

Business Continuity Plan 2023

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1. Introduction

1.1. Purpose and scope

Unplanned events can have a devastating impact on any business. It is essential for the purposes of business continuity and to uphold our ability to maintain our contractual obligations and deliver our client expectations that we plan and make allowances for events which may be out of our direct control.

Business Continuity Management (BCM) is a business-owned and business-driven process that establishes an effective strategic and operational framework and system that:

- proactively improves Linkage Community Trust's resilience against the disruption of its ability to achieve its key objectives.
- provides a rehearsed method of restoring the Trust's ability to supply its key services to an agreed level within an agreed time after a disruption.
- delivers a proven capability to manage a business disruption and protect the Trust's reputation.

BCM is complementary to a risk management framework that sets out to understand the risks to the Trust and the consequences of those risks.

Risk management seeks to manage risk around the key services that the Trust delivers. Service delivery can be disrupted by a wide variety of incidents, many of which are difficult to predict or analyse by cause.

By focusing on the impact of disruption, BCM identifies those critical functions and activities i.e. services on which the Trust depends for business continuity and can identify what is required for the Trust to continue to meet its obligations. Through BCM, the Trust can recognise what needs to be done before an incident occurs in order to protect its people, premises, technology, information, supply chain, stakeholders and reputation.

The benefits of an effective BCM programme are that the Trust:

- is able to proactively identify the impacts of an operational disruption.
- has in place an effective response to disruptions which minimises the impact on the Trust.
- encourages cross-team working.
- is able to demonstrate a credible response through the process of testing;
- can enhance its reputation.
- can develop its commercial robustness conferred by the demonstrated ability to maintain service delivery.

The outcomes of an effective BCM programme are that:

- the Trust's critical functions are identified and protected, ensuring their continuity.
- an incident management capability is enabled to provide an effective response.
- the Trust's understanding of itself and its relationships with other organisations, relevant regulators, local authorities and the emergency services is properly developed, documented and understood.
- staff are trained to respond effectively to an incident or disruption through appropriate testing.
- stakeholder requirements are understood and able to be delivered.
- staff, service users and their families receive adequate support and communications in the event of a disruption.
- the Trust's supply chain is secured.
- the Trust's reputation is protected.
- the Trust remains compliant with its legal and regulatory obligations.

1.2. Responsibilities

The Trust's Chief Executive takes full authority of the Business Continuity plan in the event of the plan being put into effect. The plan covers all Linkage Community Trust employees, clients, learners and other stakeholders as identified. The Executive Leadership Team are the 'critical response team' in event of BCMP being triggered.

Executive Leadership Team responsibilities include:

- ensuring that the appropriate BCM procedures, practices and plans are formulated and adopted by the Trust in support of the Business Continuity Policy.
- representing the Trust on BCM matters.
- providing the appropriate leadership and direction for the BCM team operating within the Trust.
- setting the standard for BCM training for staff across the Trust.
- acting as a central point of contact on BCM within the Trust.
- implementing an effective framework ensuring that a manager (and deputy) responsible for each of the Trust's sites has delegated responsibility for ensuring that a copy of the Trust's Business Continuity Plan and their own House plan (where appropriate) is readily available at that site and that staff are aware of and understand its contents.

Registered Manager / Site Managers' responsibilities

- ensuring that staff are made aware of the existence and location of the contents of the Business Continuity Policy and Plan, including individual House / site plans as appropriate.

- ensuring that staff have been issued with the staff emergency hints and tips card.

The Business Continuity Policy is reviewed annually by the Chief Executive in consultation with the Board and the Executive Leadership Team and is also tested annually to ensure the plans outlined are feasible, realistic and deliver the continuity which is the ultimate aim and essential requirement of the Trust's BCM system.

The testing and auditing process (including Post-Incident Reviews) will:

- identify areas of good practice and 'lessons learned.'
- identify areas where the procedures do not match the desired levels of performance.
- Highlight where non-conformance to procedures is occurring and suggest a tightening of controls and adjustment to related procedures.
- The results of the testing and auditing process will form part of the annual review by the Chief Executive in consultation with the Board and Executive Leadership Team.

1.3. Critical functions

In order to assess the scope of risks that require to be addressed, we have considered the 'critical functions' and activities that Linkage provides in order to deliver its services efficiently and effectively. Our essential purpose is to deliver excellent Care, Choices, Education and Employment services which are delivered in safe, well-maintained and supportive environments that promote personal independence, wellbeing, autonomy and achievement.

Linkage College is the longest-established specialist further education college in the country. It accommodates both residential and day students at our Lincolnshire campuses, who are aged primarily between 16 and 25. Linkage Care Services offer residential care, supported accommodation and short breaks facilities in more than 70 properties across the county and beyond. Our Employment Services work in partnership with more than 140 employers to support learning disabled people into meaningful and sustainable work. Linkage Choices offers individuals opportunities to enrich their lives through accessing a wide range of activities, across 4 main streams including; Enrichment, Independence, Health and Wellbeing and Enterprise, both on site or out in the community.

Our main critical functions are:

1. Delivering high quality education, care, choices, supported living, community support, and employment services to meet the needs of service users and their families and our legal / regulatory obligations.
2. Keeping service users, staff and stakeholders safe.
3. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.
4. Providing effective leadership, management and staffing sufficient to need.

5. Maintaining effective communication and information flows.
6. Providing / maintaining services or supplies (fuel, food, utilities, and health prescriptions), money, equipment and vehicles sufficient to need.

In order to deliver these services we require the following activities, functions and processes to be in place:

- **Health and Safety** activities, functions and processes that ensure the physical, environmental and personal health and wellbeing of staff, service users and stakeholders.
- **Staffing** – a well-trained and competent workforce, able to access their places of work and suitably qualified and experienced to support our client groups (this includes minimum staffing levels).
- **Human Resources** activities and functions, including effective values based recruitment, and pay systems, policy compliance and safeguarding procedures, including effective DBS checks, employment gaps, and disciplinary and grievance mechanisms to ensure safety and dignity for everyone in the Linkage community – students, service users and staff.
- **Estates** activities and functions – to ensure all our campuses, centres, registered houses and other buildings are safe, well-maintained and fit for purpose, offering an environment that is physically suitable and enabling to our client groups. This includes effective sanitation and consistent supply of light, heat and water as well as the provision of appropriate transport where necessary.
- **Communication** functions, including effective IT systems and technologies to ensure that communications are enabled across all our sites and with families, stakeholders and emergency services. This also involves the protection of mission critical systems and data including finance systems, payroll systems, student and service user records and personnel systems and records.
- **Legal / regulatory** activities and functions, including efficient and effective liaison and reporting to sponsoring authorities, commissioners and regulatory bodies such as CQC and Ofsted and having in place appropriate Insurances which protect the rights of our service users, stakeholders and customers.
- **Finance / resource** activities and functions, including access to contingency resources that can be made available to ensure that the Trust can respond appropriately to the emergencies / incidents and contingencies outlined in this plan.

- **Governance** activities and functions. This is an umbrella term for a range of quality assurance processes and activities which ensure that the Trustees are accountable for the continuous improvement of Linkage's services and safeguarding high standards of care. These include the policy and procedural framework by which they, along with the Executive Leadership Team, ensure accountability, fairness and transparency in the Trust's relationships with all its stakeholders.

1.4. Key risks

The key risks which we consider may affect our business are listed below and will be considered individually in further detail.

1. **Severe weather including heavy snow, rain, storms, gale force winds, dense fog, heat wave**
2. **Outbreak of disease/infection e.g. pandemic flu, legionella, meningitis**
3. **Building related disasters – fire / flood / explosion / environmental disaster**
4. **No notice IT and communication failure**
5. **Reputational failure**
6. **Financial failure**
7. **Safeguarding failure**
8. **Legal, statutory or regulatory failure**
9. **Civil unrest / Terrorism**
10. **No notice loss of utilities**
11. **Loss or illness of key staff**
12. **Fuel / Food shortages**
13. **Industrial action**
14. **Health and Safety**
15. **Brexit withdrawal from the E.U.**

If another critical incident or risk occurs which is not covered here, it should be reported immediately to the Executive Leadership Team who, in the role of Critical Response Team, will decide the appropriate strategy / course of action to be undertaken.

In dealing with critical incidents, the priorities will be as follows:

- personal safety
- damage limitation
- protection and restoration of the core service.

1.5. Alert status

When analysing the potential for unexpected events and crises which could impact on our day to day operations, we look at the likelihood and consequence of events which could affect our business and our clients in a negative way.

To help us do this, we have adopted a risk assessment framework and methodology which meets recommended practice requirements and builds on the system currently used by the national Meteorological Office (and which also complements the disaster response structure operated by the emergency services).

At all times, we will have in place an **alert status** across the entire Trust. The normal alert status, which will be publicised on a daily basis across the Trust, will be **Level 1 – Green**, described below.

Each of the levels (1–4) described in this section, needs to be proactive for the next level. A series of numerical threshold values is also outlined in the Risk Assessment Matrix which follows, these dictate the trigger point for the next level of response according to assessments carried out by the Senior Manager(s) concerned.

Level 1 – Green:

This is the lowest (and the normal) level alert and equates to **BUSINESS AS USUAL (BAU)**.

This is the minimum state of vigilance, but it also recognises the need for on-going planning, awareness and maintenance of the BAU requirement e.g. ensuring that the Trust is consistently as self-sufficient as possible in terms of contingency arrangements especially in regard to staff knowledge and awareness of health and safety, utility issues, food and fuel supplies, transport etc. The more self-sufficient the Trust becomes, the easier it will be to support any activity required at the next level of alert (Yellow) and also switch back to normal operations following a critical event.

In order to understand our organisation fully, we need to know what **Business as Usual** looks like, because this represents the status quo and the position Linkage needs to return to following some kind of critical event.

Listed at the end of this section is the key evidence / documentation required to support **Business as Usual**, corresponding with the critical activities and functions we have already identified.

Level 2 – Yellow:

This is the second level alert that equates to a state of heightened **ALERT** and **READINESS** to expect possible consequences from a potential event such as a period of expected cold weather, a planned building or access closure, or power / IT outages.

Level 3 – Amber:

This is the third level alert that equates to **ACTION** being taken to prevent/alleviate the impact of an event or crisis. Level 3 triggers the formal Business Continuity Plan and associated Incident Management Plans (see Appendix). At this stage, the Chief Executive and Executive Leadership Team (along with any other nominated managers and staff) become the **Critical Response Team** and can be called upon to manage the situation on both operational and strategic level.

Level 4 – Red:

This is the fourth and highest level alert which indicates a high-impact **EMERGENCY** and equates to the need for **immediate tactical and on-going strategic response**. Other services such as Fire and Rescue, Police and Ambulance may be involved. The Chief Executive and Executive Leadership Team, operating as the Critical Response Team, will be responsible for directing Linkage's tactical and strategic response at this level, with support and guidance from Trustees and, where appropriate, sponsoring authorities and regulatory bodies.

Key:

Green	Level 1	Business as usual	
Yellow	Level 2	Alert and readiness	
Amber	Level 3	Action	BCP triggered
Red	Level 4	Emergency	BCP triggered

1.6 Risk analysis

For each of the key risks identified at 1.4 and elaborated in Section 2, it is possible to carry out an assessment of risk according to the matrix below, that identifies the severity and likely impact of each event. A combination of **impact on critical function** multiplied by **likelihood of occurrence** then gives an overall score which corresponds to the alert/action status.

This score identifies whether or not the Business Continuity Plan needs to be triggered - i.e. any risk that result in a score of 11+ falling into the Amber / Red category.

Assessment of risk and thresholds

Impact	Minimal	Slight	Moderate	Significant	Critical
(on critical function)	1	2	3	4	5

Likelihood of occurrence	Very unlikely	Unlikely	Very possible	Likely	Highly Likely
	1	2	3	4	5

Alert / Action	0 - 5	6 - 10	11 - 15	16 - 19	20 - 25
	BAU	ALERT & READINESS	ACTION	ACTION	EMERGENCY



BCP activated at Amber / Red

A scoring of 11 or above indicates that the threshold is reached for the Level 3 Amber alert status and activation of the Business Continuity Plan, whilst a score of 20 or above denotes a Level 4 Emergency response is required. Some critical incidents or events, such as severe

weather, or outbreak of disease or infection, may trigger the BCP at a moderate assessment score initially, but gradually escalate as the scale of the event increases.

Other critical incidents or events, such as an explosion in a Linkage house or a terrorist incident may have an immediate critical impact which may lead to it being declared as a high-impact Emergency (RED alert status) straightaway. In this case, it is likely to involve the Emergency services, whose own disaster recovery systems will be instigated immediately and with whom Linkage will then work closely in support.

Local authorities are amongst the Trusts' main stakeholders so it is important that close liaison is maintained with Council personnel in Lincolnshire, North Lincolnshire and North East Lincolnshire Councils as well as with all the other sponsoring local authorities with whom we work. All local authorities have their own business continuity plans and are linked to the National Risk Register described below, so the Trust's Business Continuity Plan is designed with this in mind.

1.7 Civil Emergencies

Some of the critical incidents / risks identified by the Trust such as severe weather, outbreak of disease or infection and civil unrest / terrorism also fall under the Government's definition of *civil emergency* that could affect people in the UK generally.

The National Risk Register of Civil Emergencies (NRR) is a reference document for individuals and organisations wishing to be better prepared for emergencies.

The Civil Contingencies Act 2004 describes a civil emergency as: *an event or situation which threatens serious damage to human welfare in a place in the UK-*

- where 'serious damage' is defined as 'loss of human life; human illness or injury; homelessness; damage to property; disruption of a supply of money, food, water, energy or fuel; disruption of a system of communication; disruption of facilities for transport, or disruption of services relating to health.

Or, an event or situation which threatens serious damage to the environment of a place in the UK-

- where environmental damage is defined as 'contamination of land, water or air, with biological, chemical or radio-active matter, or disruption or destruction of plant life or animal life' *and/or*
- war or terrorism, which threatens serious damage to the security of the UK.

The Civil Contingencies Act requires organisations designated as Category 1 responders (emergency services, Accident and Emergency hospitals, Primary Care Trusts, local authorities, Health Protection Agency, Maritime and Coastguard Agency, Environment

Protection Agency) to maintain plans to respond to emergencies. It also requires them to make provision for ensuring that their ordinary functions can be continued.

The Act also requires local authorities to provide general advice and assistance to businesses and voluntary organisations in relation to business continuity management. This duty is an integral part of the Act's contribution to building the UK's resilience to disruptive challenges.

