



SoLO  
Life  
Opportunities

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Chelmsley Wood  
Birmingham  
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Charity No. 1102297  
England Company No.  
5025939

## **POLICY AND PROCEDURE**

### **Business Continuity Plan**

**Category:** staff and volunteers

#### **Policy Statement**

SoLO Life Opportunities acknowledges that there will be occasions where situations occur that are outside of the organisation and individual's control which may have a negative impact on the delivery of its services. SoLO, therefore, has a plan in place to ensure that in the event of an emergency or unplanned occurrence that the impact on our service delivery will be minimised.

This plan does not only cover major disasters (eg total loss of a building) but also routine interruptions to service (e.g. computer loss through power cuts) or long term sickness of key members of staff. It puts disaster planning in perspective and makes it more likely that disasters will be handled smoothly.

#### **Aim of the Plan**

To prepare SoLO to cope with the effects of an emergency.

#### **Objectives**

- To define and prioritise the critical functions of the organisation
- To analyse the emergency risks
- To detail the agreed response in an emergency situation
- To identify key contacts during an emergency
- To ensure that maximum possible service levels are maintained
- To ensure that we recover from interruptions as quickly as possible

Policy Name: Business Continuity  
Organisation: SoLO Life Opportunities  
Reviewed January 2017  
Next Review Date: January 2019

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- To minimise the likelihood and impact (risk) of interruptions

## Principles

The principles behind this plan are:

- Disaster Recovery is just part of Business Continuity
- Risks are assessed for both probability and business impact
- Business continuity plans must be reasonable, practical and achievable

In other words, we are not planning for *every* possibility.

## After Each Incident

After every incident, a standard set of tasks must be done.

- Business to return as normal
- Contact all affected parties, to advise them that the incident is over and things are back to normal
- **Thank everyone** involved, preferably by personal phone call or email
- Review the way we managed the incident, and consider if we need to change anything – if so, change it in this document too.

## How to assess risk

For each possible scenario, the following approach will be taken:

- Identified Incident/Risk
- Probability of it happening – the likelihood measured as high/medium/low
- Impact – on our business - measured as high/medium/low
- Likely scenario – the most likely reasons for problems to occur
- Functions affected – what related functions will the problem impact on
- Actions to be taken – what to do when the interruption occurs
- Responsibilities – who takes what actions
- Mitigation – what are the managers doing to minimise the risk before it happens
- Constraints – the practicalities of dealing with the risk
- Resources – the implications for costs, staffing, facilities etc.

## Business Impact Analysis

### Critical Function Priority List

PRIORITY	CRITICAL FUNCTION
1	Key person not able to work either through death, accident or long term sickness Major accident/incident resulting in significant personal damage to members, staff, volunteers or members of the public Fire either at head office or on site
2	Electricity or water failure at head office or on site
3	Theft/Break in to head office
4	IT failure
5	Outbreak of infectious disease

<b>Identified Incident/Risk</b>	<b>Key person not able to work either through death, accident or long term sickness</b>
<b>Probability of it happening</b>	High
<b>Impact – on our business</b>	Medium
<b>Likely Scenario</b>	The CEO or a Senior Manager is involved in an accident resulting in being unable to work for a significant period and not being able to be contacted for the first month.
<b>Functions affected</b>	In the case of the overall management of the organisation will be compromised. In the short term there will be issues such as board reports to organise, fundraising targets or key strategic meetings that might be missed. In the longer term, the impact will be on the morale of staff and the sustainability of the whole organisation. With regards to a senior manager there will be entire work stream that will need to be managed and certain aspects of the work will need to be delegated.
<b>Responsibilities</b>	Chair would be first point of contact and, thereafter, delegated managers would take on responsibility.
<b>Mitigation</b>	The Senior Management comprises of 4 people who are all capable, to a degree, to take responsibility for delegated areas.
<b>Constraints</b>	In the case of long term absence for specialist areas, there would need to be consideration given to bring in additional paid expertise.
<b>Resources</b>	If it is necessary to bring in purchased back up this could become expensive and it would need to be reviewed after the first month for a more substantive

