p><i>The possible cause for a total failure of the heating could be the loss of the electricity supply to the boiler which affects the water pumps or a loss of the gas supply.</i></p>	<p><i>In the event of the loss of heating for a prolonged period steps should be taken to keep residents warm by:</i></p> <ul style="list-style-type: none"> - moving to warmer areas of the building - putting on additional clothing - making regular hot drinks available - providing mobile heaters in common areas (available from JEWSON hire). - providing additional blankets at night - taking steps to minimise heat loss from the building <p><i>The extent of the steps to be taken will be dependent upon the time of year and the outside air temperature</i></p> <p><i>Hot water to be provided via the use of mobile boilers/urns (available from JEWSON hire). Care must be taken to ensure the safety of staff and residents when using such equipment.</i></p>
9	Breakdown of essential white goods.	<p>The breakdown of the washing machine / tumble dryer / freezer etc or the loss of the electric supply.</p> <p>The loss of the washing machine and or tumble dryer would make it impossible to wash and dry the residents' clothes, bed linen, towels etc causing inconvenience to the operation of the home.</p> <p>The loss of the freezer could cause inconvenience to the preparation of meals.</p>	<p><i>Give details of any servicing of the washing machine / tumble dryer.</i></p> <p><i>Any inconvenience caused by the loss of the freezer will depend on the amount of stored food compared to the level of fresh food served.</i></p>	<p><i>Establish whether the failure is due to the loss of the electricity supply or a fault within the machine itself.</i></p> <p><i>If due to the loss of the electricity supply see 4.</i></p> <p><i>If the failure is due to a fault within the machine contact a maintenance engineer.</i></p> <p><i>Establish the length of time the machine will be out of action.</i></p> <p><i>In the short term store dirty laundry or take the washing to a launderette, send it to a commercial laundry, or purchase a new machine.</i></p> <p><i>For a broken freezer keep the door closed.</i></p>

	SERVICE	TRIGGER & DISRUPTION	PREVENTATIVE MEASURES	CONTINGENCY PLAN
				<i>If the fault will take some time to repair or a replacement is required either hire a freezer from Jewson Hire or transfer the food from the freezer to a freezer within another establishment until such time as it is repaired or replaced and purchase frozen food on the day of use only or use fresh produce.</i>
10	Loss of landline telephone	<p>Staff and residents not being able to make or receive telephone calls.</p> <p>Inconvenience to the operation of the home and those trying to contact the home.</p>	<i>On duty mobile phone?</i>	<p><i>Establish whether the fault is with the telephone network outside of the home or within the home.</i></p> <p><i>If the fault is with the home's telephone system contact the supplier.</i></p> <p><i>Request that all calls be diverted to a nominated mobile telephone.</i></p>
11	Computer system	<p>The corruption of a disk or the failure of an administration pc.</p> <p>The complete loss of a pc or the information held could cause disruption to the records and information held on residents and staff.</p>	<p><i>Back ups are made on a daily basis.</i></p> <p><i>Hold paper copies of essential information such as medication details.</i></p>	<p><i>If a single pc becomes inoperable use another pc if available.</i></p> <p><i>If a disk is corrupted refer to back up disks.</i></p> <p><i>If possible get the pc repaired or replaced and loaded with back-up disks.</i></p>
12	Loss of paper records	<p>Loss of essential paper records.</p> <p>Personnel and personal information relating to staff and residents could be lost causing potential operational difficulties.</p>	<i>The files are kept in a secure, fire proof cabinet.</i>	<i>A larger business may have copies held centrally from which files can be copied.</i>

	SERVICE	TRIGGER & DISRUPTION	PREVENTATIVE MEASURES	CONTINGENCY PLAN
13	Loss of key partner or supplier	<p>Failure of a business partner or supplier.</p> <p>Vital supplies may not be delivered. There could be financial losses or implications.</p>	<p><i>Check they have business continuity plans in place.</i></p>	<p><i>For a food supplier make alternative arrangements by using a local supermarket.</i></p> <p><i>In the longer term put out contract for tender.</i></p>
14	Fuel Shortage	<p>National or regional fuel shortage</p> <p>Staff may not be able to get to work, suppliers may not be able to make deliveries</p>	<p><i>Check suppliers have business continuity plans in place to cover a fuel shortage.</i></p>	<p><i>Car sharing for staff</i></p>

