

Business Continuity Plan

Morelife Central Services

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1. Objectives of the Plan

The aim of this plan is to document the actions to be taken 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, 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, supplies, IT network or records.

The plan aims at providing an adequate level of detail to:

- Ensure a prepared approach to an emergency/incident.
- Facilitate an organised and co-ordinated response to an emergency/incident.
- Provide an agreed framework within which staff and the relevant supplier can work in a concerted manner to solve problems caused by an emergency/incident.

2. Scope of the Plan

The scope of this Business Continuity Plan is the restoration of business functions, activities and systems in Morelife Leeds office after an emergency or incident. The scope of the plan covers all the functions of the business.

3. Main Threats to the Business

The main threats to the efficiency of running the business fall into the categories set out below:

Loss of or disruption to premises/facilities

- Fire, flood, structural defect/collapse
- Loss of water, electricity or gas supply
- Loss of catering facilities

Denial of access to premises due to localised incident or conditions

Staffing shortage

- Epidemic illness, Industrial action, Pandemic illness, Transport disruption, Adverse weather conditions

Loss of ICT services and records

- Disruption to telephone system, failure to network systems, Server failure, temporary loss of IT connections
- Failure of backup system
- Threat Scenarios such as cyber attack

In the event of an emergency or business interruption from any of the above threats, the staff of Morelife, Leeds will endeavour to maintain services to as close to the usual standard as possible. The Emergency Response Team Lead will decide which services are priority and which ones to reduce or stop based on the following Business Impact Analysis.

4. Business Impact Analysis

The Business Impact Analysis focuses on the level of interruption to the services being delivered. It is to be used to assign priority to the service areas by prioritising the activities that need immediate recovery and those that can wait a little longer. The impact analysis will be used to predict the consequences of disruptions to the business and its activities/processes.

<p style="text-align: center;">HIGH PRIORITY ACTIVITIES <u>Recover within 4hrs</u></p> <p>Activities which cannot tolerate any disruption. If these activities are not resumed almost immediately, it may result in the loss of life, injuries, significantly impact client care or significantly impact on the business.</p>	<ul style="list-style-type: none"> • Receiving referrals • Uploading referrals, assessments & clinical data • Issuing GP letters • Inbound calls and emails • Updating systems data • Communications with clients and health professionals • Distribution of assessment & clinical data • Actioning Safeguarding concerns
<p style="text-align: center;">MEDIUM PRIORITY ACTIVITIES <u>Recover within 3 days</u></p> <p>Activities which can tolerate disruption for a few days. If activities are not resumed in this timeframe it may result in significant deterioration in residents' conditions, significant loss of infrastructure or loss of revenue.</p>	<ul style="list-style-type: none"> • Venue booking • Processing invoices • Interviewing new staff • MDT meetings • Generating KPI reports (depending on timings) • Booking & confirming translation services
<p style="text-align: center;">LOW PRIORITY ACTIVITIES <u>Recover within 1 week</u></p> <p>Activities which could be delayed for 1 week but are required in order to return to normal operating conditions and alleviate further disruptions to normal conditions.</p>	<ul style="list-style-type: none"> • One-to-one supervision meetings • Ordering Stationery / printing material • Ordering Delivery equipment • Partnership and stakeholder engagement activities • Focus group activities • Training

5. Emergency Response Team (ERT)

The Emergency Response Team (ERT) is responsible for managing and directing the response and recovery of the business following an emergency or incident. The Team will ensure that business functions are recovered in order of priority, that services to the resident continue at acceptable levels and that the good reputation of the organisation is maintained. The ERT work closely with the Senior Management Team in managing the responses to all emergency situations.

6. The Emergency Response Team Structure:

Name	Role
Manuela Segard	Head of Finance
Grant Westermann	IT/Digital Manager
Belinda Dickson	Head of HR & Compliance
Dr AB Sirin-Ayva	Head of Clinical
Grace Shiplee	Head of Contracts
Tracey Horowitz	Head of Marketing
Dr Sophie Edwards	COO

The responsibilities of the Emergency Response Team are to:

Respond immediately to a potential disaster and call emergency services if relevant.