	alternative to be put in place.
<b>Time</b>	<b>Effect on Service</b>
<b>1<sup>st</sup> 24 hours</b>	Minimal as most functions can operate without strategic support in the short term.
<b>24-48 hours</b>	Could impact if specific areas of work need to be attended to – such as presentations, payroll etc. However, most areas could be covered.
<b>Up to 1 week</b>	Could impact if specific areas of work need to be attended to – such as presentations, payroll etc. However, most areas could be covered.
<b>Up to 2 weeks</b>	Some disruption to some areas of work – particularly around finance – may need to buy in additional hours to keep abreast of the day to day work.

<b>Identified Incident/Risk</b>	<b>Major accident/incident resulting in significant personal damage to members, staff, volunteers or members of the public</b>
<b>Probability of it happening</b>	Low
<b>Impact – on our business</b>	High
<b>Likely Scenario</b>	On a trip to an outside activity, one of the groups are involved in a major accident on the motorway causing serious injury to a number of members, staff and volunteers
<b>Functions affected</b>	This would immediately affect the specific project and result in it's closure whilst an investigation was held. It could also impact on any other outside visits until it was discovered where the fault lie – it could impact on other projects where the staff and volunteers worked across a number. It would impact on the morale of staff, members and volunteers and many would be traumatised.
<b>Responsibilities</b>	In the first instance, the Senior Manager with responsibility for the project would lead on the response, supported by CEO
<b>Mitigation</b>	Vehicles are maintained, minibus drivers are trained to drive defensively, minibuses are fitted with seat belts, minibus has a limiter on the speed it can travel at.
<b>Constraints</b>	Accidents can happen due to the poor driving of others
<b>Resources</b>	There would be little specific cost, other than the cost of replacing the minibus and the costs of travelling to recover those who were not injured.
<b>Time</b>	<b>Effect on Service</b>
<b>1<sup>st</sup> 24 hours</b>	There would be a lot of operational time dedicated to sorting out our response to the situation. Staff would not be functioning 100% as there would be emotions running high.

<b>24-48 hours</b>	Impact would settle, although staffing rotas may need to be worked through and cover arranged.
<b>Up to 1 week</b>	There would still be emotional trauma and, depending on the incident, some press coverage to manage.
<b>Up to 2 weeks</b>	There may be some residual work to be done and on-going support to families affected.

<b>Identified Incident/Risk</b>	<b>Inability to use Head Office due to Fire or Flood, Vandalism</b>
<b>Probability of it happening</b>	Low
<b>Impact – on our business</b>	High
<b>Likely Scenario</b>	Vandalism or electrical fault or burst pipe
<b>Functions affected</b>	Ability to communicate with staff, volunteers, members, parents, carers, professionals. Ability to carry out normal day to day functions.
<b>Actions to be taken</b>	A temporary office function would need to be set up immediately – probably within the church building if not affected (unlikely as the buildings are separated by large stretch of land). On-call Ipad would need to be brought in and connected to portable printer to set up temporary office. Calls would need to be made, on mobile phones, to all staff, volunteers etc. Calls would need to be made to key stakeholders who would be able to cascade information to members. Insurance Company contacted. Possibility of temporary additional office function at Fire Station. Projects would need to relocate to another building – possibly the Fire Station when it is available. All other users would need to be relocated.
<b>Responsibilities</b>	CEO would need to mobilise all managers to temporary office. Senior Managers would need to oversee relocation of projects and other users. Trustees would need to support process of communication.
<b>Mitigation</b>	Strict fire regulations are adhered to No smoking on the premises Fire fighting equipment is maintained Premises complies with fire regulations and has been visited by Fire Officer All electrical equipment is PAT tested and turned off at night (apart from the server) Pipes are lagged, heating kept on low and regularly maintained. Security cameras installed at Walnut Close
<b>Constraints</b>	The organisation is constrained by the lack of a regular worker responsible for upkeep of the building
<b>Resources</b>	Extra staff would need to support the first few weeks, but with the level of volunteer support that we have the