Lincolnshire's Resilience Forum (LRF) is a partnership made up of all the organisations needed to prepare for and respond to any major emergency in the county. The Forum put the national risks in a local context by looking at things like economic, geographic and demographic factors, whether the risk has happened before and what is in place to control it. Even within the county, a risk can have a different impact e.g. coastal flooding. Top risks for Lincolnshire have been identified as

- East Coast flooding
- Inland flooding
- Human health
- Severe weather
- Loss of critical infrastructure
- Environmental pollution and industrial accidents
- Fuel shortages

See <https://www.lincolnshire.gov.uk/emergency-advice>

UK Resilience: <https://www.gov.uk/guidance/preparation-and-planning-for-emergencies-the-capabilities-programme>

1.8 Business Continuity Risk register matrix

Linkage's Business Continuity risk register matrix has been compiled through defining the nature and scope of the risk and agreeing how the risk management process will be undertaken. Hazards and threats have been identified by the Trust's Executive Leadership Team based on the likelihoods of critical incidents and events occurring over the next five years, which is the timescale adopted regionally and nationally. This is done by considering the description of an outcome of an incident before assessing how likely an occurrence would be in this timescale. Risks are treated by recognising and developing plans for unacceptable risks (outlined in the accompanying strategies for each critical incident or risk identified and testing the Trust's Business Continuity Plan on an annual basis (along with multi-agency plans and capabilities).

The contents of this plan will be put into practice in the event of the threshold value attached to a particular risk reaching amber / red in the risk assessment and action table on page 6. It is possible that a particular risk, such as a power outage, may be confined to a particular location or site such as one of the registered houses. In this event, the alert status of a

particular location will be separately assessed and managed and it does not need to alter the alert status of the organisation as a whole.

Whilst each risk event needs to be considered individually, it is possible to generalise to a degree, based on our previous experience, history, national and regional risk assessments, statistical information, enquiry reports and lessons learned. Please find below an example of this risk matrix populated with our identified Linkage Community Trust critical incidents and failures, based on relative likelihood and impact.

This identifies our most significant incidents / events as:

- Severe weather including heavy snow, rain, storms, gale force winds, dense fog, heat wave
- Outbreak of disease/infection e.g. pandemic, flu, legionella, meningitis
- Building related disasters – fire / flood / explosion / environmental disaster

It therefore enables us to place a particular focus on business continuity with regard to these threats.

Relative Impact	Extreme/ catastrophic 5	5 6 7 8 9	2 3		
	Major 4	10	1 4		
	Significant 3		11 12 13 14		
	Moderate 2				
	Insignificant 1				
	Remote 1	Unlikely 2	Possible 3	Probable 4	Highly probable 5





Relative Likelihood

Risk Register Matrix

Key to risks

1. Severe weather including heavy snow, rain, storms, gale force winds, dense fog, heat wave
2. Outbreak of disease/infection e.g. pandemic flu, legionella, meningitis
3. Building related disasters – fire / flood / explosion / environmental disaster
4. No notice IT and communication failure
5. Reputational failure
6. Financial failure
7. Safeguarding failure
8. Legal, statutory or regulatory failure
9. Civil unrest / Terrorism
10. No notice loss of utilities
11. Loss or illness of key staff
12. Fuel / Food shortages
13. Industrial action
14. **Health and Safety**

High, Medium and Low Risk Summary emergencies

Key		Moderate / High Risk (scoring 11 – 20 on Risk Matrix)	
	Very high		Medium
	High		Low
		<ul style="list-style-type: none"> • Severe weather • Outbreak of disease or infection e.g. pandemic, flu, legionella, meningitis • Building-related disasters – fire / flood / explosion / environmental disaster 	

Medium Risk (scoring 6 – 10 on Risk Matrix)

- Safeguarding failure
- Legal, statutory or regulatory failure
- Reputational failure
- Financial failure
- Health and Safety
- No notice IT and Communication services failure
- Civil unrest / Terrorism
- Industrial action
- Fuel / food shortages

- Loss or illness of key staff
- No notice loss of utilities

In the event of the Plan being activated, the Executive Leadership Team becomes the Critical Response Team. The plan will be activated by the CEO, or, in her absence, the Director of Care and Independence. A number of Command Centres have been identified, from where relevant operations may be directed as appropriate, including communications, decision-making and routing calls and enquiries, according to the location / type of the incident or emergency.

These are at the following locations:

- Weelsby campus
- Toynton campus
- Scremby Grange site
- Lincoln campus
- Mablethorpe (Stanley Avenue)
- Flemingate (Beverley)

Depending on the type of critical incident or event and its location, any of the Trust's Registered Houses or other buildings may also be nominated as a Command Centre.

1.9 Recovery timelines

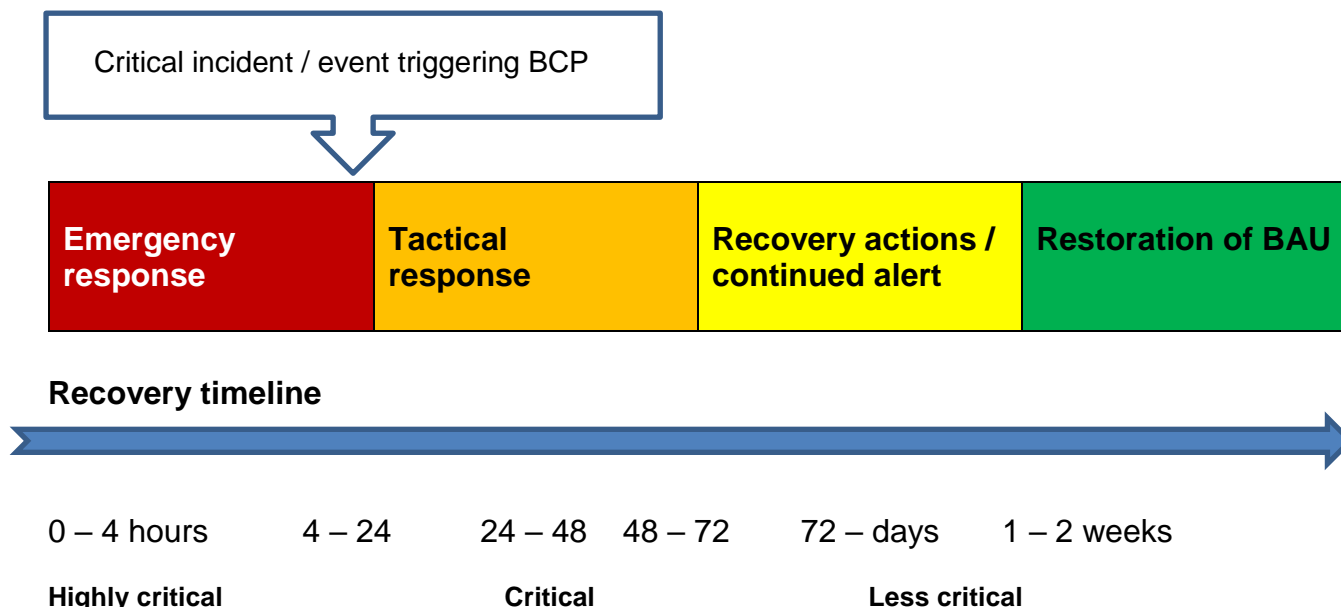
Recovery from a critical event or incident is likely to de-escalate from Red / Amber alert status through to Yellow (where ACTION is still being taken) to GREEN, denoting full restoration of critical functions and activities i.e. Business As Usual.

This brings into focus the importance of pre-planning for recovery using a timeline, which we have attached to each key risk strategy in section 2.

For each key risk, we have, according to current convention, identified the MTPD – the Maximum Tolerable Period of Disruption / Duration, after which Linkage's viability will be irrevocably threatened if the service cannot be resumed.

We have also identified the RTO – Recovery Time Objective – the target set for the resumption of service delivery. The **RTO** must always be less than the **MTPD**.

In general terms, the recovery timetable can be illustrated as in the diagram below:



NB For the first three key risks discussed here, which are the ones we have identified as being of Moderate / High risk and therefore of particular concern to the Trust, we have produced an **Impact / Advice matrix** which describes what might be happening at the different alert levels. We have completed these for:

- Severe weather
- Outbreak of disease or infection e.g. pandemic flu, legionella, meningitis and
- Building-related disasters – fire / flood / explosion / environmental disaster

1.10 Business as Usual

Our Business As Usual state is described here with reference to the six main critical functions of the organisation (outlined in the boxes below).

1. Delivering high quality education, care, supported living, community support, and employment services to meet the needs of service users and their families and our legal / regulatory obligations.

- Evidence is held of legal, statutory, regulatory and contractual compliance.
- Evidence is held that Directors / Trustees accept responsibility and liability for contractual compliance.
- Corporate / service delivery command centres are identified and equipped.

- All insurance cover necessary to cover the cost of recovery following an emergency or incident is in place with policies and records held off site.
- Finance and resources are in place to ensure that Linkage is able to address events/incidents which may have a negative impact on corporate or service delivery activities in compliance with contractual requirements.
- Systems are in place to continue to comply with CQC, Ofsted or other professional standards.
- Plans are in place to address (un)planned events/incidents which might impact upon the organisation and delivery of services.

2. Keeping service users, staff and stakeholders safe.

- Systems and procedures are in place to ensure that vulnerable people are protected at all times.
- All necessary contact details are recorded and stored offsite.
- The systems, contact details and means of equipment are in place to communicate with emergency services, staff, Trustees / Directors, sponsoring authorities, carers, family members and other stakeholders.

3. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.

- All buildings used by Linkage are identified, listed and records held offsite.
- All property-related documentation is stored offsite.
- All buildings and property are subject to regular professional valuation, reports of which are stored offsite.
- Details of command centres for corporate and service delivery locations are available.
- Details of alternative premises for corporate and service delivery are available.
- Contracts are in place to provide the utilities necessary for corporate functions and service delivery are in place and stored offsite.
- Access to main controls for utilities at all locations are identified and stored offsite.
- An equipment and resources inventory is maintained and stored offsite.

4. Providing effective leadership, management and staffing sufficient to need.

- Sufficient staff, with the required skills and expertise, are available to undertake key functions and deliver contract compliant services.
- Board in place with capability to ensure sound and effective governance.
- Business Continuity Management Programme complete and up to date with financial resources available to support it.
- Effective management capacity and systems in place to ensure compliance with contracts and key functions.

5. Maintaining effective communication and information flows.

- Contractual and corporate information and documents are backed up and stored offsite.
- All information held on computer and IT systems is backed up and stored offsite.
- IT applications are adequately protected.
- Details and specifications of all IT equipment are recorded and stored offsite.
- Copies of all documentation / records essential to the carrying out of key corporate and service delivery functions are stored offsite.
- Alternative communication equipment is available and maintained at each command centre location.
- Identified members of staff are trained / prepared to speak to the media.
- A list is held at command centres, with contact details, of all those outside the organisation who should be informed that there is an emergency (incident).

6. Providing / maintaining services or supplies (fuel, food, utilities, and health prescriptions), money, equipment and vehicles sufficient to need.

- Financial information is backed up and stored offsite.
- Arrangements are in place to enable access to funds in the event of an emergency.
- Maintaining staff payroll is a priority
- Priority suppliers are identified with their contact details maintained and kept off site.
- Details of the capacity of those with whom reciprocal arrangements exist to expand their service delivery is identified and stored off site.

1.11 What staff need to know

When the plan is activated, it is vital that personnel involved in managing the incident / emergency know immediately which parts of this Plan to refer to and complete.

It is recommended that staff extract the following documentation:

1. The relevant section for the incident / emergency concerned for advice and guidance (from section 2) and
2. The appendices for completion (from section 6).
3. The Business Continuity Plan for their house (as appropriate).

Staff will also need to keep with them the relevant Fire Book and Grab files as appropriate. (Grab files are individual files which contain vital personal / medical information about service users / students).

These documents together should provide all the necessary guidance and information that is required. Some of the information is duplicated across different sections of this plan, because some of the same issues arise in respect of the different critical incidents being considered.

This is deliberate and helps to ensure that the relevant sections are complete and can be quickly and easily accessed and used in their entirety as a discrete process.

2. Key Risks and associated strategies

2.1 Severe Weather

2.1.1 Strategy Overview

The types of severe weather and flooding conditions that the UK Government use for contingency planning purposes are severe storms and gales, persistent low temperatures and heavy snow, heat waves and major flooding (coastal, tidal and fluvial at local and national scales).

An early warning of severe weather will normally be issued up to several days in advance whenever the overall risk of widespread disruption in any UK region is 60% or greater. All other areas with a 20% or greater risk will be shown.

Flash warnings of severe weather are issued when confidence of a high-impact event is above 80% and should give a minimum of 2 hours' notice. Warnings are issued for every affected county or unitary authority.

The main concern around severe weather is the impact of severe and prolonged low temperatures, accompanied by heavy snow on travel disruption / staff attendance plus an increased likelihood of disruptions to power supplies and an increased risk of slips, trips and falls amongst vulnerable clients and staff. The alert status for Linkage will be closely correlated with the Met office alert system.