Conduct an initial assessment of the extent of the disaster and its impact on the business, Escalate to Morelife SLT/ Board Members.

Decide which elements of the Business Continuity Plan should be invoked.

Ensure employees are notified and allocate responsibilities and activities as required

7. Emergency Response Team Actions

The members of the ERT will take on roles and delegate activities to other staff according to the situation. The ERT will set clear objectives, defining responsibilities and priorities while providing leadership in dealing with business continuity issues.

8. Personnel

8.1 General responsibilities of staff

Staff will receive training when the business continuity plan is tested in their general and specific responsibilities.

8.2 Specific Responsibilities

Specific responsibilities related to a disaster will be allocated by the Emergency Response Team Lead to the members as required.

8.3 Calling Tree

A calling tree mechanism should be used to share the work of ensuring that all staff are notified of the disaster, rippling down from the ERT members to all staff. An electronic copy of the plan will be held by the following:

- The Emergency Response Team members.
- Data Protection Officer
- IT Manager

9. Evaluation of Incident & Invocation of the Plan

It is recognised that whilst an emergency or incident may affect the whole premises and most facilities, it may impact differently on specific areas. Following an incident, it will be necessary to assess the overall impact on the building, rooms, facilities and services. The following can be used as a guide to evaluate the extent of the damage caused by an emergency or incident.

- Identify which areas, functions and facilities are affected.
- Assess staff availability and whether alternative working arrangements can be made.
- Assess damage to facilities, supplies, IT systems/records and whether services can continue from the premises.

The decision to invoke the Business Continuity Plan will be informed by these assessments. Once the ERT takes the decision to invoke the Plan, this will activate the processes and activities documented in the contingency plan below.

10. Premises and Facilities

If Morelife, Leeds premises had to be evacuated following a disaster, or access was denied for any reason, staff with approved access would be advised to work from home at the outset and connect to the company's network remotely.

In such an event the following immediate actions would be taken by the ERT / Central office:

- If staff require IT support to log on to the portal and divert all inbound calls to a designated mobile phone or the Leeds office by contacting Head of IT.
- If required, IT support to Log on to Office365 and set an auto response on the company inbox and the NHS.net inbox explaining the situation.
 - The emergency team meets via Microsoft Teams platform
 - Assuming the situation is expected to last more than 1 day, relocate to identified short-term alternative office or continue working from home.
 - If required, Marketing to consider updating the company webpage to communicate accurate information about the situation.
 - Assess expected duration of incident and secure long-term alternative office if required.

Further instructions would be communicated by the ERT team if staff were unable to access the premises after 24 hours.

If offices were rendered unusable for a significant period of time and Morelife, had to relocate to new offices, staff would work from home until advised otherwise. Staff able to work from home (provided with laptop and company phone as required):

- All clinical and delivery staff
- Service Manager
- Adult Weight Management Lead
- Partnerships and Engagement Lead

Staff not able to work from home (use desktop machines and desk phones)

Session delivery takes place in community venues and is therefore not subject to the same risks as the office location. Individual delivery venues may be affected by localised incidents, but this would only affect a single venue at a time.

Insurance Cover	In the event of an incident that may lead to a claim, the Insurance company should be contacted.
Insurance Company	Arthur J. Gallagher Tel: 019 2443 3104
Insurance assessors may require access to the site to examine damage.	

11. Staffing Issues

If the Central Services team suffers a significant prolonged reduction in staffing levels due to sickness, transport disruption or other circumstance, staff with approved access who were able to work would be advised to work from home at the outset and connect to the company's network remotely.

In such an event the following immediate actions would be coordinated by the Emergency Response Team.

As required IT Support to log on to the portal and divert all inbound calls to a designated mobile phone or to the Leeds office if required.

