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Introduction

Unexpected events, by definition, come out of the blue. This policy aims not to predict the future, but to prepare the organisation for events that can be anticipated and that would cause disruption to the smooth running of the business. Through consideration of some of the more common unpredictable occurrences and the organisational response to them we hope to minimize disruption and ensure staff, customers and clients experience the least impact.

The aim of the plan is to prepare this organisation to be able to respond to and recover from a disruption. To that end it outlines a flexible response so that Windmill Hill City Farm can

- ◆ Respond to a disruptive incident (Incident Management Phase)
- ◆ Maintain, as far as possible, delivery of critical activities and services during an incident (Business Continuity Phase)
- ◆ Return to ‘business as usual’ as soon as possible (Resumption and Recovery Phase)

The approach adopted to construct the plan is based on four steps (outlined in the Cabinet Office toolkit): understand the organisation; determine a business continuity strategy; develop and implement a response; maintain and review the plan.



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The plan can be put into effect by any senior manager responding to a disruptive incident causing significant disruption to normal service delivery (particularly of critical activities). Examples of circumstances triggering activation of this plan include:

- ◆ Denial of access, or damage to, facilities eg loss of a building through fire
- ◆ Loss of key staff or skills eg above normal levels of absenteeism due to illness
- ◆ Loss of critical systems eg ICT failure
- ◆ Loss of a key resource eg a major supplier vital to the delivery of a key service

Action in the event of disruption

Incident Management Phase

The first phase of activity must focus on managing the disruption at hand with the following aims

- ◆ Protect the safety of staff, visitors, animals and the local community
 - Evacuate premises, call emergency services, log incident, record any injuries
- ◆ Protect vital assets eg equipment, data, reputation
 - Secure premises, keep off-site copies, remove assets to safer location
- ◆ Ensure necessary communication takes place
- ◆ Contact relevant staff, trustees, customers, insurers, suppliers, press
- ◆ Support the Business Continuity phase
 - Assess next steps, alternative accommodation or staff, continue communication, publicise arrangements
- ◆ Support the Recovery and Resumption phase
 - Log decisions and times, review actions and embed in processes

Business Continuity Phase

The purpose of the business continuity phase of response is to ensure that critical activities are resumed as quickly as possible after, or continue to be delivered during, the disruption.

The Business Impact Analysis (Appendix B) sets out details of critical activities that should be the focus of activity during disruption. It also gives examples of 'non-critical' activities that can be suspended during disruption without immediate business impact.

The Business Impact Analysis outlines potential actions that could be taken and the resources that would be required to mitigate the disruption. It also puts time frames to the actions in terms of the anticipated duration of the disruption and the target recovery time.

Actions

- ◆ Identify staff required
 - divert internal resources, consider additional external or agency staff,
- ◆ Evaluate the impact
 - Give priority to critical activities, assess likely duration of disruption
- ◆ Plan how to maintain critical activities
 - Immediate priorities, communication, resources, finance, monitoring, reporting



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- ◆ Record activity
 - Log actions (and deliberate inactions); log expenditure (with evidence)
- ◆ Allocate roles and resources
 - Deploy people, premises, equipment required
- ◆ Communicate
 - Put out key messages to staff, customers, suppliers, regulators,

Resumption and Recovery Phase

This phase aims to restore 'business as usual'. During disruption, only critical activities are maintained leading to a backlog of work. Business needs to build gradually to all activities being recovered (eg reoccupation of the usual building, staff returning to work or going back to their 'normal' roles). Where the impact of the incident is prolonged, normal operations may need to be delivered under new circumstances eg from a different building.

Actions

- ◆ Make a plan
 - detailed action plan with set timescales and responsibilities
- ◆ Support staff
 - Training, counselling if necessary
- ◆ Debrief incident
 - Analyse causes of disruption, response to it and future implications or changes required.
- ◆ Record activity
 - Log actions (and deliberate inactions); log expenditure (with evidence)
- ◆ Communicate
 - Put out key messages (business back to normal) to staff, trustees, customers, suppliers, regulators.

Preparation and Training

All senior staff (grades E, F) are given a briefing on business continuity measures as part of their induction. This plan is reviewed annually by the board of trustees and by the senior management team to ensure its ongoing validity.

Disaster Recovery Pack

Senior managers are issued with the log in details for a Dropbox account. The account contains a folder containing the documentation. This ensures critical information is available if on-site IT systems are not accessible. The account is password protected.