Impact / Advice matrix

	BAU/ preparedness	Alert	Action	Emergency
Impact/ advice/ plans applying to severe weather	The weather is not expected to have any noticeable impact. Winter preparedness plans apply e.g. stocking up on tinned/dry goods in houses arrangements for prescriptions/medication/ensuring staff are winter aware/increased likelihood of slips, trips and falls for service users and staff Linkage/vehicles fit for purpose etc.	Alerts about severe weather communicated to staff and clients groups. Plans in hand to maximise winter self-sufficiency and ensure safe and supported environments for students/service users/staff including gritting/transport support etc.	BCP triggered by ELT. Some disruption expected including staff unable to travel to work. Further assessment/clarification of potential hazards identified by ELT. 24 hour alert status applies (ELT or nominated manager). Preparation of Incident Management Plans.	BCP in operation. Significant disruption expected. Escalating travel problems. Possible disruption of power supplies. Potential food/fuel shortages. 24 hour alert status applies (ELT or nominated manager). Incident Management Plans in operation.
SNOW and ICE	Winter preparedness. Some slippery surfaces.	More widespread snow lying on roads and	Widespread snow with a number of road closures.	Widespread deep snow with many

	Traffic may move slower than normal.	pavements but roads generally open. Extra care needed in case of slips, trips and falls for pedestrians and extra care needed when cycling/driving in affected areas.	Some disruption to road/rail/air transport with difficult driving conditions and longer journey times. Possibility of road collisions and significant increase in slips and falls.	roads closed or impassable. Roads likely to become impassable with high risk of drivers being stranded. Risk to personal safety. Significant disruption to normal day to day life as a result of transport issues, school closures etc. Unnecessary journeys to be avoided.
*HEAVY RAIN FLOOD	Some flooding may occur on low lying fields, recreational land and car parks. Wet road surfaces and possibility of ponding water may lead to difficult driving conditions. Preparedness plans, particularly around Linkage properties susceptible to heavy rain/flood events.	Localised flooding of low lying fields, recreational land and car parks. Flooding of a small number of homes and businesses. Local disruption to travel – longer journey times.	Preparations in place to protect clients and houses/campuses/sites in affected areas. Plans in hand to mitigate transport problems/staff difficulties in accessing work. Disruptions to electricity, water supplies and telecoms.	Widespread flooding of property. Severe disruption to travel. Loss of utilities Evacuation expected. Significant risk to personal safety. Involvement of emergency services.
HEATWAVE (A Heat-Health Watch System operates in England and Wales from 1 June to 15 September each year)	Summer preparedness and long-term planning. Preparation including availability of thermometers, ensuring fridges/freezers working, awareness of clients who are particularly vulnerable.	Triggered at 60% risk in 2-3 days of temperatures high enough to have a significant impact on health. Contact GPs for medication review for vulnerable people. Prepare hot weather plan/advice for clients.	Triggered at 30°C or more (day), 15°C (overnight). Preparations in place to monitor wellbeing of clients, e.g. health issues such as drowsiness/ headaches/ monitoring fluids/cool baths/showers/ use of fans/keeping houses as cool as possible.	Triggered by heatwave for 4+ days/impact at previous level. Response actions are those at previous levels for prolonged period. Risk to personal wellbeing. Involvement of emergency services.

NB The area of land between Market Rasen, Louth and Horncastle, which covers the Lincolnshire Wolds, is identified in the Community Risk Register as most at risk from heavy snowfall.

Floods - Environment Agency Flood Warning Service







The Trust is registered with the Environment Agency's Flood Warnings Direct service. This service aims to reduce risk to life, distress to people and damage to property caused by flooding, through accurate, timely flood warnings. It is provided to residents within the floodplains of rivers, estuaries and coast in England and Wales and to the media.

Where the water levels in rivers rise rapidly due to heavy rain or melting snow, there may not be enough time to issue specific warnings. In these cases, a general warning is issued to a large geographical area.

Flood Warning Codes

'Flood Warning Codes' is the name given to the four warning types that the Environment Agency use for warning the public and media of impending flooding. The Flood Warning Code definitions are based on the overall impact of flooding within an area and relate to a Flood Warning Area (or community) as a whole. They do not relate to the personal impact on members of the public. These warning types are not issued as a sequence of messages. They are used, as appropriate, to indicate the impact of flooding in a given area.

There are three types of warnings: **Flood Alert**, **Flood Warning** and **Severe Flood Warning** (see following illustration).

Warning	What it means	When it's used	What to do
 <p>This corresponds to the Linkage (and Met Office) Yellow alert status</p> 	Flooding is possible. Be prepared.	Two hours to two days in advance of flooding.	Be prepared to act on your Flood Plan. Prepare a flood kit of essential items. Monitor local water levels and the flood forecast on Environmental Agency website, which will also be recorded on Linkage's website and intranet.
 <p>This corresponds to the Linkage (and Met Office) Amber alert status.</p> 	Flooding is expected. Immediate action required.	Half an hour to one day in advance of flooding.	Move people, pets and valuables to a safe place. Turn off gas, electricity and water supplies if safe to do so. Put flood protection equipment in place.
 <p>This corresponds to the Linkage (Met office) Red alert status.</p> 	Severe flooding. Danger to life.	When flooding poses a significant threat to life.	Stay in a safe place with a means of escape. Be ready should you need to evacuate from your home. Co-operate with the emergency services. Call 999 if you are in immediate danger.

NB Lincolnshire's East coast towns of Mablethorpe, Cleethorpes, Skegness and Boston are identified in the Community Risk Register as most at risk from coastal flooding.

2.1.2 Impact Analysis and Recovery Plan – Severe Weather

Main Critical Functions Affected:

1. Delivering high quality education, care, supported living, community support, short breaks and employment services to meet the needs of service users and their families and our legal / regulatory obligations.
2. Keeping service users, staff and stakeholders safe.
3. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.
4. Providing effective leadership, management and staffing sufficient to need.
5. Maintaining effective communication and information flows.
6. Providing / maintaining supplies (fuel, food and water), money, equipment and vehicles sufficient to need.

Effect on Service	
Time	Effect on service of escalating situation (based on severe and extended weather: storms, snowfall and flooding)
First 24 hours	Assessment made of risk to service user / staff safety / including health risks such as dehydration and impact on asthma/epilepsy/risk associated with medications etc., optimise preventative intervention. Evacuation plan in place if needed. Travel disruption - difficulties for staff in accessing workplace Increased risk of slips, trips and falls for service users
24 – 48 hours	Continued travel disruption / longer journey times – difficulties for staff in accessing workplace leading to lessening of support for service users Increased risk of disruption to electricity , water supplies and telecoms Structural damage to buildings (storms / flooding).
Up to 1 week	Staffing levels likely to be increasingly affected – knock-on effect on levels of service Increased risk of school closures Restricted hospital admissions High risk of some power outages Damage to buildings Disrupted community access for Service users.
Up to 2 weeks	As above Increased pressure on staffing levels and ‘burn out’ Increasing levels of concern expressed by service users / carers / families Potential food / fuel shortages Transport infrastructure affected.

Effect on Service	
Time	Effect on service of escalating situation (based on severe and extended weather: heatwave)
First 24 hours	Assessment made of risk to service user / staff safety / including health risks such as dehydration/sunburn and impact on asthma/epilepsy/risk associated with medications etc., optimise preventative intervention i.e. stay out of direct sunlight, use barrier creams, drink water and continue with preventative measures. For further information please see information from Public Health England - Supporting vulnerable people before and during a heatwave, advice for care home managers and staff: https://www.gov.uk/government/publications/heatwave-plan-for-england
24 – 48 hours	As above. Increased risk of disruption to water supplies.
Up to 1 week	Increased risk of school closures Restricted hospital admissions Service users likely to be unable to get out and about.
Up to 2 weeks	As above Increasing levels of concern expressed by service users / carers / families

***MTPD** – Maximum Tolerable Period of Disruption – Duration after which Linkage’s viability will be irrevocably threatened if the service cannot be resumed.

***RTO** – Recovery Time Objective – The target set for the resumption of service delivery
(NB: The **RTO** must always be less than the **MTPD**).

Recovery Plan					
Time	Action	*MTPD	*RTO	Resources required	Responsibility
First 24 hours	Command Centre location identified. Key Manager appointed for each operational area Decisions made to close/reduce services to day students/external clients. Redeploy staff to nearest locations. Liaise with Emergency services if required Evacuate in emergency to ‘buddy’ house /emergency accommodation. If staff unable to access work, re-deploy staff from vicinity/access local Bank staff. Liaise with parents/carers/CQC as appropriate. Instigate evacuation procedure if required.	72 hours CQC will advise on staffing levels in event of prolonged emergency	24-48 hrs	Details of staff location / Bank staff by postcode area Mobile phone Details of Managers on call Access to ‘buddy’ house for evacuation / or reciprocal provider as appropriate	ELT as Critical Response Team (CRT)
24 – 48 hours	Damage assessment to service users home. Action plan for temporary housing following emergency accommodation if required. Ongoing communication with families/ CQC.				CRT
Up to 1 week	Continue with support package as appropriate Access extra supplies as required – stock up on food / fuel.				CRT
Up to 2 weeks	Continue with support package as appropriate				CRT/other relevant personnel

Decision to Close Process

Parameters

1. Decision to be taken before 7am to allow communication to all stakeholders.
2. Critical response team involved (CEO, ELT, Head of Marketing).
3. Dissemination by Director / Managers to their teams.
4. Continuity based on site and whole Trust – Core Team still decision maker.
5. Trust Chair informed and updated regularly (CEO).
6. Closure triggered by BCP Amber / Red alert.

Severe Weather Information:		
Lincs FM	01522 549900 / 01522 549977	www.lincsfm.co.uk
Lincs FM Severe Weather	www.lincsfm.co.uk/severe-weather/notification-of-school-closure/ DFE number is 812/7904 Password for 2018: STAR	www.lincsfm.co.uk
Radio Lincolnshire	01522 549900	www.bbc.co.uk/radiolincolnshire
Grimsby Telegraph	Newsdesk: 01472 808444	www.grimsbytelegraph.co.uk
Viking FM	01482 325141	https://planetradio.co.uk/viking/
Lincolnshire Echo	01522 804300	www.lincolnshirelive.co.uk

2.2 Outbreak of disease / infection

2.2.1 Strategy Overview

The most likely outbreak of disease or infection that will affect the whole organisation is a pandemic. This guidance will refer to pandemics however the principles laid down here will also apply to outbreaks of other disease / infection.

Pandemics - global epidemics – occur when a new strain of contagious disease, and/or virus emerges that is markedly different to previously circulating viruses. This means that few – if any – people have immunity, allowing the virus to spread rapidly, affecting hundreds of thousands of people across countries and regions. Each pandemic is different, and until the virus starts circulating, it is impossible to predict its full effects. However, it is likely to be more serious than 'ordinary' flu and may cause illness in a large portion of the population.

When a pandemic is declared in the UK the Government will advise through regular updates but until official guidance is received Linkage will be to encourage everybody to adopt a common sense approach.

Continue to come to work unless you are ill. If you are ill, stay at home until you feel better. By the time you feel better you are no longer likely to be infectious and can return to work.

Linkage acknowledges that as well as those employees who become ill, staff absences could result from taking time off to care for dependents. The Government may impose travel restrictions and advise schools and nurseries in an area to close, which will also have a knock-on effect on staffing capacity within the Trust.

Linkage will plan for the worse and national data sets state that we should plan for staff absentee rates of up to 35% in the event of a pandemic this relates to 263 staff from an employee base of 750. This is a significant number of people and would greatly affect the critical functions of the business. Consideration may need to be given to a temporary closure of the College and Choices provision.

Information will be cascaded through the NHS Commissioning Board to Clinical Commissioning Groups (CCGs). Remaining aware of advice, guidance and information from NHS sources will be a responsibility of the Critical Response Team. NHS Choices will include advice for the public and will include for example, easy read documentation to support sharing information with service users. The Trust will also liaise closely with CQC.

During a pandemic, staff should carry on as normal, as far as possible, if they are well, while taking additional precautions to protect themselves from infection and to lessen the risk of spread to others.

Linkage will support staff through any outbreak of disease through the following measures:

- Ensuring all staff are aware of the Infection Control policy, which meets statutory guidelines and provides procedures for staff.

- Provide additional PPE where appropriate.
- Encourage staff who are ill to stay at home
- Concentrate staffing in frontline critical functions
- Develop plan for flexible work practices. Consider home working for some staff.
- Ensure robustness of IT infrastructure to support home working / remote access etc.
- Communicate pandemic status and actions on website.

Impact / Advice matrix

	BAU/ preparedness	Alert	Action	Emergency
Impact / advice / plans applying to outbreak of disease / infection	<p>Staff absenteeism at levels expected for the time of year.</p> <p>Establishing policies for pandemic / outbreaks including reporting procedures.</p> <p>Ensure stocks of hand hygiene gel</p> <p>Ensure stocks of food / fuel / first aid supplies</p> <p>Ensure access to medical prescriptions</p> <p>Guidance issued to staff, students and service users around best practice to avoid infection and what to do if you become ill.</p>	<p>Staff Absenteeism at 10% above expected or 'normal' staff absences for the time of year. This equates to 75 people</p> <p>World Health Organisation issues UK warning regarding outbreak of disease or infection</p> <p>Some students / service users may become ill. Barrier nursing / support to be users and those effected to be kept in isolation.</p> <p>Additional hand hygiene gel distributed to staff and service users / students</p> <p>Agreeing care / support outcomes should alert move to amber. E.g. social activities may be changed or reduced to reduce chances of infection.</p> <p>Increased hand hygiene gel distribution especially for community staff</p>	<p>Staff Absenteeism at 15% above expected or 'normal' staff absences for the time of year. This equates to 113 people</p> <p>Outbreak of disease / infection confirmed by Department of Health / Public Health to be effecting areas where the Trust has significant business (currently Lincolnshire only)</p> <p>Parents may wish for some students to return home during pandemic</p> <p>Pandemic sickness reporting used</p> <p>Students and service users may also be ill. Barrier nursing / support to be users and those effected to be kept in isolation.</p> <p>Care and support outcome changes as agreed at yellow alert, put into place.</p> <p>Care and support evaluated to show where this is</p>	<p>Staff Absenteeism at 20% or higher above expected or 'normal' staff absences for the time of year. This equates to 150 people</p> <p>Some college courses / lessons may be cancelled due to staff or student absences and / or to reduce chances of infection.</p> <p>College may close temporarily</p> <p>Residential students and service users may return to their parents' home based on their decision and / or parents decision</p> <p>Significant numbers of students and service users may be infected and need additional support. Barrier nursing / support to be users and those affected to be kept in isolation.</p> <p>Care and support may need to be reduced to just those that are</p>

		members who attend different venues / houses	essential should alert move to red. E.g. service user living with family and all needs can be met through family support.	essential as agreed during yellow alert.
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During a pandemic, the Government may recommend additional measures on an advisory basis, such as limiting social interactions and any non-essential travel in an attempt to slow down the spread of the virus in the early stages after its arrival in the UK, Linkage will advise staff of all guidance appropriate to their role and place of work..

COVID-19

During COVID-19 the clients and our staff will be at risk of infection. They may themselves become infected and/or infect others.

Linkage has a duty under health and safety legislation to take steps to ensure the health, safety and welfare of the clients who are supported and the staff teams. Some of the clients we support are categorised as at high risk of certain types of infection as well as some of our staff. The obligation includes those who are high risk (regardless of reason).

Public Health England have detailed the symptoms/characteristics of COVID-19. These characteristics are used to identify those clients who may be more vulnerable either to infection or to more severe symptoms if infected.

To mitigate for high levels of absence some clients maybe supported by unfamiliar staff. Linkage have care plans for each individual so that there is clear guidance for staff supporting (who may well have no knowledge of a particular individual's needs) around what is required, as a minimum, anticipating a reduction in the normal numbers and qualification levels of staff, to keep each of the individuals safe. This will mean basic care delivery probably limited to the delivery of personal care, food and drinks, and only home-based activities, maybe in isolation from other individuals.