	cost would be minimal. We would need to pay for the hire of alternative venues for our projects and replace equipment. Borrow resources from other contacts.
<b>Time</b>	<b>Effect on Service</b>
<b>1<sup>st</sup> 24 hours</b>	This would affect Daylight and possibly our weekend users, as well as the new user of the games room- we would need to find alternative places for them to meet.
<b>24-48 hours</b>	Staff would be encouraged to make only essential calls and to carry on 'business as normal'
<b>Up to 1 week</b>	Focus would be on getting systems set up to support immediately service delivery
<b>Up to 2 weeks</b>	Some disruption to service may occur, but more likely to be in the routine assessments and extra-curriculum activity (ie. support to strategic groups etc.) would be affected.

<b>Identified Incident/Risk</b>	<b>Fire or Flood in project venue</b>
<b>Probability of it happening</b>	Low
<b>Impact – on our business</b>	High
<b>Likely Scenario</b>	Vandalism or electrical fault or burst pipe
<b>Functions affected</b>	Ability to run scheme on site
<b>Actions to be taken</b>	All staff, parents, carers and volunteers to be contacted to ensure that they are aware of situation New temporary venue sought
<b>Responsibilities</b>	Project Managers
<b>Mitigation</b>	Strict fire regulations are adhered to No smoking on the premises Fire fighting equipment is maintained Premises complies with fire regulations and has been visited by Fire Officer All electrical equipment is PAT tested and turned off at night Pipes are lagged, heating kept on low and regularly maintained.
<b>Constraints</b>	We can only have responsibility for our own actions and cannot rely on the actions of others.
<b>Resources</b>	Cost of alternative venue/s Cost of replacement equipment
<b>Time</b>	<b>Effect on Service</b>
<b>1<sup>st</sup> 24 hours</b>	Possible cancellation of one session
<b>24-48 hours</b>	As above
<b>Up to 1 week</b>	If temporary venue cannot be sourced, may be a continuation of cancellation
<b>Up to 2 weeks</b>	Some possible disruption if suitable venue still not sourced.

<b>Identified Incident/Risk</b>	<b>Electrical or water failure at Head office</b>
<b>Probability of it happening</b>	Medium
<b>Impact – on our business</b>	High
<b>Likely Scenario</b>	Planned works or unexpected loss of power
<b>Functions affected</b>	Telephone lines will be down No IT systems Central Heating Boiler ceases to function No Hot water No electrical equipment functioning No lighting
<b>Actions to be taken</b>	<p>In the case of a planned works, staff will be notified and, where possible, will work from home.</p> <p>For projects we would be unable to safely provide a service – for planned work, we would schedule in an offsite trip. In the case of emergency, we would have to source an alternative activity on the day and then find a different venue to deliver the service if the failure was extended.</p> <p>In the case of unexpected loss of power, staff will identify work that can be carried out without power – filing, tidying etc. and these jobs will be given priority. An electrician would be sourced immediately to sort the issue out in the case of electrical failure – if water was the issue, we would contact Severn Trent.</p>
<b>Responsibilities</b>	CEO or Designated Manager will make decision regarding Home Working. Senior Manager responsible for project would work with staff to make alternative arrangements.
<b>Mitigation</b>	All staff have access to mobile phones for contacts Manual records are kept with contact details on The on-call Ipad has database on. We have good working relationships with other venues and could ask for support.
<b>Constraints</b>	We cannot legislate for power companies planned works, or issues with regards to water.
<b>Resources</b>	No extra resources required.
<b>Time</b>	<b>Effect on Service</b>
<b>1<sup>st</sup> 24 hours</b>	No immediate effect identified for staff, but Daylight would have to be relocated.
<b>24-48 hours</b>	Staff would need to work from home – no immediate effect identified Daylight would be affected.
<b>Up to 1 week</b>	A system would need to be in place for an alternative phone number (the on-call mobile) to be used for central calls to be received. A longer term solution for Daylight would need to be sourced.

