

Business Logo or Name here

BUSINESS CONTINUITY PLAN

FOR RESIDENTIAL CARE HOMES

PRODUCED BY DURHAM CIVIL CONTINGENCIES UNIT

BUSINESS CONTINUITY PLAN

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RECORD OF AMENDMENTS

| Amdt No | Date | Paragraphs/Pages Amended | Initials |
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DISTRIBUTION

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1. DISCLAIMER

This guide and template has been produced by Durham Civil Contingencies to provide general information and advice about developing business continuity plans for small to medium sized residential care homes. It is not intended to provide detailed or specific advice to individuals or their businesses. If required you should seek professional advice to help develop your own tailor made plan. Durham Civil Contingencies will accept no liability arising from the use of this document.

2. AIM

The aim of this plan is to provide a reference tool for the actions required during or immediately following an emergency or incident that threatens to disrupt normal activities.

An **emergency** is an actual or impending situation that may cause injury, loss of life, destruction of property, or cause the interference, loss or disruption to normal business operations to such an extent it poses a threat.

An **incident** is any event that may be, or may lead to, an interruption, disruption, loss and/or crisis.

The plan will ensure the continuation of residential care by minimising the impact of any damage to staff, residents, premises, equipment or records.

The plan will include an adequate level of detail is provided:

- To ensure a prepared approach to an emergency/incident.
- To facilitate an organised and co-ordinated response to an emergency/incident.
- To provide an agreed framework within which people can work in a concerted manner to solve problems caused by an emergency/incident.

The plan will also help to identify actions that could be taken in advance of an emergency or incident to reduce the risk of it happening.

3. BUSINESS CRITICAL PROCESSES

Whilst most parts of any business are considered important, if an incident occurred at a residential care home, priority must be given to the restoration of the processes or services that are deemed to be critical to the safety and wellbeing firstly of the residents and secondly of the staff.

Business critical processes are defined as: *“those where loss of delivery would endanger finances, damage the reputation of the business in the eyes of its customers, or would seriously affect its ability to comply with legislation.”*

These business critical processes must be given preferential access to premises, staff, equipment or records if an emergency situation restricts their overall availability. It is for these processes that plans need to be prepared.

4. SCOPE OF THE PLAN

The plan will illustrate how to reduce the potential impact of an incident by being prepared to maintain services in the event of the:

- Loss or damage to premises
- Loss of key staff
- Loss of IT / data
- Loss of telecommunications
- Loss of hard data / paper records
- Loss of utilities (electricity, water, gas)
- Loss of a key partner or supplier
- Disruption due to a fuel shortage
- Disruption due to severe weather

5. 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 taken into account when developing the plan:

- In the event of a major incident existing business premises would be out of use for more than 7 days.
- In the event of a less significant disruption some of the existing premises would remain in use.
- Where a generator is not available 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 over %. In the event of a partial failure of a server the network could be unavailable for up to hours.
- If the server suite were to be completely lost it could take up to days to restore a limited desktop service (Microsoft package, E-mail and Internet access). Other software could take even longer to restore.
- Availability of the internal telephone network historically runs at %. In the event of a failure of the iSDX there could be loss of service for up to hours.
- Access to the public telephone network and mobile communications could be lost for up to 3 days.
- 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.

6. THE PLAN

- **Form A – Immediate Actions Checklist** is a list of the actions that should be taken in response to the initial incident. The checklist is not prescriptive, exclusive or prioritised; any incident will require a dynamic assessment of issues and actions required.
- **Form B – Response Actions Checklist** is a list of the actions that should be taken to maintain business critical processes. The checklist is not prescriptive, exclusive or prioritised; any incident will require a dynamic assessment of issues and actions required.
- **Form C – Essential Services** is a list of the essential functions undertaken by that must be maintained or quickly restored in the event of a disruptive incident.
- **Form D – Summary of Post Incident Resources & Equipment** summarises the accommodation and equipment needed to maintain operations.
- **Form E – Staff Details** lists all staff, indicating those business critical staff that will be required to maintain services in the event of an incident.
- **Form F – Key Contacts** a list of those people that might need to be contacted in the event of an incident. This could be business partners, or suppliers.
- **Form G – Plan Summary** provides a single sheet summary of the main business continuity options of the plan.

Form A – Immediate Action Checklist

To be completed by the Senior Employee at the incident site

| Action | Notes | Tick Done |
|---|---|---|
| If necessary: <ul style="list-style-type: none"> • Follow Evacuation Procedures • Call emergency services | <ul style="list-style-type: none"> • • | <ul style="list-style-type: none"> • • |
| Maintain a record of all emergency actions taken. Use the log in the Annex 6.2 | | |
| Assess the situation and level of response required. Can it be dealt with as a day-to-day management issue or does the business continuity plan need to be invoked? | | |
| Communications: <ul style="list-style-type: none"> • Advise staff and residents of the immediate implications for them and service provision • Advise staff of the immediate requirements to deal with the situation, including temporary accommodation etc if required. • If necessary, advise key partners / suppliers. | <ul style="list-style-type: none"> • • • | <ul style="list-style-type: none"> • • • |
| If necessary, allow all staff and residents to contact next of kin to advise they are safe? | | |
| If necessary arrange for the premises to be secured? | | |
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Name of attending Senior Employee.....