Should an individual present with symptoms of infection, Linkage will:

- Complete a test where applicable;
- seek medical advice;
- Inform the individual's family

and in conjunction with medical advice and Governmental Guidance current at the time determine what measures are required to:

- care for the individual;
- minimise the spread of infection; and
- to safeguard the health safety and wellbeing of all other individuals and staff.

At times it may be appropriate to use isolation procedures to minimise the spread of infection to protect both staff and individuals we support. Where a decision is required about the need for isolation procedures, this will be in accordance with medical advice and government guidance at the time the decision is made.

2.2.3 Impact Analysis and Recovery Plan - Outbreak of disease / infection

Main Critical Functions Affected:

- ☒ 1. Delivering high quality education, care, supported living, community support, and employment services to meet the needs of service users and their families and our legal / regulatory obligations.
- ☐ 2. Keeping service users, staff and stakeholders safe.
- ☒ 3. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.
- ☒ 4. Providing effective leadership, management and staffing sufficient to need.
- ☐ 5. Maintaining effective communication and information flows.
- ☐ 6. Providing / maintaining supplies (fuel, food and water), money, equipment and vehicles sufficient to need.

Effect on Service	
Time	Effect on service of escalating situation (based on outbreak of pandemic flu)
First 24 hours	Service user / staff illness. Unable to fully staff all services, there may be some closures / reduction in service. Staff not known to service users/ students may need to support
24 – 48 hours	As above Increased likelihood of being unable to fully staff all services. Increasing need for some closures / reduction in service. Staff not known to service users / students may need to support. Discussion about sending service users home to families. Constant communication with service users, staff, families and main stakeholders such as CQC, sponsoring authorities etc.
Up to 1 week	As above Services running on minimum staffing levels
Up to 2 weeks	As above Services shut or running on minimum staffing levels

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***RTO** – Recovery Time Objective – The target set for the resumption of service delivery
(NB: The **RTO** must always be less than the **MTPD**)

Recovery Plan					
Time	Action	*MTPD	*RTO	Resources required	Responsibility
First 24 hours	Command Centre location identified. Prioritise highest need services and reduce support / close services as necessary Staff deployed to other services if needed. Discuss with CQC if minimum staffing levels need to be reduced. Explore joint support / study Capture and management of critical information about illness / absences Communicate with families	72 hours (Care) 12 weeks (Education)	48 hrs (Care) 6 weeks	Access to website for constant communication / updating Access to Databridge for service user / student information and personal details	Critical Response Team
24 – 48 hours	As above with a focus on longer term planning such as if students / service users can return to their parents in the short term. Monitor staffing and sickness levels. Support to ensure good infection control procedures used Provide advice to staff / service users / students based on Government advice. Deliver on plan for flexible work practices			As above	Critical Response Team
Up to 1 week	Careful monitoring of staffing levels and contact with staff on expected return dates. ith service users / students on expected return dates.			Management time to contact staff / service users / students	Critical Response Team
Up to 2 weeks	As above As above Decisions made about reducing service levels / College closure etc. Secure premises for short periods of vacancy				Critical Response Team and designated personnel

2.3 Building related disasters – fire/flood/explosion/environmental disaster

2.3.1 Strategy Overview

Disasters relating to buildings could have significant effects on the critical functions of Linkage. These incidents have the potential to lead to loss of buildings, data, facilities and reputation as well as the impact on the safety and wellbeing of personnel.

Impact / Advice matrix

	BAU/ preparedness	Alert	Action	Emergency
Impact / advice / plans applying to building related disasters	<p>Business as usual - no unexpected building closures or damage.</p> <p>Work done on mapping those staff who can work from home and how they will have access to necessary file.</p> <p>Houses each aware of their 'buddy' house which can use in emergency situations.</p> <p>Colleges identify local venues that can be used in the event of buildings based disasters for the short term.</p> <p>Continuous programme of review, maintenance and replacement of fire detection / prevention / firefighting equipment.</p> <p>Continuous review of risk assessments and evaluations.</p> <p>Regular evaluation of fire evacuation and non-standard evacuation procedures.</p> <p>Regular communication with insurers – and prompt action on any recommendations.</p>	<p>Flood / environmental warning issued.</p> <p>Linkage buildings affected but still safe to use e.g. small flood affecting one room only.</p>	<p>One residential building affected and unsafe to use.</p> <p>Office base unusable and staff unable to work.</p> <p>'Buddy' house utilised until emergency accommodation can be found.</p>	<p>Several sites or a college campus affected and unsafe to use. Evacuation where appropriate</p> <p>Contact with Emergency services.</p> <p>'Buddy' houses utilised until emergency accommodation can be found.</p> <p>Local venues used until students can be safely returned home (to either parents or residential placement depending on circumstances).</p> <p>Initiate procedure for identifying missing persons.</p> <p>Communicate with key staff.</p> <p>Implement repair process if appropriate.</p>

NB There may be times when planned maintenance / work is being completed on buildings which mean they are unsafe for use. However, these circumstances do not constitute the Business Continuity Plan being actioned, as they should be pre-planned and alternative accommodation found and used.

2.3.2 Impact Analysis and Recovery Plan - Building related disaster

Main Critical Functions Affected:

- ☒ 1. Delivering high quality education, care, supported living, community support, short breaks and employment services to meet the needs of service users and their families and our legal / regulatory obligations.
- ☐ 2. Keeping service users, staff and stakeholders safe.
- ☒ 3. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.
- ☐ 4. Providing effective leadership, management and staffing sufficient to need.
- ☐ 5. Maintaining effective communication and information flows.
- ☐ 6. Providing / maintaining supplies (fuel, food and water), money, equipment and vehicles sufficient to need.

Effect on Service of escalating situation	
Time	Effect on service (based on building becoming completely unsafe for use)
First 24 hours	Service cannot be delivered in premises. Students / service users / staff at risk of injury. Area isolated and secured. Building placed out of bounds.
24 – 48 hours	As above
Up to 1 week	As above
Up to 2 weeks	As above

***MTPD** – Maximum Tolerable Period of Disruption – Duration after which Linkage’s viability will be irrevocably threatened if the service cannot be resumed.

***RTO** – Recovery Time Objective – The target set for the resumption of service delivery
(NB: The **RTO** must always be less than the **MTPD**)

Recovery Plan					
Time	Action	*MTPD	*RTO	Resources required	Responsibility

First 24 hours	<p>Liaise with Emergency services – ensure they are informed of isolation points for gas, water, electricity. Ensure first aid is carried out and location identified for any casualties. Initiate procedure for identifying missing persons if appropriate. Evacuate if necessary. Secure safety. Check for identified hazards e.g. gas. Command Centre location identified. Communications network established. Re-locate service users and staff to temporary location. Contact parents and families. Contact CQC Report to other relevant bodies / contractors, insurers, bankers, suppliers, caterers, utility companies. Discussion with service users / students / parents / carers over options.</p>	48 – 72 hours (for single building) such as a Linkage house.	24 hrs	<p>Venues / buddy houses</p> <p>Details of all stakeholders who need to be informed.</p> <p>First aid resources.</p> <p>Alternative accommodation / location / buddy house.</p>	<p>Critical Response Team and other appropriate personnel – H & S Manager / estates Manager / HR</p>
24 – 48 hours	<p>Report to Insurance Company / landlords Establish if building can be used / parts of building. Ensure interested parties are informed of activity and any special arrangements.</p>			As above	As above
Up to 1 week	<p>Establish repair plan / implement repair process if safe to do so. Implement a salvage process when safe to do so. Work with insurance company for timely repairs. Work with CQC / local authorities for support and advice Working from home explored.</p>			As above	As above

	Alternative office base used e.g. college premises Discussion with staff Liaise with HSE as appropriate.				
Up to 2 weeks	As above			As above	As above

NB The Trust has numerous buildings – mainly residential properties. In the event of a building-related disaster, necessitating emergency evacuation, this would be achievable without the service's viability being irrevocably threatened and the RTO would be likely to be 24 – 48 hours for a normal service to be continued in a different property.

If, however, a building-related disaster were on a scale that necessitated the closure of the main College campus buildings e.g. MacKenzie Building or Toynton Hall, the MTPD would be more likely to be 3 – 6 months with the RTO as 2 weeks in alternative accommodation.

2.4 No notice IT and communication failure

2.4.1 Strategy Overview

This document sets out a detailed plan to provide business continuity in the following situation:

A disruptive incident has occurred that significantly affects the major IT systems of Linkage Community Trust making them unavailable to users. This may be due to hardware or software failure, loss of power, physical damage or some other reason.

The purpose of this plan is to recover the IT systems at an alternative location and to provide user access to them.

The procedures set out in this document should be used only as guidance when responding to an incident. The exact nature of an incident and its impact cannot be predicted with any degree of certainty and so it is important that a good degree of common sense is used when deciding the actions to take.

However, it is intended that the plan set out here will prove useful in allowing the correct actions to be taken more quickly and based on more accurate information.

All members of staff named in this document will be given a copy which they must have available when required.

Contact details will be checked and updated at least three times a year. Changes to contact or other relevant details that occur outside of these scheduled checks should be sent to jon.whattam@linkage.org.uk as soon as possible after the change has occurred.

All personal information collected as part of the business continuity process and contained in this document will be used purely for the purposes of business continuity planning and is subject to relevant data protection legislation.

The objectives of this business continuity plan are to:

- Recover the IT systems at an alternative location within a Response Time Objective of 48 hours
- Ensure that business operations can continue in limited form until IT systems are restored
- Provide a detailed description of how Linkage Community Trust will respond to a disruptive incident affecting the IT systems covered by this plan
- Ensure that information security controls always remain in place to protect classified information
- Set out who will respond to an incident and how the plan will be activated
- Describe the facilities that are in place to help with the implementation of the plan
- Define how decisions will be taken regarding our response to an incident

- Explain how communication within the organisation and with external parties will be handled
- Provide contact details for key people and external agencies and suppliers
- Define what will happen once the incident is resolved, and the team is stood down.

E-mail

All Linkage e-mail services have been transitioned to a Cloud-based service - Microsoft Office 365 - which essentially means that all our e-mail is handled by Microsoft and is stored securely and safely.

This also means that all e-mail is stored on servers at Microsoft's data centres. No e-mail will be stored on Linkage premises once the transition is complete and we will decommission all of our in-house e-mail servers. Blackberry Cloud services are also included in the Office 365 solution.

E-mail is available 24 / 7 for users at work, home or anywhere with an Internet connection. Most mobile devices can also work with it, including iPhone, iPad, Windows phone, Android phone, Android tablet or any device that supports ActiveSync.

Telephone

Our reliance on landline telephone communication is lessened through use of mobile phones and other mobile devices, as well as internet / intranet and Wi-fi. Each Command Centre and every registered house will have access to mobile telephones.

The focus of our IT Recovery Plan will therefore cover all essential and critical infrastructure elements, systems and networks, in accordance with the safe operation of Databridge, student / service user records, finance systems and payroll, personnel systems. Safeguarding user data is a consideration, but is not arguably at the same level of priority as the above and could, arguably, be reduced to limit the amount of data that we host.

Recovery details for systems, including File Systems, Local Area Network (LAN), Remote Connectivity and Voice Communications, along with associated inventories and key contacts are included in the IT Recovery Plan

Third Party Software Providers

Where a Linkage department are reliant on a third party provider, such as Planday for rotas, the data stored is cloud based and refreshed and backed up automatically. This means for third party software providers the industry standard is restorable in increments of 10 minutes as far back as 14 days should an IT failure occur

2.4.2 Impact Analysis and Recovery Plan - No notice IT and communication failure

Main Critical Functions Affected:

- ☐ 1. Delivering high quality education, care, supported living, community support, and employment services to meet the needs of service users and their families and our legal / regulatory obligations.
- ☐ 2. Keeping service users, staff and stakeholders safe.
- ☐ 3. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.
- ☒ 4. Providing effective leadership, management and staffing sufficient to need.
- ☒ 5. Maintaining effective communication and information flows.
- ☐ 6. Providing / maintaining supplies (fuel, food and water), money, equipment and vehicles sufficient to need.

Effect on Service	
Time	Effect on service of escalating situation (based on total failure of all IT systems)
First 24 hours	Lack of ability to maintain effective communication flow within organisation. Isolation of individual sites (except for mobile phone communication if telephony affected too) Restricted contact with service users' families, sponsoring authorities and funders Anxiety amongst students and service users who rely on their use of IT.
24 – 48 hours	As above
Up to 1 week	Alternative communication systems are likely to have been put in place by this time, however restricted.
Up to 2 weeks	As above

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***RTO** – Recovery Time Objective – The target set for the resumption of service delivery
(NB: The **RTO** must always be less than the **MTPD**)

Recovery Plan					
Time	Action	*MPTD	*RTO	Resources required	Responsibility
First 24 hours	Command Centre location identified. If evacuation from Vine House is	3 days	48 – 72 hrs for recovered emergency service	IT Recovery Plan Alternative communication systems as appropriate – to	Critical Response Team / IT / IS

	<p>necessary or this location is out of commission, use Karten Centre or other available classroom.</p> <p>Information posted on website (which is hosted outside the organisation), accessible through mobile technology. Contact contractors / suppliers / insurers as appropriate.</p>		(may not cover all sites)	<p>support data protection, finance / payroll / HR systems, student / service user info and data.</p> <p>Access to contractors / suppliers.</p> <p>Access to back-up facilities.</p>	Managers and personnel
24 – 48 hours	<p>Move people / equipment / resources as required to address need for alternative provision.</p> <p>Explain situation to students / service users.</p>			As above	As above
Up to 1 week	<p>Negotiate / install replacement / alternative systems to protect / back up main processes affected.</p>			As above	As above
Up to 2 weeks (and beyond)	As above			As above	As above

2.5 Reputational failure

2.5.1 Strategy Overview

Linkage's reputation as a provider of high quality specialist education, care and employment services to learning disabled people is of paramount importance to the successful continuation and growth of the business. Reputation and word of mouth recommendations make up a significant part of Linkage's 'brand' popularity.

As the market place in which Linkage operates becomes more complex, our organisation has a much more diverse customer base, which includes parents and families, service users, commissioners, sponsoring authorities, regulators and other funders and the general public.

Our relationship with all these customers is based on establishing and developing a reputation for quality, consistency and excellence, both in our business functions and processes and in the excellence of our service delivery. These elements are tested every time we bid for inclusion on a local authority Framework Agreement, or apply for grant funding and it is crucial to our ability to market directly to potential service users and their families, who, increasingly, are in receipt of personal budgets, and to potential students who, through new funding arrangements, can opt to come to Linkage as an alternative to General Further Education.