<b>Up to 2 weeks</b>	A temporary office would need to be set up to ensure that functions requiring power were enabled – This could be sited at a number of venues – we have good relationships with the neighbouring church and could request a space for temporary working. We also, could relocate on a short term basis at the Fire Station.
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<b>Identified Incident/Risk</b>	<b>Electrical failure at project venue</b>
<b>Probability of it happening</b>	Medium
<b>Impact – on our business</b>	High
<b>Likely Scenario</b>	Planned works or unexpected loss of power
<b>Functions affected</b>	Delivery of leisure scheme at venue
<b>Actions to be taken</b>	Risk assessment would be carried out to determine if the site can be used without power.
<b>Responsibilities</b>	Project Leader
<b>Mitigation</b>	Most projects have activities that can be carried out without the need for electricity.
<b>Constraints</b>	If the project is happening in the evening during the winter – this would impact on ability to deliver
<b>Resources</b>	Might need to re-site activity – go off site – resource implication for cost of additional activity.
<b>Time</b>	<b>Effect on Service</b>
<b>1<sup>st</sup> 24 hours</b>	If deemed to be safe, project would continue with adapted activity
<b>24-48 hours</b>	If deemed to be safe, project would continue with adapted activity
<b>Up to 1 week</b>	May need to source alternative venue
<b>Up to 2 weeks</b>	Need to source alternative venue.

<b>Identified Incident/Risk</b>	<b>Theft/Break in to head office</b>
<b>Probability of it happening</b>	Low
<b>Impact – on our business</b>	High
<b>Likely Scenario</b>	Break in through back of building
<b>Functions affected</b>	Office administrative function would be impacted on.
<b>Actions to be taken</b>	Inform police. Identify loss and identify any confidential information lost. Make building secure. Inform insurance company Source temporary equipment
<b>Responsibilities</b>	CEO/Designated Manager

<b>Mitigation</b>	The front and back of the building has CCTV and the building is alarmed. Neighbours are vigilant and report any unusual activity.
<b>Constraints</b>	The building is unmanned some evenings and some weekends.
<b>Resources</b>	Costs of repairing damage Excess on insurance policy Loss of un-insured items (cash over £250.00) incidental items.
<b>Time</b>	<b>Effect on Service</b>
<b>1<sup>st</sup> 24 hours</b>	Loss of productivity in administration
<b>24-48 hours</b>	Some loss of productivity and additional tasks regarding tidying up and sourcing replacement equipment
<b>Up to 1 week</b>	Some equipment may need to be borrowed in the short term.
<b>Up to 2 weeks</b>	None identified

<b>Identified Incident/Risk</b>	<b>Failure of IT</b>
<b>Probability of it happening</b>	Medium
<b>Impact – on our business</b>	High
<b>Likely Scenario</b>	Server fails
<b>Functions affected</b>	Access to network, Access to e.mails Access to shared database Access to printers
<b>Actions to be taken</b>	The on-call Ipad would be put into use for access to the database. Workstations identified where linked computers can access printers
<b>Responsibilities</b>	Business Support Manager
<b>Mitigation</b>	The server is backed up daily and weekly onto a separate drive – so server can be downloaded. We have the support of an IT support service.
<b>Constraints</b>	We would be dependent on the response time from the IT support service
<b>Resources</b>	Cost of new equipment
<b>Time</b>	<b>Effect on Service</b>
<b>1<sup>st</sup> 24 hours</b>	Minimum disruption and loss of productivity from administrative team
<b>24-48 hours</b>	Staff unable to communicate via work based e.mails – some disruption in communication.
<b>Up to 1 week</b>	Would need to set up temporary e.mails for staff
<b>Up to 2 weeks</b>	Disruption in the office function, but no major impact on service delivery.