1. As required IT Support to log on to Office365 and set an auto-response on the Leeds inbox.
2. The emergency team meets via Skype to plan a detailed response.
3. Assuming the situation is expected to last more than 1 day, prioritise immediate tasks and communications to stakeholders and clients (e.g. those due to attend delivery sessions).
4. If required, Marketing to consider updating the Leeds webpage to communicate accurate information about the situation.
5. If required, consider the use of mass email/text communications to clients regarding the situation.
6. Assess expected duration of incident and secure additional temporary staffing cover if required.

12. Landlord

Where applicable, the Landlord should be contacted as soon as possible to arrange for their insurers to visit the disaster site, to help with remedial actions and to authorise longer term repairs.

13. Utilities Providers

Electricity	Provided by the Landlord
Water	Provided by the Landlord
Security Company	Provided by the Landlord
Key Holders	All staff have a key code to the building
Burglar Alarm Company	Provided by the Landlord
Information Systems	Grant Westermann – Tel: 0780 678 8106

14. Core Services and Systems

External Servers would be restored dependent on the nature of the disaster, such as:

- Broadband connectivity.
- Email connectivity
- Phone line communication.

The timescale for the restoration would be as follows:

- Provision of an emergency level of service within 4 business hours of the disaster.
- Restoration of key services within 3 business days of the disaster.
- Recovery to business as normal within one week of the disaster.

Telecoms Provider	N/A
Broadband Provider	Provided by the Landlord
Telephone Provider	Provided by the Landlord
Insurance Cover	In the event of an incident that may lead to a claim, the Insurance company should be contacted.
Insurance Company	Arthur J. Gallagher Tel: 019 2443 3104
Insurance assessors may require access to the site to examine damage.	

15. Finance & Legal

An assessment shall be made by the emergency response team of the impact on the financial affairs of Morelife, Central Services. The assessment should include:

- Loss of revenue
- Loss of cash.

Bank	Companywide Provider
Lawyers	Companywide Provider

16. Review and Testing

This Business Continuity Plan will be reviewed and tested yearly. All individuals identified in the Business Continuity Plan are to be involved in any planned test, and the BCP Lead will document the actions arising from the testing.

The results of each test will be recorded, possible improvements identified and implemented, with the result of the business continuity tests reviewed at yearly process review meetings.

17. Remote working

Our goal is to maintain operational effectiveness while safeguarding the health and safety of our employees – we will.

1. **Ensure Employee Safety:** Prioritise the health and safety of remote workers during emergencies.
2. **Maintain Operations:** Facilitate the continuation of essential business functions and services.
3. **Effective Communication:** Establish clear lines of communication to keep remote workers informed.
4. **Support and Resources:** Provide necessary tools and resources to enable remote work

18. Remote Work Infrastructure

Our ERT will work to ensure that digital support is implemented swiftly where applicable


1. **Technology Access:**
Work with IT to ensure all remote workers have access to necessary technology, including laptops, software, and reliable internet connections.
2. **Virtual Collaboration Tools:**
Utilise platforms such as video conferencing, project management software, and communication apps (e.g. Microsoft Teams) to facilitate collaboration and maintain productivity.
3. **Data Security:**
Implement robust cybersecurity measures, including VPN access, two-factor authentication, and regular software updates to protect sensitive information
4. **Continuity Procedures:**
Ensure Essential Functions: ERT team will work to identify critical business

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functions that must continue during disruptions and designate personnel responsible for maintaining those functions

This document has been approved & authorised by:

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Signature:	
Authorised Signatory for Policy:	Caroline Page Leach
Signature:	CPL

Appendix 1: ERT DISASTER ACTION CHECKLIST

This action checklist is designed for emergency situations. There are a number of circumstances in which appropriate action does not require the full response.