Trust is earned from customers as a result of our commitment to long-held values and the ethical manner in which we behave. We all have a responsibility to protect the organisation's reputation in everything we do and say. This includes:

- Following Linkage policies and procedures
- Being fully compliant with regulators
- Acting in a professional manner with honesty and integrity
- Valuing the trust and confidence of our customers.

We welcome customer feedback and try wherever possible, to act on it to continually improve the service we offer. We ensure that any complaints are handled fairly and professionally with appropriate timescales. Information that we hold about service users and students is handled properly and responsibly. It is our responsibility to protect confidential, sensitive information, when handling other people's data.

No reputation however, is bulletproof and no company can afford to be blind to the potential danger to their reputation of some form of failure.

This can take different forms but could include:

- failure to respond appropriately to a complaint
- safeguarding failure
- health and safety failure
- inappropriate actions e.g. senior personnel involved in personal / financial scandal
- poor attitude or service
- lack of communication

Linkage has in place a **Policy for the Management of Incidents**, including serious incidents, which includes a **Reputational Recovery Plan** and is designed to inform our Business Continuity response to reputational threats and to take immediate steps to re-establish and rebuild a positive reputation.

Media attention presents an opportunity for us to work with and through the media, to communicate with our customers and stakeholders. It is important that we work in a co-ordinated way, with one voice, to get positive coverage on our services, employees and the contribution we make in our communities. For further information, please refer to our **Media Management Policy**.

These policies also inform the information which follows.

2.5.2 Impact Analysis and Recovery Plan - Reputational failure

Main Critical Functions Affected:

- ☒ 1. Delivering high quality education, care, supported living, community support, short breaks and employment services to meet the needs of service users and their families and our legal / regulatory obligations.
- ☐ 2. Keeping service users, staff and stakeholders safe.
- ☐ 3. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.
- ☒ 4. Providing effective leadership, management and staffing sufficient to need.
- ☐ 5. Maintaining effective communication and information flows.
- ☐ 6. Providing / maintaining supplies (fuel, food and water), money, equipment and vehicles sufficient to need.

Effect on Service	
Time	Effect on service of escalating situation (based on major reputational failure to respond to complaint re poor service)
First 24 hours	Negative publicity / parents and families / regulators / sponsoring authorities expressing concerns.
24 – 48 hours	Staff being approached by media informally as well as formally Media visiting any identified site. Escalating hostile media presence. Service users / staff becoming anxious/ distressed.
Up to 1 week	Increasing climate of distrust. Possibility of partial closure of services / families withdrawing service users from services.
Up to 2 weeks	As above Increasing disruption to services because of escalation of negative publicity

***MTPD** – Maximum Tolerable Period of Disruption – Duration after which Linkage’s viability will be irrevocably threatened if the service cannot be resumed.

***RTO** – Recovery Time Objective – The target set for the resumption of service delivery
(NB: The **RTO** must always be less than the **MTPD**).

Recovery Plan					
Time	Action	*MTPD	*RTO	Resources required	Responsibility
First 24 hours	Command centre location identified. CRT gain clarity of situation. Contact with complainer / service user(s) involved as appropriate. CRT respond - Reputational Recovery plan in place. CEO adopts lead role in de-escalation / mediation of situation.	7 days	48 hrs for Reputational Recovery plan to begin to take effect.	Access to facts at issue e.g. investigation of original complaint and surrounding factors. Access to main media contacts. Access to service user(s) and families immediately concerned. Access to regulators / sponsoring authorities. Access to website / intranet / social media.	CRT
24 – 48 hours	Situation managed by CRT / CEO according to unfolding situation – liaison with Police / regulators / sponsoring authorities as appropriate to contain the situation. Media Management strategy agreed. Media releases put out as necessary.			As above	As above
Up to 1 week	Media Management plans put into effect – monitored against result.			As above	As above
Up to 2 weeks	As above.			As above	As above

2.6 Financial Failure

2.6.1 Strategy Overview - Financial Failure

The Trust's financial risks and reputation is managed in a number of ways:

The Linkage Finance Policy

"To ensure the Charity remains solvent at all times and conforms to internal and external statutory requirements for a charity and a company limited by guarantee," the following actions will be taken:

1. properly accounting for all income and expenditure incurred in operating the Charity.
2. properly accounting for capital expenditure and disposal of assets.
3. producing budgets both on an annual and monthly basis.
4. producing cash flow forecasts.
5. producing accurate monthly management accounts and budget variance analysis so that overspending can be addressed."

ELT take responsibility for the setting and monitoring of budgets and reviewing the organisation for possible efficiencies.

However, there is the risk that unexpected significant spends may occur e.g. building maintenance, which need funding outside of the normal budget, which could impact the organisation's finances significantly. Additionally, if debtors do not pay in a timely manner or a significant contract is withdrawn e.g. by sponsoring local authorities, this could cause a financial failure if not managed correctly.

In the event of financial failure or concerns over financial failures ELT as the Critical Response Team will take responsibility. They will review and analyse the situation and provide guidance to staff. Payment of staff will be and remain a priority. This also includes issues around potential fraud or corruption, which would also link to the Trust's action plan around potential financial mismanagement, potential reputational failure and legal / regulatory / statutory failure if not handled appropriately.

2.6.2 Impact Analysis and Recovery Plan - Financial Failure

Main Critical Functions Affected:

- ☒ 1. Delivering high quality education, care, supported living, community support, short breaks and employment services to meet the needs of service users and their families and our legal / regulatory obligations.
- ☐ 2. Keeping service users, staff and stakeholders safe.
- ☐ 3. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.
- ☒ 4. Providing effective leadership, management and staffing sufficient to need.
- ☐ 5. Maintaining effective communication and information flows.
- ☒ 6. Providing / maintaining supplies (fuel, food and water), money, equipment and vehicles sufficient to need.

Effect on Service	
Time	Effect on service of escalating situation (based on unforeseen termination of contracts by sponsoring local authorities)
First 24 hours	Staff / service user concern. Services may not be fully staffed. Service users / students face service threat / reduction/ cessation.
24 – 48 hours	As above. Families expressing anxiety, concern.
Up to 1 week	Hostile publicity. Families withdrawing students / service users. Reduction / withdrawal of services. Staff
Up to 2 weeks	Unable to meet rent / utility bill obligations / pay supplier invoices. Unable to access additional fuel / food supplies. Bank / other funders expressing concern. Threat of domino effect of other funders expressing concern / withdrawal of contracts.

***MTPD** – Maximum Tolerable Period of Disruption – Duration after which Linkage's viability will be irrevocably threatened if the service cannot be resumed.

***RTO** – Recovery Time Objective – The target set for the resumption of service delivery
(NB: The **RTO** must always be less than the **MTPD**).

Recovery Plan					
Time	Action	MTPD	RTO	Resources required	Responsibility
First 24 hours	Command Centre location identified. Discussions with bank to look at re-financing options. Discussion with creditors to arrange repayment plans. Work with local authority and CQC etc. Ensure credit cards available to pay for supplies	1 month	2 – 3 weeks	Financial information, including Reserves Policy and associated financial contingency plans. Budget forecasts Risk Management plans. Access to major donors. Access to additional sources of credit as appropriate.	CRT
24 – 48 hours	As above Develop strategies for meeting obligations e.g. selling assets Explore alternative fund streams e.g. bank loans fundraising, grants, tenders, temporary borrowings.			As above	CRT
Up to 1 week	As above plus develop plans such as selling of assets, increase fundraising activity			As above	CRT
Up to 2 weeks	As above			As above	CRT

2.7 Safeguarding Failure

2.7.1 Strategy Overview

Protecting the vulnerable people Linkage work with from abuse is fundamental to service delivery. The Trust acknowledged the human cost of safeguarding failures, i.e. the impact and distress of the victim(s) however in the context of this document we are looking at the impact on the business and business continuity.

We ensure our safeguarding policies and procedures reflect best practice, and are up to date with all legislation. These policies and procedures will be reviewed annually. All frontline staff receives regular safeguarding training.

The Trust engages with Local Safeguarding Children Boards and Local Safeguarding Adults Boards in the areas we work in, to ensure we meet local guidelines and requirements. The Trust also invites compliments, concerns and complaints from all service users, students and their families / carers, staff and the wider community. This helps to prevent some safeguarding incidents occurring, as, for example, any elements of poor practice, emerging conflict amongst service users or grumbles about service delivery can be addressed at an early stage, therefore preventing them from escalating.

Given the nature of our work with vulnerable people, some of whom express challenging behaviour and the group environments in which many of our service users live, it is likely that safeguarding concerns will occur from time to time. How the organisation responds to these, is key to preventing safeguarding failures. When issues arise or allegations are made, services and managers must follow the correct reporting procedures including logging them centrally. Senior on-call staff can provide advice on appropriate processes and procedures.

If there are any incidents of safeguarding failure, the organisation will work closely with statutory and regulatory bodies to follow their advice and guidance, maintaining confidentiality, whilst being open and transparent about the organisation, concerns that have been raised and action taken to address these concerns. This includes co-operating fully with any investigating officer.

Relevant services will be reviewed to ensure compliance with safeguarding processes, procedures and training and any lessons learned shared with the wider organisation. Recent high profile cases, such as Winterbourne View, have highlighted the risks and failings of organisations and regulatory bodies. Intense media interest means that safeguarding failures are particularly relevant in relation to reputational failings and the thresholds and actions recommended in case of reputational failings should be followed also. As reviews and recommendations and associated regulatory and policy changes are introduced post-Winterbourne, Linkage will adapt and change to encapsulate these in its delivery and continue to provide best practice when it comes to safeguarding children and vulnerable adults.

2.7.2 Impact Analysis and Recovery Plan - Safeguarding Failure

Main Critical Functions Affected:

- ☒ 1. Delivering high quality education, care, supported living, community support, short breaks and employment services to meet the needs of service users and their families and our legal / regulatory obligations.
- ☒ 2. Keeping service users, staff and stakeholders safe.
- ☒ 3. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.
- ☒ 4. Providing effective leadership, management and staffing sufficient to need.
- ☐ 5. Maintaining effective communication and information flows.
- ☐ 6. Providing / maintaining supplies (fuel, food and water), money, equipment and vehicles sufficient to need.

Effect on Service	
Time	Effect on service of escalating situation (based on major safeguarding incident resulting in serious injury)
First 24 hours	Service user(s) may need access to Emergency services support. Families should be informed. Additional support may be needed within services. Service users may need to be moved to different locations. Staff may be suspended. External services may need to be suspended.
24 – 48 hours	As above Police may conduct criminal investigation. News may leak of incident occurring – possibility of hostile media attention. Investigator may need to talk with staff / service users / students.
Up to 1 week	As above
Up to 2 weeks	As above

***MTPD** – Maximum Tolerable Period of Disruption – Duration after which Linkage’s viability will be irrevocably threatened if the service cannot be resumed.

***RTO** – Recovery Time Objective – The target set for the resumption of service delivery
(NB: The **RTO** must always be less than the **MTPD**)

Recovery Plan					
Time	Action	MTPD	RTO	Resources required	Responsibility
First 24 hours	Command Centre location identified. Complete any action necessary to ensure safety of all service users / students / staff. Liaise with Emergency services as appropriate.	24 – 48 hours	24 hours	Additional / replacement staffing if needed	Critical Response Team

	Report to relevant people (e.g. CQC, Safeguarding Board, Social Services) and follow guidance from statutory agencies Request to external body (CQC / Safeguarding Boards) to review Linkage policy, procedure if applicable.				
24 – 48 hours	As above and provide support to any investigators Discussions with families / carers and individuals			As above	CRT
Up to 1 week	As above and Review and change if necessary organisation policy, procedures and training. Refresh key staff training. Analyse pattern of alerts and create plan to prevent them reoccurring.			As above	CRT
Up to 2 weeks	As above and if available implement any actions / recommendations from investigations given Support to victim(s) and their family where applicable. Support from CQC and Safeguarding Boards to ensure actions to prevent any repeat are sufficient. Review of incident and factors leading to this. Lessons learned shared with wider organisation. Changes to policy / procedure as necessary			As above	CRT

Legal, statutory or regulatory failure

2.8.1 Strategy Overview

We have focused in this section on regulatory failures because the inspection regimes are likely to cover the majority of Linkage's legal and statutory obligations. Other legal / statutory issues are likely to involve health and safety, finance and safeguarding which are covered elsewhere in this plan.

Maintaining good inspection results from the Care Quality Commission and Ofsted are fundamental to delivering effective services within social care and education.

CQC

All registered houses are inspected by the CQC and are subject to the direct monitoring programme where CQC use data held on a service to analyse the risk level. Following any inspection, CQC will provide a feedback summary of their findings , highlighting any good points and any failings.

In terms of non-compliance, CQC determine action according to the impact on the people who use the service. It is unlikely that the Trust would be exposed to any warning notices especially if all houses have been fully compliant in the past and any gap between a draft report being sent to Linkage and being published would open up some space, however brief, for the Trust to plan appropriate actions regarding non-compliance and appropriate action in response to adverse publicity or to challenge where it feels this is appropriate.

Ofsted

Business continuity actions in the case of Ofsted 'Satisfactory' need to be considered i.e. the development of a recovery plan to get the College back to Good within 12 months. Issues around Ofsted / financial monitoring / liquidity all together would mean the FE Commissioner would be likely to intervene.

There is a gap between initial feedback and publication of Ofsted reports, which opens up some space for action as a pro-active response to a poor result.

The Trust also needs to take account of other statutory bodies such as:

- Health and Safety Executive (HSE)
- Food Standards Agency
- Environmental Health

Further consideration should also be given to changes in inspection regimes and the possibility of changing expectations of inspectors and how the Trust can ensure it remains ahead of any changes. Ensuring that all relevant personnel are aware of new guidance and best practice should prevent failures due to changes in inspection regimes.

2.8.2 Impact Analysis and Recovery Plan - Legal, statutory or regulatory failure

Main Critical Functions Affected:

- ☒ 1. Delivering high quality education, care, supported living, community support, short breaks and employment services to meet the needs of service users and their families and our legal / regulatory obligations.
- ☒ 2. Keeping service users, staff and stakeholders safe.
- ☒ 3. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.
- ☐ 4. Providing effective leadership, management and staffing sufficient to need.
- ☐ 5. Maintaining effective communication and information flows.
- ☐ 6. Providing / maintaining supplies (fuel, food and water), money, equipment and vehicles sufficient to need.