<b>Identified Incident/Risk</b>	<b>Infectious disease outbreak</b>
<b>Probability of it happening</b>	Medium
<b>Impact – on our business</b>	High
<b>Likely Scenario</b>	Flu Pandemic
<b>Functions affected</b>	All aspects of services
<b>Actions to be taken</b>	Information out to all staff, volunteers, parents/carers and members with regards to protecting themselves/others Reinforcing of hand washing and good hygiene. Flu Action plan in place Relief staff list in place for covering sickness
<b>Responsibilities</b>	Project Managers
<b>Mitigation</b>	All projects have protective gloves for providing personal care. All projects have guidelines on hand washing on project Policies in place regarding dealing with sick children/vulnerable adults
<b>Constraints</b>	Cannot govern the actions of others who will come into contact with our stakeholders.
<b>Resources</b>	Relief staffing cost Printing and circulating of information
<b>Time</b>	<b>Effect on Service</b>
<b>1<sup>st</sup> 24 hours</b>	Staff shortages may occur, but these would be covered by relief staff list and may need to mobilise volunteers to support scheme
<b>24-48 hours</b>	Staff shortages may occur, but these would be covered by relief staff list and may need to mobilise volunteers to support scheme
<b>Up to 1 week</b>	Staff shortages may occur, but these would be covered by relief staff list and may need to mobilise volunteers to support scheme
<b>Up to 2 weeks</b>	Staff shortages may occur, but these would be covered by relief staff list and may need to mobilise volunteers to support scheme

<b>Identified Incident/Risk</b>	<b>Personal Assistant Contract terminated without notice</b>
<b>Probability of it happening</b>	Medium
<b>Impact – on our business</b>	High
<b>Likely Scenario</b>	There is a breakdown between provider and carer and it is deemed to put our staff at risk to continue the contract.
<b>Functions affected</b>	Personal Assistants would be affected as they would be laid off with no notice and would lose a month's money.

<b>Actions to be taken</b>	Staff redeployed as soon as possible. Contract to be amended to reflect this and enable us to charge for month regardless of service being delivered. Staff employed on flexible contracts.
<b>Responsibilities</b>	CEO/Designated Manager
<b>Mitigation</b>	Whereever possible, this will be avoided by building up very positive relationships with carers
<b>Constraints</b>	Some people can be unpredictable
<b>Resources</b>	Worse case scenario would require us to use our reserves to pay shortfall to avoid any employment dispute.
<b>Time</b>	<b>Effect on Service</b>
<b>1<sup>st</sup> 24 hours</b>	Management time to redeploy staff.
<b>24-48 hours</b>	Management time to redeploy staff.
<b>Up to 1 week</b>	Management time to redeploy staff.
<b>Up to 2 weeks</b>	Management time to redeploy staff.

### **Critical Functions yet to be identified**

There is an acknowledgement that emergency incidents are, by their very nature, unpredictable and not always identified. In every case where an incident occurs that could impact on the continuity of SoLO's business, a checklist must be completed to enable the organisation to record its approach to the incident and to learn from it. Appendix 1 is a model checklist for use in any incident of this nature.

### **Key Contacts**

The on-call laptop which is kept off site out of hours and is password protected has the database which will have all of the key contact details. However, listed in Appendix 2 are the key contacts that would need to be informed in the event of an emergency incident occurring that would impact on business continuity.

## APPENDIX 1

### Emergency Response Checklist for use during emergency situation

Start a log of actions taken	
Liaise with emergency services	
Identify any damage	
Identify functions disrupted	
Convene response/recovery team	
Provide information to staff/volunteers/members/parents and carers	
Decide on course of action	
Communicate decisions to all stakeholders	
Provide public information to maintain reputation and business	
Arrange debrief	
Review business continuity plan	

## APPENDIX 2

### Key Contact Sheet for use in an emergency situation

Contact	Position	Office Number	Mobile Number	Useful information
Janet Down	CEO	0121 779-3865	07947 898 220	Responsible for Health and Safety
Deb Jones	Children's Manager	0121 779-3865	07773 073 932	
Paula Burnham	Adult's Manager	0121-779-3965	07503 162205	
Lesley Beer	Finance Manager	0121-779-3865	07919 911033	Responsible for premises
Jan Prior	Chair Person		07778 612 811	
Maria Brown	Management Support Assistant	0121 779-3865	07958 509 477	
On-call	Rota member of staff	0121 779-3865	07989 941807	
Arthur J Gallagher Insurance Brokers	Insurance agents	0800 389 1708 quote policy number <b>M0020486MBPM</b>		