Evacuation	and calling of emergency services.
Calling Tree	Starting and managing the calling tree mechanism: maintaining a handwritten log of the calls made, responses and agreed next steps.
ERT Office	Setting up the ERT office with staff and facilities [Hybrid]
Call Logging	Setting up and managing a mechanism to ensure that all incoming calls are logged, issues dealt with, and calls returned as necessary.
Events	Monitoring events, information from staff, emergency services, and others.
Staff	Determining the whereabouts and condition of staff - by using the staff log in sheet, ensure First Aiders (provided by the University) deal with immediate first aid (if necessary) and other needs.
Facilities	Buildings, furniture, equipment - assessing damage; determining immediate and long-term needs; obtaining supplies; dealing with insurers and loss adjusters.
IT, Telephony, Data, Records	Determining extent of damage; setting up interim systems; planning recovery of full systems; restoring data from secure backup; recovering documents from off-site.
Service Continuity	Invoke plans for business unit services; set up disaster information line for clients; decide which other services can be kept going and to what degree; ensure services continue according to plan
Salvage	Obtaining help with recovery
Finance	Controlling the finances of Morelife Leeds, obtaining cash, ensuring that there is sufficient accessible cash for the organisation to manage its business.
Incidence response plan	A structured incident response plan must be in place to ensure a rapid and effective response to security incidents, cyber-attacks or data breaches. Plan should include to detect and assess the severity of the incident, secure affected systems and prevent further exposure, conduct forensic analysis to determine the cause, scope and impact of the breach, restore affected systems using backup & recovery mechanisms
Backup Recovery Process	In the event of a system failure, data corruption, cyber incident or unexpected disruptions, an effective backup and recovery process is critical to ensure business continuity and minimize operational downtime. The backup recovery process should outline how data applications and systems are backed up, stored and restored to maintain resilience and compliance with regulatory requirements.

Appendix 2: DISASTER CHECKLIST FOR STAFF

Inform the Chief Operations Officer (COO)/ ERT Team if a key customer service appears to be unavailable.

Maintain your own safety	Observe the emergency procedures and follow the instructions of the emergency services
Help others	But do not take any personal risk
Maintain Confidentiality	Be careful who you talk to and ensure that what you say does not damage the interests of the organisation; do not talk to the media but refer callers to the COO
Be prepared	Keep a list of key clients, partners, suppliers, people you work with daily and other contacts, their telephone numbers and forthcoming commitments. Managers should also have the home telephone numbers of their direct reports.
Keep services running	Be ready to use your initiative
Maintain security and quality	Should be maintained as per normal.
Be flexible	Take on new responsibilities and tasks as the need arises
Provide support	To other members of staff
Keep records	So that systems can be updated later

Appendix 3: STAFF CALL CHECKLIST

The following checklist is for guidance purposes during an incident response. It will need to be adapted to the specific circumstances in any given real-world situation.

1	Information	Caller's name;
		Their whereabouts and a contact number
		Their state of health
		What they observed at the site of the disaster
		Who else was known to be at the site - other members of staff or visitors
		Knowledge of other members of staff, who are safe, who is injured
		Who they have spoken to e.g. police or the press, and what they have said;
		Any practical difficulties e.g. lack of cash, lost home keys etc
2	Assessment	Determine how useful the person is likely to be in helping the business to recover priority operations in the immediate future, what roles they could take on, and whether there are likely to be other needs such as trauma counselling.
3	Instructions	<p>Tell the member of staff:</p> <ul style="list-style-type: none"> • The location to which they should report, or to go home • Their responsibilities during disaster recovery e.g. <ul style="list-style-type: none"> ○ To attempt to continue their normal activities ○ To take on a specific responsibility ○ To do nothing until otherwise advised

Appendix 4 – COMMUNICATION PLAN

1	Emergency Contact List	Maintained with HR
2	Regular Updates	Provide regular updates on business operations, safety protocols, and any changes in remote work policies through email, intranet, or messaging apps
3	Feedback Mechanism	Establish a channel for remote workers to raise concerns or provide feedback regarding their work conditions and support needs.