Effect on Service	
Time	Effect on service of escalating situation (based on regulatory failure with CQC / Ofsted e.g. service(s) judged non-compliant demonstrating significant failings in organisational policies, procedures and practice. Ofsted – College receives inadequate grade)
First 24 hours	Loss of confidence in individual service based on known poor result. Staff / service users / families expressing disappointment/ concern
24 – 48 hours	As above Hostile media coverage Concerns being expressed by sponsoring authorities
Up to 1 week	As above
Up to 2 weeks and beyond for compliance timetable (CQC)	As above If actions taken to redress poor judgements are not taken timeously, there is likely to be an increased risk of threat to continuing contracts. Increasing risk of reputational failure. Increasing risk of competitor attack / parents withdrawing service users / services being closed

***MTPD** – Maximum Tolerable Period of Disruption – Duration after which Linkage's viability will be irrevocably threatened if the service cannot be resumed.

***RTO** – Recovery Time Objective – The target set for the resumption of service delivery
(NB: The **RTO** must always be less than the **MTPD**)

Recovery Plan					
Time	Action	MTPD	RTO	Resources required	Responsibility
First 24 hours	Immediate discussion amongst and response from ELT as CRT. (College result will have been known in advance giving time to consider a response / mediate a poor result by introduction of recovery plan to get College back to 'Good' within 12 months. It is also unlikely that CQC will move straight to warning notices without previous moderate response (compliance action notices). There is also currently a 10-day gap between issuing report and publication during which provider can produce action plan.	72 hrs (Care) 72 hrs - 1 week College	48 hrs for emergency response	Full details of CQC inspection reports and associated compliance actions / warning notices. Full details of Ofsted inspection report. Access to QIP actions / Self-assessment reports.	CRT
24 – 48 hours	Recovery plan produced to get house / College back to acceptable standard / Good grade. Need to manage individual local authorities. Any public response to be one voice. Support organised for families of service users / students concerned.			Access to individual service user / student PCP / ILP showing progress to mediate concerns about individual service users / students experience of service delivery.	CRT
Up to 1 week	As above Progress reported on recovery planning.				CRT
Up to 2 weeks	As above Progress reported on recovery planning.				CRT

2.8 Civil Unrest / Terrorism

2.9.1 Strategy Overview

Whilst Lincolnshire's risk register focuses on non-malicious events (i.e. hazards), rather than threats, this does not mean we are not considering threats within our risk assessment work and Business Continuity Plan. Given the sensitivity of the information involved and the potential for its negative use, specific details will not be made available via the Trust's website. Threat scenarios that are being considered include, for example, chemical, biological, radiological attacks, threats to utilities and communications and attacks on crowded places. The National Risk Register gives more information on this topic at www.cabinetoffice.gov.uk

Although a large-scale attack within Linkage areas is unlikely given the small population and lack of strategic targets, a large-scale attack in the UK e.g. London could still impact service delivery by causing disruption to services across the county, and affecting staffing.

The UK government has a threat level which indicates the likelihood of a terrorist attack in the UK.

There are 5 levels of threat:

- low - an attack is unlikely
- moderate - an attack is possible but not likely
- substantial - an attack is a strong possibility
- severe - an attack is highly likely
- critical - an attack is expected imminently

There is a focus on Government guidance about the need to be security conscious to protect service users, staff and premises.

Linkage already endeavours to be security conscious in its day-to-day service delivery, for example all visitors need to sign in and use visitor passes. All staff are subject to comprehensive reference checks and DBS disclosures.

Other recommended measures include the following:

- Good basic housekeeping should be employed throughout all premises. Keep public areas tidy and well-lit, remove unnecessary furniture and keep garden areas clear.
- Installation of appropriate physical measures such as locks, alarms, CCTV surveillance, complementary lighting and glazing protection should be considered.
- Contractor's identities should be checked and references gained as appropriate before working on any of the Trust's properties.
- Data protection and robust IT security precautions continue to be an essential element of security for the Trust - to protect staff, service users and students. The IT

department have strict guidelines and protection measures in place in relation to any electronic information. Staff are required to consider the security of hard copy data and ensure confidential waste is disposed of in accordance with the Trust's Data Protection policy.

If some form of Civil Unrest or Terrorism incident were to trigger the Business Continuity Plan, the Trust would be automatically be required to work in support of Emergency and national / regional / local resilience and security services in accordance with their own civil contingency plans.

2.9.2 Impact Analysis and Recovery Plan - Civil Unrest / Terrorism

Main Critical Functions Affected:

- ☒ 1. Delivering high quality education, care, supported living, community support, short breaks and employment services to meet the needs of service users and their families and our legal / regulatory obligations.
- ☒ 2. Keeping service users, staff and stakeholders safe.
- ☒ 3. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.
- ☐ 4. Providing effective leadership, management and staffing sufficient to need.
- ☐ 5. Maintaining effective communication and information flows.
- ☐ 6. Providing / maintaining supplies (fuel, food and water), money, equipment and vehicles sufficient to need.

Effect on Service	
Time	Effect on service of escalating situation (based on terrorist incident / general civil unrest)
First 24 hours	Staff / students / service users may be affected and unable to access services, or injured. Buildings / vehicles may be affected. Staff may be unable to get home or into work. Families / friends of staff / service users / students may have been affected which could impact service.
24 – 48 hours	Buildings / vehicles may not be usable. Staff / students / service users may not be able to travel. Resources / supplies may not be readily available.
Up to 1 week	Buildings / vehicles may not be usable. Staff / students / service users may not be able to travel. Resources / supplies may not be readily available. Services may be disrupted. Panic may spread leading to anxiety, panic responses and sense of increased vulnerability amongst service users.
Up to 2 weeks	If situation continues to escalate, services may be reduced / cut. National emergency likely to be declared and civil contingency plans put in place.

***MTPD** – Maximum Tolerable Period of Disruption – Duration after which Linkage’s viability will be irrevocably threatened if the service cannot be resumed.

***RTO** – Recovery Time Objective – The target set for the resumption of service delivery
(NB: The **RTO** must always be less than the **MTPD**)

Recovery Plan					
Time	Action	MTPD	RTO	Resources required	Responsibility
First 24 hours	Command Centre location identified. Follow emergency services / Government advice and guidance. Understand effect on Linkage. Ensure local	48 – 72 hrs	48 hrs	Methods of communication e.g. telephone lines / website. Staff details / locations including Bank staff.	CRT

	<p>staff is available for all services.</p> <p>Ensure alternative venues available for staff / students / service users if necessary.</p> <p>Contact families with information as soon as possible. Ensure information on website</p>				
24 – 48 hours	<p>Follow emergency services / Government advice and guidance.</p> <p>Ensure staff able to fulfil service requirements.</p> <p>Discuss with service users / families their immediate needs e.g. do they want to suspend service.</p> <p>Evaluate how many staff / service users / students affected.</p>				CRT
Up to 1 week	<p>Review security protocols in relation to advice from government.</p> <p>Provide de-briefing and support services for those affected.</p> <p>Follow actions as above</p>				CRT
Up to 2 weeks	<p>Ensure all staff are aware of any changes to security protocols and alerts.</p> <p>If buildings / vehicles effected work with insurance for repairs etc.</p>				CRT

2.10 No notice loss of utilities

2.10.1 Strategy Overview

Power cuts and loss of other utilities usually happen suddenly and with little warning, but with power warnings in 2023 Linkage has reassessed its state of readiness.

While utility companies have well-tested plans in place to deal with this, we can all take simple steps to ensure we are better prepared for a short period without electricity, gas or mains water supplies.

- Having a well-stocked emergency kit at the service will help service users / students / staff through until things get back to normal.
- Linkage Command Centres will have battery powered radios that will help us stay in touch with the news following a power failure.
- Keep service mobile phones, laptops or tablets fully charged, so they can be used for a short time at least if there is a power cut.
- A non-mains powered landline telephone should be available in each Linkage location and this will help us stay in touch during any disruptions to power supplies.

The utility companies work closely with local authorities to make sure that vulnerable people get the support they need during any disruptions to normal service. If service users living in a service have health problems that cause them to be particularly vulnerable to the loss of utilities e.g. rely on electricity for the use of medical equipment managers should also contact their supplier to inform them, or if service users have other specific requirements.

Due to the rural nature of some Linkage sites, short, small scale loss of utilities may occur on a regular basis. These may be for only a few minutes although this may stretch to longer periods. Staff need to be aware where this kind of utility loss is expected and houses need to have risk assessed these instances to provide guidance at an individual service level. There may be times when planned maintenance work results in loss of utilities however notice should be given by companies so that plan to manage these events can be put in place and disruption kept to a minimum.

Each service is twinned with a 'buddy house' who can be utilised as an alternative venue during crisis for example if a service had no hot water and service users needed a bath they could use the 'buddy house' for this.

Each house needs to ensure it has a thermometer to monitor temperature especially in winter if loss of utilities results in unsafe temperatures. This may occur after a relatively short time period in winter and when temperatures become too low alternative venues should be used during the utility loss period e.g. 'buddy houses'

Check Western Power the utility suppliers' websites for more support and advice.

Please refer to the Winter Preparedness Plan (Appendix 6.9) for more support and advice.

2.10.2 Impact Analysis and Recovery Plan - No notice loss of utilities

Main Critical Functions Affected:

- ☐ 1. Delivering high quality education, care, supported living, community support, short breaks and employment services to meet the needs of service users and their families and our legal / regulatory obligations.
- ☐ 2. Keeping service users, staff and stakeholders safe.
- ☒ 3. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.
- ☐ 4. Providing effective leadership, management and staffing sufficient to need.
- ☐ 5. Maintaining effective communication and information flows.
- ☒ 6. Providing / maintaining supplies (fuel, food and water), money, equipment and vehicles sufficient to need.

Effect on Service	
Time	Effect on service of escalating situation
First 24 hours	Dependent on utility lost, could include temperature dropping too low, no water for drinking / washing and no means to cook food. Discomfort to service users. Anxiety amongst same.
24 – 48 hours	As above, this would mean service is unusable in most cases
Up to 1 week	Unable to use service
Up to 2 weeks	Unable to use service

Recovery Plan					
Time	Action	MTPD	RTO	Resources required	Responsibility
First 24 hours	Command Centre location identified. If unable to provide food, water or heating buddy when needed houses should be used Follow local and national guidance. Trust properties are geographically spread so make use of alternatives	48 hrs	24 hrs	Thermometers Bottled Water Blankets Torches Buddy service	CRT House / Site Managers / Deputies
24 – 48 hours	Use of buddy house / working from home. Contact utility companies for guidance			As above	As above
Up to 1 week	Alternative venues used e.g. hotels Check for adverse effects e.g. frozen pipes, spoiled food and correct			As above plus alternative venues needed	As above

	any issues. Follow health and safety guidance from local / national services.				
Up to 2 weeks	Alternative venues used e.g. hotels			As above plus alternative venues needed	As above

2.11 Loss or Illness of Key Staff

2.11.1 Strategy Overview

In the event that one of our key staff becomes long-term ill, ceases to work for the organisation, is involved in a fatal accident or passes away from natural causes, the Trust will be able to continue to fulfil its critical functions and contractual obligations.

A list of key roles is show below. Please see Appendix 6.4 for Key Contact details. Names and address of Trustees, along with telephone contact details, are held by the Executive Leadership Team.

Each senior member of staff undertakes succession planning, so that they are responsible for ensuring that a replacement member of staff is capable of undertaking the tasks required of them when undertaking this job role.

In the event that more than one of our key staff is no longer with the company, permanent replacements will be arranged as soon as possible. Linkage must ensure that business as usual does not include reliance upon one particular staff member and that their knowledge and understanding should be shared with other appropriate people. Taking a team approach to the business should reduce some reliance on individuals.

If the loss or illness of key staff were to be the result of a flu pandemic or similar critical emergency, more comprehensive succession planning will be required, including for the contingency of loss or illness of Trustees.

Key roles are essentially those of the Board and Executive Leadership Team/Wider Management Group

- Trustees
- Chief Executive Officer
- **Care Directorate**
 - Director
 - Operations Manager, Residential
 - Operations Manager, Community Support
- **Education Directorate**
 - Principal
- **Human Resources Directorate**
 - Head of HR
 - IT Manager
- **Finance and Resources Directorate**
 - Director

2.11.2 Impact Analysis and Recovery Plan - Loss or Illness of Key Staff

Main Critical Functions Affected:

- ☒ 1. Delivering high quality education, care, supported living, community support, short breaks and employment services to meet the needs of service users and their families and our legal / regulatory obligations.
- ☐ 2. Keeping service users, staff and stakeholders safe.
- ☐ 3. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.
- ☒ 4. Providing effective leadership, management and staffing sufficient to need.
- ☒ 5. Maintaining effective communication and information flows.
- ☐ 6. Providing / maintaining supplies (fuel, food and water), money, equipment and vehicles sufficient to need.

Effect on Service of escalating situation	
Time	Effect on service
First 24 hours	Staff numbers depleted overnight. Students / service users becoming ill, requiring Potential management gaps to supervise services.
24 – 48 hours	Staff numbers depleted in increasing numbers. Likelihood of increasing numbers of key staff absent. Increased number of service users / students becoming ill and needing increased care and support.
Up to 1 week	As above Increased disruption to all services. Minimum staffing levels threatened without contingencies in place. Increased risk of fatalities amongst staff / service user cohorts.
Up to 2 weeks	As above Escalating effect on disruption to services.

***MTPD** – Maximum Tolerable Period of Disruption – Duration after which Linkage’s viability will be irrevocably threatened if the service cannot be resumed.

***RTO** – Recovery Time Objective – The target set for the resumption of service delivery
(NB: The **RTO** must always be less than the **MTPD**)

Recovery Plan					
Time	Action	MTPD	RTO	Resources required	Responsibility
First 24 hours	Command Centre location identified. Establish communications centre and procedures for constant updating of staff / families / regulators / resilience forum / health and emergency services etc. Relocate staff cover. Replace key staff as appropriate with deputies or other appropriate personnel as available.	48 hours	24 hours for min. staffing levels to be restored / alternative action taken	access to Bank staff HR records to identify postcode locations of staff for re-location / emergency cover also staff skillsets to identify further appropriate personnel to assist in delivering essential core services as agreed by CRT.	CRT / other nominated personnel
24 – 48 hours	Plan for service users / students to return to families if appropriate. Decisions on temporary closure of services eg college			Transport arrangements / access to vehicles if necessary	As above
Up to 1 week	Deliver on above.				As above
Up to 2 weeks	Deliver on above,				As above

2.12 Fuel / Food Shortages

2.12.1 Strategy Overview - Fuel / Food Shortages

Food or fuel shortages could occur for a number of reasons:

- Scarcity of supply
- Technical problems with fuel infrastructure
- Industrial action / public protest
- Bad weather causing transport difficulties

In the event of the above, the situation could be worsened by panic buying. A worst scenario is that petrol stations and commercial food supplies could be exhausted within 48 – 72 hours of a major incident and it could take up to 10 days before stock levels are fully restored.