- ◆ Business Continuity Plan (this document)
- ◆ Senior staff contact list (phone numbers)
- ◆ Key contractor contacts (eg IT, Finance, Vet, Plumbers, Alarms, electricians)
- ◆ Key external contacts (eg insurers, local authorities, regulators)
- ◆ Description of IT infrastructure
- ◆ Critical door codes, alarm codes and passwords
- ◆ Stopcock and circuit breaker locations



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- ◆ Media contacts and passwords for social media accounts



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Appendix A - Understanding the organisation

This section focuses on the elements of the organisation that will have the greatest impact if disrupted. Impact may be financial or reputational loss to the organisation or knock-on disruption to customers or clients.

For this plan, the critical services considered are children & family services; adult health & social care services; café; facilities hire (including long-term lets); farm & gardens access (including events and public activities). The activities of the Central Services team are critical only insofar as they enable the critical services to function.

Business Impact Analysis

This exercise illustrates the potential impact of a complete closure of critical services and draws from the target actions and their time frame that would enable the organisation to manage and recover from the disruption. The impact of partial closure of a service is likely to

Children & Family Services

Critical activities

- ◆ Delivery of day care to children
 - Provide secure environment
 - Ensure ratio of staff to children maintained
 - Provide food, warmth, shelter
- ◆ Administration of service
 - Maintain registers and records (eg health records for children)

Impact of loss or interruption of critical activities

Disruption duration	Impacts (Internal & for stakeholders)	Expected mitigating actions
Up to 48 hours	Parents unable to leave children here Children present may need to leave	Use other on-site rooms for short-term service for children on site. External suppliers for food (if kitchen disrupted) Communicate to parents
Up to 1 week	Limited (or no) service	Use other on-site rooms for short-term service for children on site. External suppliers for food (if kitchen disrupted) Communicate to parents
Over 1 week	Temporary relocation of staff Impact on meals provision	Seek alternative accommodation off site (eg community centre). Arrange emergency temporary accommodation on site (eg Porta-cabins) Placement with alternative providers (liaise through BAND)

Examples of non-critical activities

Home visits; recruitment; training activities



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Adult Health & Social Care

Critical activities

- ◆ Delivery of contracted work
 - NHS contracts
 - Henry Smith, IAPT

Impact of loss or interruption of critical activities

Disruption duration	Impacts (Internal & for stakeholders)	Expected mitigating actions
Up to 48 hours	Services cancelled Service users on site sent home	Arrange secure transport for vulnerable users Communicate to care team (if necessary)
Up to 1 week	Services cancelled	Communicate with clients and care teams Liaise with partners and funders
Over 1 week	Services relocated Additional transport costs (staff & clients)	Find alternative venues for activity (eg other city farms, community gardens, BSRC for job club)

Examples of non-critical activities

Recruitment of new clients; training activities

Café

Critical activities

- ◆ Daily food service in cafe
- ◆ Catering to room hire
- ◆ Volunteer & work placements

Impact of loss or interruption of critical activities

Disruption duration	Impacts (Internal & for stakeholders)	Expected mitigating actions
Up to 48 hours	No café service	Set up 'pop up' coffee & cakes Use kiosk as alternative sale point
Up to 1 week	Limited café service	Find alternative kitchen on-site eg Nursery kitchen, Outdoor kitchen Use frozen pre-prepped supplies
Over 1 week	Limited café service	Find alternative kitchen on-site eg Nursery kitchen, Outdoor kitchen Find alternative kitchen off-site eg Kate's Kitchen Explore ready-made options

Examples of non-critical activities

Marketing activity,



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Facilities Hire (inc long-term lets)

Critical activities

- ◆ Delivery of booked rooms
 - Regular activities (eg courses, sports pitch hire)
 - One-off bookings (eg parties)
- ◆ Provision of space to long-term lets
- ◆ Administration of service

Impact of loss or interruption of critical activities

Disruption duration	Impacts (Internal & for stakeholders)	Expected mitigating actions
Up to 48 hours	Bookings moved or cancelled	Offer in-house alternative (if available) Assist customers in finding alternative off site
Up to 1 week	Bookings moved or cancelled	Offer in-house alternative (if available) Assist customers in finding alternative off site
Over 1 week	Bookings moved or cancelled	Offer in-house alternative (if available) Assist customers in finding alternative off site

Examples of non-critical activities

Advertising, internal bookings.