Form B – Response Actions Checklist**To be completed by the Senior Employee at the incident site**

| Action | Notes | Tick Done |
|---|--|--|
| Once you are in control of the initial emergency update staff, residents and any key contacts on a regular basis and keep them fully informed of developments. | | |
| Priority should be given to the needs of the residents and the business critical processes that support them. | | |
| Temporary Accommodation <ul style="list-style-type: none"> • Do you need to consider moving to temporary accommodation? • Do you need to arrange for replacement equipment to be ordered? • Do you have access to all essential systems or records? • Make arrangements for telephones and post to be re-directed. | <ul style="list-style-type: none"> • • • • | <ul style="list-style-type: none"> • • • • |
| Non-Business Critical Staff <ul style="list-style-type: none"> • Non-essential staff should be reallocated to support business critical processes. • Make sure any sent home are aware of when to make contact to check on progress or when to return to work. | <ul style="list-style-type: none"> • • | <ul style="list-style-type: none"> • • |
| Residents Give careful consideration to any distress caused to residents. Do they need counselling? Can they be kept warm and comfortable? | | |
| Create any new operational procedures and instructions. | | |
| Give careful consideration to staffing levels. In a low staff level situation a priority will be a rota of replacements to avoid fatigue. | | |
| Closely monitor staff issues, morale, overtime, welfare, etc. Do any of the staff need counselling? | | |
| Do you need to complete an Accident Log? | | |
| Financial Procedures Keep records of all additional expenditure for insurance purposes. | | |
| Preservation of records <ul style="list-style-type: none"> • Do not destroy anything. Try to recover as many | <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • |

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|---|---|---|
| <p>documents as possible and preserve them somewhere where they can be retrieved easily. This is an ongoing obligation throughout and after the incident.</p> <ul style="list-style-type: none"> • Make someone responsible for co-ordinating and preserving a Master Log. • Make a record of all actions and decisions. • Make a hard copy of any relevant computer data and electronic mail. | <ul style="list-style-type: none"> • • • | <ul style="list-style-type: none"> • • • |
| <p>If mobile phones are being used make chargers available and ensure they have sufficient credit if PAYG.</p> | | |
| <p>Support the post-incident evaluation by direct contribution and by facilitating the involvement of key members of staff. Recovery should always be treated as an opportunity to improve the business.</p> | | |
| <p>At the end of the recovery phase when normality is achieved, inform all interested parties and mark with an occasion.</p> | | |
| <p>Review the Business Continuity Plan to learn from the decisions taken.</p> | | |
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Name of attending Senior Employee.....

Form C – Essential Processes

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

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

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

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

Form D – Summary of Post Incident Resources & Equipment

| 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 | | |
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Form E – Staff Details

If an alternative list exists add details about who has access and where both paper and electronic versions are held. This avoids having to keep more than one listing updated.

| NAME | POSITION/ROLE | KEY | ADDRESS | HOME | MOBILE |
|------|---------------|-----|---------|------|--------|
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Form F – Key Contacts

If an alternative list exists add details about who has access and where both paper and electronic versions are held. This avoids having to keep more than one listing updated.

| NAME | POSITION/ROLE | E-MAIL ADDRESS & OR BUSINESS PHONE | HOME | MOBILE |
|------|---------------|------------------------------------|------|--------|
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Form G – Plan Summary

| | 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> | | |
| 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> | | |
| 3 | Loss of individual bedroom(s). | <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> | | |

| | 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> | | |
| 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> | | |
| 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> | | |
| 7 | Water or sewerage supply | <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> | | |

| | Service | Trigger & Disruption | Preventative Measures | Contingency Plan |
|---|-------------------------------------|---|-----------------------|------------------|
| | | <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> | | |
| 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> | | |
| 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</p> | | |

| | Service | Trigger & Disruption | Preventative Measures | Contingency Plan |
|----|----------------------------|---|-----------------------|------------------|
| | | <p>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> | | |
| 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> | | |
| 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> | | |
| 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> | | |

| | 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> | | |
| 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> | | |
| 15 | Severe Weather | <p>Extreme weather disrupting travel and schools</p> <p>Staff may not be able to get to work, suppliers may not be able to make deliveries</p> | | |
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8. TRAINING & REVIEW DATES

The plan will next be tested in

The plan will next be reviewed in or earlier in the event of a significant change to the business.

END