If food / fuel shortages occur, we will be able to fulfil our contractual obligations through adherence to the following measures:

- Each residential site will ensure that enough dried / tinned food for the service / home for four days is stockpiled within each service.
- Reduction of our organisation's dependency on fuel:
- Car sharing will be encouraged and used to reduce the need for fuel use
- Non-essential journeys will be cancelled to enable us to fulfil our essential services
- Communication with supply chains to state our case for continuation of supply as much as possible.
- Re-allocating resources to deliver only key functions and services
- Supplies of diesel and petrol to be stored securely and safely.

Food and fuel shortages would invoke a Government response and Linkage will follow statutory guidance on handling the situation

There is a Government national emergency plan which can be activated in the possibility of national fuel shortages. This includes a maximum purchase scheme at filling stations which would limit the public and therefore Linkage and its staff to 15 litres per visit. Triggers for the implementation of plan will inevitably depend on the circumstances at the time, but will take into account the impact fuel shortages are having, or may have, against a range of indicators from industry, government and responder organisations. As with all decisions concerning the use of Emergency Plans, there are clear objectives which lie behind it and which the possible measures are designed to address, namely to:

- protect human life and, as far as possible, property
- support the continuity of everyday activity and the restoration of disrupted services at the earliest opportunity and
- uphold the rule of law and democratic process.

2.12.2 Impact Analysis and Recovery Plan - Fuel / Food Shortages

Main Critical Functions Affected:

- ☒ 1. Delivering high quality education, care, supported living, community support, short breaks and employment services to meet the needs of service users and their families and our legal / regulatory obligations.
- ☐ 2. Keeping service users, staff and stakeholders safe.
- ☐ 3. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.
- ☐ 4. Providing effective leadership, management and staffing sufficient to need.
- ☐ 5. Maintaining effective communication and information flows.
- ☒ 6. Providing / maintaining supplies (fuel, food and water), money, equipment and vehicles sufficient to need.

Effect on Service	
Time	Effect on service of escalating situation
First 24 hours	Unlikely to see full effect as fuel / food stocks should last beyond this time frame however fuel not available for general public
24 – 48 hours	Some staff may be unable to get to work as fuel not available for general public. Food stocks may need to be used
Up to 1 week	Staff unable to get into work. Food running out.
Up to 2 weeks	Emergency food supplies needed. Staff unable to get into work

***MTPD** – Maximum Tolerable Period of Disruption – Duration after which Linkage’s viability will be irrevocably threatened if the service cannot be resumed.

***RTO** – Recovery Time Objective – The target set for the resumption of service delivery
(NB: The **RTO** must always be less than the **MTPD**)

Recovery Plan					
Time	Action	MTPD	RTO	Resources required	Responsibility
First 24 hours	Command Centre location identified. Locate stocks of fuel / food. Speak to staff to discuss options for getting to work. Monitor use of pool cars and look at fuel levels within them.	2 weeks	7 days	14 day food stocks (these should be in place at all times) Fuel reserves (these should be in place at all times). Map of staff addresses and transport arrangements	CRT House / Site Managers / Deputies
24 – 48 hours	Use of stock piles. Follow national / local guidance. Change rota if necessary to reflect staff who can access service. Use of pool cars for staff in emergencies only.			As above	As above
Up to 1 week	Use of stock piles, follow national / local guidance. Enact use of alternative staffing arrangements where necessary. Using social care staff from other providers Share available resources across Linkage houses / sites.			As above Arrangements with staff / other providers	As above
Up to 2 weeks	Risk of unable to deliver Reliant on national / local authority support and plans Contact Local authorities / regulators for advice and support.			Support from statutory organisations	As above

NB See also Business Continuity Management for Fuel Shortages – Guidance for Organisations at www.gov.uk

2.13 Industrial Action

2.13.1 Strategy Overview

Industrial Action

In the context of our partnership approach to staff relations, the Trust will seek to work with staff and their representatives to avoid wherever possible and/or minimise the incidents of industrial action and disputes.

However, we recognise that there may be exceptional occasions when staff choose to participate in industrial action, including but not exclusively strike action.

There may also be occasions when our services are affected by other people's industrial action such as contractors working in our supply chain.

Industrial action refers to any measure taken by trade unions to reduce productivity in the workplace. It is often referred to as meaning a strike but can take many forms, such as, 'go slow' or 'work to rule'.

Communications with staff

We will communicate with staff before any planned industrial action, to explain our response to the detail of the particular circumstances of the planned action. This communication will occur as early as possible, when it is known that industrial action of a specific nature is to occur and if possible before any dispute actually starts.

We will require staff to complete documentation to make clear their intentions prior to, during and following any industrial action.

There will be clear instructions to staff who they should contact if they are unsure of any aspects of our policy and the consequences of them taking industrial action.

Return to normal work

Staff returning to work following industrial action will be expected to resume their full duties.

Impact on staff who do not participate in industrial action

The Trust will wherever possible cover the essential duties of those staff involved in industrial action, but staff not participating in action will not be unreasonably asked to take on the duties of absent colleagues. Clearly any staff not participating in industrial action will continue to receive full salary payments.

2.13.2 Impact Analysis and Recovery Plan - Industrial Action

Main Critical Functions Affected:

- ☒ 1. Delivering high quality education, care, supported living, community support, short breaks and employment services to meet the needs of service users and their families and our legal / regulatory obligations.
- ☒ 2. Keeping service users, staff and stakeholders safe.
- ☒ 3. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.
- ☒ 4. Providing effective leadership, management and staffing sufficient to need.
- ☐ 5. Maintaining effective communication and information flows.
- ☒ 6. Providing / maintaining supplies (fuel, food and water), money, equipment and vehicles sufficient to need.

Effect on Service	
Time	Effect on service
First 24 hours	Disruption to services / supply chains. Staffing levels potentially reduced. Service users anxious. Families concerned about impact.
24 – 48 hours	As above Potential tension amongst staff cohorts if own staff take industrial action. Sponsoring authorities needing reassurance about service levels if situation is widespread / escalating.
Up to 1 week	As above Potential media spotlight. Potential hostile media coverage. Service users / families expressing increased anxiety
Up to 2 weeks	As above Communication and information flows potentially affected. Potential reputational damage if situation continues after this time period and is not addressed positively.

***MTPD** – Maximum Tolerable Period of Disruption – Duration after which Linkage’s viability will be irrevocably threatened if the service cannot be resumed.

***RTO** – Recovery Time Objective – The target set for the resumption of service delivery
(NB: The **RTO** must always be less than the **MTPD**)

Recovery Plan					
Time	Action	MTPD	RTO	Resources required	Responsibility
First 24 hours	Command centre location identified. Full assessment of situation by CRT to	1 week (depending on severity of impact)	48-72 hrs	Access to suppliers affected if this is supply chain issue.	CRT / HR and other relevant personnel.

	establish clarity around cause of industrial action and likely consequences. If this is Linkage dispute, CRT agree strategy to mediate situation / resolve action and lessen impact on services.			Recourse to ACAS if appropriate	
24 – 48 hours	Above Locate alternative suppliers if this is supply chain issue. Establish clear communications flow within Trust so that the situation is constantly and consistently updated and externally so that parents and families are likewise consistently updated on emerging situation. Media managed proactively. Re-deploy staff as required to protect frontline services.			Media Management Policy and procedures.	As above
Up to 1 week	Above Continue to deliver clear internal and external communications.				As above
Up to 2 weeks	Above				As above

2.14 Health and Safety

2.14.1 Strategy Overview

Health and Safety is a primary and vital function and activity of the Trust and underpins all that we do in providing a safe and supportive environment for service users, students, staff and all other stakeholders who enter or use our sites.

Health and safety failures could have significant effects on the critical functions of Linkage and have the potential to lead to loss of buildings, data, facilities and reputation as well as the safety and wellbeing of personnel.

The Trust is committed to a positive health and safety culture and this is actively supported by senior management and at all levels throughout the organisation, with the understanding that health and safety is everyone's responsibility.

2.4.2 Impact Analysis and Recovery Plan – Health and Safety failure

Main Critical Functions Affected:

- ☒ 7. Delivering high quality education, care, supported living, community support, short breaks and employment services to meet the needs of service users and their families and our legal / regulatory obligations.
- ☒ 8. Keeping service users, staff and stakeholders safe.
- ☒ 9. Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.
- ☐ 10. Providing effective leadership, management and staffing sufficient to need.
- ☐ 11. Maintaining effective communication and information flows.
- ☒ 12. Providing / maintaining supplies (fuel, food and water), money, equipment and vehicles sufficient to need.

Effect on Service	
Time	Effect on service of escalating situation (based on accident / injury to service users or staff members)
First 24 hours	Emergency response – persons injured. Distress amongst witnesses / peers / staff / families. Service potentially halted / dislocated.
24 – 48 hours	As above Rumours likely to circulate – requires clear and accurate communication.
Up to 1 week	Potential media spotlight. Potential hostile media coverage. Service users / families expressing increased anxiety
Up to 2 weeks	Widespread distress / anxiety amongst service users / staff / families. Loss of customer confidence in services.

***MTPD** – Maximum Tolerable Period of Disruption – Duration after which Linkage’s viability will be irrevocably threatened if the service cannot be resumed.

***RTO** – Recovery Time Objective – The target set for the resumption of service delivery
(NB: The **RTO** must always be less than the **MTPD**)

Recovery Plan					
Time	Action	*MPT D	*RTO	Resources required	Responsibility
First 24 hours	Command Centre location identified. Contact Emergency services if required. Apply First Aid. Contact HSE as appropriate. Evacuate service users / staff from building / service location if necessary or this location is out of commission. Could be food hygiene (kitchen closure) Could be building / location / equipment specific. Contact contractors / suppliers / insurers.	48 hrs	24 hrs service to be continued	RIDDOR documentation First Aiders contact list. Contact details for appropriate bodies HSE / Environmental Health / CQC etc	Critical Response Team / Health and Safety Manager / other designated personnel as appropriate.
24 – 48 hours	Move people / equipment / resources as required to address need for alternative provision. Explain situation to students / service users. Contact family of affected students in case of personal injury. Offer pastoral / counselling support to service users if required. Contact with HSE / insurers / regulatory bodies as appropriate. Media management strategy employed.			As above	As above
Up to 1 week	As above			As above	As above
2 weeks (and beyond)	As above			As above	As above

3 Implementing the Business Continuity Plan

Each site will need to complete the relevant details in their own version of the business continuity plan. This will include how to access the names, contact details and next of kin for all staff and service users / students based at that site.

The way in which the Business Continuity Plan is implemented is through the following:

- Assessment of situation by member(s) of ELT. Any critical incident or emergency deemed to fall under the Amber / Red alert status will immediately trigger the Plan and the ELT, at this point, become the Critical Response Team (CRT).
- The Critical Response Team will decide, depending on the type and level of the alert response, who else to involve in the CRT e.g. Health and Safety Manager, Estates Manager, Operations Manager, Residential Services.
- The CRT will take responsibility for identifying the Command Centre location(s) and for contact with Emergency services, regulators, sponsoring local authorities and any other appropriate personnel.
- Copies of the Business Continuity Plan will be available in hard copy at all main sites of the Trust and within all Trust houses, including out of county in Staffordshire and Leicestershire. The BCP will also be available on the Trust's intranet service and will be made available in other accessible formats as appropriate.
- The alert status of the Trust will at all times be displayed at all main sites (including reception at both Weelsby and Toynton Campuses) and in all Trust houses. Occasionally, the alert status may be different for the Trust as a whole and a particular Trust property or properties, as in the case, perhaps, of localised flooding or building disruption. In this case, this will be made clear at all main sites and in the individual property or properties concerned.

4 Testing the Business Continuity Plan

It is essential that the BCP is tested at least annually, to ensure the Plan is effective and fulfils its reason for existence – to minimise business disruption.

The Plan can be tested in different ways including:

- Testing some aspects of the Plan e.g. contact list, activation process, back-up power, communications equipment and information management arrangements.
- Discussion - this type of exercise will bring staff together to inform them of the plan and their individual responsibilities. It will also involve a discussion of the plan to

identify problems and solutions. This type of exercise is particularly useful for training purposes and provides an important tool for embedding BCM in the Trust's culture. It is also effective as an initial validation of a new plan.

- Table-top exercise - this is scenario based and can offer the most efficient method of validating plans and rehearsing key staff. It brings staff together to take decisions as a scenario unfolds in very much the same way they would in the event of a real incident. Ordinarily it will be held in a round table format and last between 2 hours and half a day. The advantage of this type of exercise is that it engages players imaginatively, generates high levels of realism and provides participants with an opportunity to get to know the people with whom they would work in the event of a real incident.
- Live exercise - a live exercise ranges from a small scale test of one component, such as evacuation, through to a full-scale test of all components of the plan. Live exercises are a necessity for components such as evacuation that cannot be tested effectively in any other way. While single component tests are relatively easy to set up, full tests are much more complex and can be costly. Before embarking on a live exercise, the Trust will liaise with the local Fire and Rescue Service to ascertain their advice and possible support with any live test.

The results of any testing of the Plan will be recorded and evaluated, to ensure that business continuity is maintained and that our service and contractual obligations are fulfilled.

5 Updating and Reviewing the Business Continuity Plan

The Business Continuity Plan will be reviewed after each test. Findings will be analysed and improvements made should the Plan be found to be lacking in any way. This will be a continuous process, with the Trust's written Policy being updated as and when necessary.

The Plan will also be reviewed / updated if there are any changes to the Trust, including restructurings, changed methods of delivery to our critical functions and activities; changes to the external environment in which the Trust operates; following lessons learned from an incident and changes to staff.

An effective programme for training and awareness raising will be in place and form part of mandatory corporate induction for all new employees and supervision arrangements for all existing employees.

6 Appendices

Appendix 6.1 - Incident Management Plan and Log Sheet

Event Description:					
Date:		Time:		Reported by:	

Alert status: (please tick)	Amber (level 3)	
	Red (level 4)	

Emergency Authorised by:	
	Tel. No. 1 Tel. No. 2 Tel. No. 3

Action	Date	Time
Business Continuity Plan triggered		
Command Centre Location Opened		
Command Centre Stand Down		
CRT Stand Down		

Log Sheet

Event description	
Date commenced	
Time commenced	
Authorised Person	
Telephone number	
Log sign off	
Log completed	
Page number	

Continued over

Time	Information / Decision / Action	Initials

Appendix 6.2 - Post Incident Review

It is important to record and evaluate the business disruption. This facilitates the review of the business continuity response after the Trust has returned to normal operations. By analysing successes and failures, lessons to be learned can be drawn out and actions can be taken to prevent future failures and to replicate and repeat successes.