Farm & Gardens Access (including events)

Critical activities

- ◆ Care for animals
- ◆ Provision of group visits (eg schools)
- ◆ Provision of facilities for other critical activities (eg H&SC clients)



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Impact of loss or interruption of critical activities

Disruption duration	Impacts (Internal & for stakeholders)	Expected mitigating actions
Up to 48 hours	Inadequate housing for animals Unable to service to groups.	Rehouse animals on-site if possible Move animals off site (eg Lawrence Weston CF, Hartcliffe CF, other local farms) Communicate with group leaders
Up to 1 week		Move animals off site Communicate with group leaders
Over 1 week		Move animals off site Find alternative sites for activity

Examples of non-critical activities

General garden maintenance, trade of animals.



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Appendix B – Potential causes of disruption

The Chartered Management Institute Business Continuity Management Survey 2013 showed the following results.

Threat	% of businesses reporting disruptions
Extreme weather e.g. flood / high winds	54
Loss of people (due to illness)	42
Loss of IT	40
Loss of telecommunications	27
Transport disruption	27
Loss of access to site	24
School / childcare closures	20
Loss of electricity	20
Loss of key skills	18
Supply chain disruption	14
Employee health and safety incident	12
Loss of water / sewerage	10
Environmental incident	6
Malicious cyber attack	5
Loss of gas	4
Fire	4
Terrorism incident	2



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Appendix C – Particular procedures for Children & Family Services

During emergency situations or serious incidents, we will put the safety of the children and staff in our setting at the heart of our planning. Staff will follow the emergency procedures developed for each situation. Parents and carers will be advised of the incident and its effect on operation as soon as possible. We will keep users up to date with developments and if we have needed to close, we will endeavour to reopen as soon as possible.

If the disruption is to be a long-term closure, we will identify alternative premises as appropriate, and implement an action plan and timeline for reopening.

We have listed the instances that we feel are most likely to arise in our setting and the procedures we are planning to use to deal with these. This is not an exhaustive list, but these procedures will be reviewed regularly and will be updated as necessary to accommodate any changes in work practices. Any procedures that are used during an emergency will be evaluated, assessed and updated as needed.

The procedures are listed in order of priority and will form part of all management and staff induction. Where the setting has had to close parents will be refunded any fees they have paid for the time of closure.

Emergency Staff Cover Procedure

In the case of worker absence, it is necessary to replace them to ensure ratios are maintained to comply with the EYFS requirements. Suitable measures include:

- Drawing on a pool of existing contracted staff
- Calling in sessional staff or agency workers
- Managing numbers of incoming children
- Contacting parents to take children home

Where staff take breaks the overall required staffing ratios will be maintained by measures such as:

- Re-grouping children
- Reorganising rooms and activities
- Re-deploying other suitable staff
- Ensuring sufficient staff remain on the premises

If a worker calls in sick or is unable to attend work, it is their responsibility to inform their line manager by the timescales detailed in the leave policy. When a worker has advised that they are unable to attend work the following procedure should be implemented.

- Check the expected number of children for that day to determine number of staff required.
- Contact existing contracted staff to offer extra hours
- Contact bank staff to see if they are available for work
- Contact an agency to bring in cover

If no cover can be found, the numbers of children attending will need to be reconsidered. Parent/carers will need to be contacted to see if they can cope with not using the service on this day. If the number of staff



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available drops below the number required to maintain ratios the service must close. Parents should be contacted as soon as possible and advised of the temporary closure.

Emergency Premises Closure

If a decision is made to close the nursery premises alternative accommodation will be sought on site. In the event that the whole site is closed, parents will be informed immediately, and children taken to a nearby safe site (eg WHCA hall, St Mary Redcliffe Primary School, Café Grounded).

A register will be taken before leaving and on arrival at the holdings site to ensure all children are accounted for. Ofsted should be advised that there has been a temporary change in operational premises.

Emergency Closure due to Infectious Disease

WHCF follows its Sickness Procedure to try to minimise the risk of the spread of infection. In the event that closure becomes necessary to control the spread of disease the following will be undertaken.

- ◆ Parents will be advised
- ◆ Equipment and premises will be deep cleaned to remove the further risk of infection.
- ◆ Alternative premises will be sought while the cleaning is happening.
- ◆ the management team will work with Environmental Health Officers to implement an action plan and reopening timeline and we will advise parent of this.
- ◆ Ofsted will be advised that normal operation has been disrupted and of the reason why this is so.