Alternatively, a route cause analysis, or other structured and systematic evaluation methodology may be used to review an incident or exercise.

Review Report

Directorate

Director / Team Leader

Managers / staff involved

Critical incident / event /
exercise

BCP Objectives
(in relation to critical
functions / activities)

Were the objectives met?

Brief summary of findings

Lessons learned
(what worked well / any
corrective action required)

Schedule to implement any
planned changes /
improvements to BCPlan

Assigned to

Director / Chief Executive
signature

Date

Appendix 6.3 – Command Centres

See also Appendix 6.6 for relevant registered houses that can act as command centres

Name	Location	Facilities	Phone numbers
Weelsby	(Room name/number) Weelsby Campus Weelsby Road Grimsby DN32 9RU	Critical Response Team key holder – Martin Shelton - Principal	07540005733
Toynton	Training Room Toynton Hall Toynton All Saints Spilsby PE23 5AE	Critical Response Team key holder – Finance and Resources Director – Paul Allison	077885408403
Scremby	(Room name/number) Scremby Grange Near Spilsby PE23 5RW	Critical Response Team key holder – Paul Rowson	07921297858
Lincoln	Meeting room Education Centre Boultham Park Rookery Lane Lincoln LN6 7PH	Critical Response Team key holder – Martin Shelton - Principal	07540005733
Mablethorpe	(Room name/number) Stanley Avenue	Critical Response Team key holder – Paul Rowson	07921297858
East Riding	21 Flemingate, Beverley, HU17 0NP	Critical Response Team key holder – Martin Shelton – Principal	07540005733

Appendix 6.4 – Key Contacts (Linkage)

Name	Title	Location	Phone number
Valerie Waby	Chief Executive	Toynton Hall, Toynton All Saints, Spilsby PE23 5AE	01790 755005 07435976650
Martin Shelton	Principal	Toynton Hall, Toynton All Saints, Spilsby PE23 5AE	01790 755011 01472 372396 07540005733
Robbie Wright	Director Care and Independence	Toynton Hall, Toynton All Saints, Spilsby PE23 5AE	01790755010 07787220246
Paul Allison	Director of Finance & Resources	Toynton Hall, Toynton All Saints, Spilsby PE23 5AE	01790 755073 07885408403
Anthony Heppell	Head of Quality & Safeguarding	Toynton Hall, Toynton All Saints, Spilsby PE23 5AE	07388 968037
Helen Ashford	Operations Manager	Toynton Hall, Toynton All Saints Spilsby PE23 5AE	07525769934
Paul Rowson	Operations Manager	Rookery Court, Rookery Lane Lincoln LN6 7PH	07921297858
Conrad Thompson	Head of Linkage Choices	Toynton Hall, Toynton All Saints, Spilsby PE23 5AE	07885365600
Alison Veal	Head of Human Resources	Toynton Hall, Toynton All Saints, Spilsby PE23 5AE	07917 673599
Sophie Tuplin	Marketing Executive	Toynton Hall, Toynton All Saints, Spilsby PE23 5AE	01790 755053 07515851834
Linkage Trustees	Mark Smith Keith Batty Emma Hadley Simon Hatchman David Reed Stephanie Simpson Kate Truscott Sally Wood	Toynton Hall, Toynton All Saints, Spilsby PE23 5AE	01790 755005

Appendix 6.5 – Key Contacts (Stakeholders and Suppliers)

Utilities used by Linkage			
Gas	ESPO	0116 265 7891	www.espo.org
Electric	ESPO	0116 294 4140	www.espo.org
Water	Anglian Water	0345 791 9155	www.anglianwater.co.uk
Telephone	British Telecom	01522 814400	www.businessbt.com
Broadband	British Telecom	01522 814400	www.businessbt.com
ISDN Services	TFM Networks	0345 646 6060	customerservice@tfmnetworks.com
Mobile Phone	Vodafone	0333 304 0191	No customer facing email
Emergency Services			
Lincolnshire Police		01522 532222	www.lincs.police.uk
Lincolnshire Fire & Rescue		01522 582222	www.microsites.lincolnshire.gov.uk/fr
East Midland Ambulance Service		0115 884 5000	www.emas.nhs.uk
Marine & Coastguard Agency		HQ 02380 329 100 Humber Maritime Rescue Co-ordination Centre 01262 672317	www.mcga.gov.uk
Health Services			
NHS Lincolnshire PCT		01522 513355	www.lincolnshire.nhs.uk
NHS Beverley		01482 886600	https://www.nhs.uk/services/clinic/beverley-health-centre/NNF15
United Lincolnshire Health Trust:			
Trust HQ		01522 512512	www.ulh.nhs.uk
Lincoln County Hospital		01522 512512	
Boston Pilgrim Hospital		01205 364801	
Grantham & District Hospital		01476 565232	
Northern Lincolnshire and Goole Hospitals:			
Diana, Princess of Wales Hospital		01472 874111	www.nlg.nhs.uk
Scunthorpe General Hospital		01724 282282	
Goole & District Hospital		01405 720720	
East Riding Community Hospital		01482 886600	
Health Protection Agency		Part of Public Health England	www.hpa.org.uk
Public Health England:			
Yorkshire & Humber PHE Centre (Leeds)		0113 386 0300	www.gov.uk/phe
East Midlands PHE Centre (Nottingham)		0844 225 4524	

Strategic Health Authority		www.nhs.uk
Local Authorities		
Lincolnshire County Council	01522 552222	www.lincolnshire.gov.uk
North East Lincolnshire Council	01472 313131	www.nelincs.gov.uk
North Lincolnshire Council	01724 296296	www.northlincs.gov.uk
Boston Borough Council	01205 314200	www.boston.gov.uk
City of Lincoln Council	01522 881188	www.lincoln.gov.uk
East Lindsey District Council	01507 601111	www.e-lindsey.gov.uk
North Kesteven District Council	01529 414155	www.n-kesteven.gov.uk
South Holland District Council	01775 761161	www.sholland.gov.uk
South Kesteven District Council	01476 406080	www.southkesteven.gov.uk
West Lindsey District Council	01427 676676	www.west-lindesy.gov.uk
East Riding of Yorkshire Council	01482 393939	www.eastriding.gov.uk
Voluntary Agencies		
British Red Cross	0844 8711111	www.redcross.org.uk
CRUSE bereavement care	0844 4779 400	www.crusebereavementcare.org.uk
Lincolnshire 4x4 Response	07005 982 482	www.lincolnshire.4x4response.com
Yorkshire 4x4 Response	07005 982 482	www.yorkshire4x4response.org.uk
Raynet	Radio Amateurs Emergency Network	www.raynet-uk.net
RSPCA	0300 1234 999	www.rspca.org.uk
Salvation Army	020 7367 4500	www.salvationarmy.org.uk
St John Ambulance	08700 104 950	www.sja.org.uk
Royal Voluntary Service (formerly WRVS)	0845 608 0122	www.royalvoluntaryservice.org.uk

Appendix 6.6 – Key Contacts (First Aiders)

Name	Location
Amber Spiers	Toynton Linkage Choice
Stephen Lefley	Toynton Linkage Choice
Cathy Locke	Toynton College
Jim Barker	Weelsby Vine House
Daniel Stephens	Weelsby Linkage Choice

Lorna Malton	Weelsby College
Donna Persaud	Weelsby College
Rokanna Blanco	East Riding College
Donna Jackson	Lincoln Campus Boultham Park
Collche Graham	Boultham Park Café
Laura Docking	Linkage Choices Lincoln

As per Linkage's First Aid Risk Assessment which refers to individual areas – for details contact Health and Safety Manager on 01790 755074

Appendix 6.7 – IT Recovery Plan

The principal objective of the Recovery Plan is to develop, test and document a well-structured and easily-understood plan which will help the Trust recover as quickly and effectively as possible from an unforeseen emergency which interrupts information systems and business operations.

Additional objectives include the following:

- The need to ensure that proposed contingency arrangements are cost-effective.
- The need to consider implications on other Trust sites.
- Disaster recovery capabilities as applicable to key customers, regulators and others.

In the event of the Business Continuity Plan being activated (at Amber or Red alert status), the Executive Leadership Team, acting as the Critical Response Team, will contact the IT team to establish facilities for an emergency level of service as soon as possible within an agreed Recovery Time Objective. Suppliers of critical goods and services will continue to support recovery of business operations as the Trust returns to normal operating mode.

Plan Overview

6.7.1 Plan updating

Whenever changes are made to the Plan, they will be tested, with any appropriate amendments being made to the Business Continuity Plan / training materials etc.

6.7.2 Plan Documentation Storage

Copies of this Plan, CD and hard copies will be stored in secure locations at identified Command Centre. Each member of ELT (Critical Response Team) will be issued with a CD and hard copy of this plan to be filed at home. A master protected copy will be stored in a specific resource established for this purpose.

6.7.3 Back up strategy

Linkage data is backed up using a variety of processes including:

- Microsoft Data Protection Manager (disk based locally and cross site)
 - Key file servers and Hyper V Virtual machine instances
- Local file server backup using 3rd party (BVCkup) software
- Cloud based CrashPlan recovery software (user and departmental data)
- Office 365 Data is backed up via Microsoft (hosted)
- SelectHR Data is backed up via Access Select (hosted)
- Microsoft Azure
 - Key file servers and Hyper V Virtual machine instances

Key business contacts	Contact Details:
Tech support – Hardware and Software Contacts	<p><i>Server/Network Hardware/Microsoft/Network Microsoft DPM and Azure Services</i> F1 Group Lincoln: (Keith Langridge) : 01522 50 80 80 K.langridge@F1group.com</p> <p><i>Server/Sophos/Microsoft/WIFI/Network</i> HBP Systems Limited Darren Jacklin 01724 400326 DJacklin@hbpsystems.com</p> <p><i>MITEL Telephony System</i> 4Sight Communications Limited Paul Lee 0203 819 6219 plee@4Sightcomms.com</p>
Email	Email is hosted Office 365 (Microsoft) – Default recovery process for deleted mail content is 30 x days. Contact for Microsoft via F1 Group above.
HR	<p>Access SelectHR – Hosted HR System. Main Customer Service Number: 0845 345 3300</p> <p>Acc/Manager: Tracy.Patterson@theaccessgroup.com</p>
Website	<p>1&1 Internet (hosted the linkage/mylinkage domains): 0333 336 5691</p> <p>Wordpress Hosting via hosted platform: Epix Media Ltd Zoe Easey 01522 303100 / 07849 314177 zoe@epixmedia.co.uk</p>
Intranet	Sharepoint (Intranet) is hosted Office 365 (Microsoft) – Default recovery process for deleted Sharepoint content is 30 x days. Contact for Microsoft via F1 Group above.
MIS System	<p>Databridge MIS: 01476 552 937 dbinfo@databridgemis.net</p>
Payroll	IRIS Software (EarnielQ): 0344 815 5656
Finance / Sage System	Sage Group 0845 111 6666

Appendix 6.8 - List of Linkage Premises and evacuation points

Name	Command centre	Address	Evacuation point
Cafes			
Linkage Green		Stanley Avenue, Mablethorpe LN12 1DP	Oak/Beech Lodge
Boultham Café		Boultham Park Education Centre Rookery Lane, Lincoln LN6 7PH	Education Centre Lincoln
College/Choices Courses			
Toynton Campus		Toynton All Saints, Spilsby PE23 5AE	Toynton Hall
Linkage Choice Toynton		Toynton all Saints, Spilsby, PE23 5AE	Toynton College Campus
Linkage Choice Checkpoint Lincoln		Lincoln LN6 3PW	Boultham Park Cafe
Linkage Choice Weelsby		Weelsby Road, Grimsby DN32 9RU	Mackenzie Building Weelsby
Weelsby Campus		Weelsby Road, Grimsby DN32 9RU	Mackenzie Building Weelsby
Education Centre – Lincoln Campus		Boultham Park Education Centre Rookery Lane, Lincoln LN6 7PH	Boultham Park Cafe
East Riding Campus		21 Flemingate, Beverley, HU17 0NP	Beverly Leisure Centre
Registered Houses			
Beech Lodge/Oak Lodge		Stanley Avenue, Mablethorpe LN12 1DP	Linkage Green
Bellamy's Cottage		Weelsby Road, Grimsby DN32 9RU	Weelsby Main Hall
Dunsford House		24a Partney Road, Spilsby PE23 5EW	Keal View
Ferriby Lane		234 Scartho Road, Grimsby DN32 2EB	Weelsby Main Hall
Keal View		Toynton All Saints, Spilsby PE23 5AE	Toynton Hall
Livingstone Court		Stanley Avenue, Mablethorpe LN12 1DP	Beech Lodge/Oak Lodge
Pelham		20 Pelham Road, Grimsby DN34 4SU	Weelsby Main Hall
Riverside		Ramsgate Road, Louth LN11 0NJ	Seaton House
Spencer's Lodge		Toynton All Saints, Spilsby PE23 5AE	Vale View
St Andrew's Drive		87 St Andrew's Drive, Skegness PE25 1DL	Rosslyn
Swallowdale		5 Bilsby Road, Alford LN13 9EW	The Sycamores
Scremby Grange		Scremby Grange, Spilsby PE23 5RW	Keal View
Seaton House		153 Eastgate, Louth LN11 9AJ	Riverside House
The Limes		13 Welhome Road, Grimsby DN32 0DR	Weelsby Main Hall
The Palms		147 Drummond Road, Skegness PE25 3BT	Keal View
The Phoenix		St Helen's Avenue, Lincoln LN6 7RA	Lincoln Education Centre
The Sycamores		45 South Street, Alford LN13 9AN	Swallowdale
Vale View		Toynton All Saints, Spilsby PE23 5AE	Spencer Lodge
Weelsby Hall		Weelsby Campus, Weelsby Road, Grimsby DN32 9RU	Mackenzie Building
Weelsby View		155 Weelsby Road, Grimsby DN32 9RY	Weelsby Main Hall
East Riding		21 Flemingate, Beverley, HU17 0NP	
Supported Living			
Rookery Court		Rookery Lane, Lincoln LN6 7PH	Education Centre Lincoln
Sampson Court		400 Skellingthorpe Road, Lincoln LN6 7YD	Education Centre Lincoln

STILE House		Rose Grove, off Roman Bank, Skegness PE25 1SH	Rosslyn
Yew Tree Lodge		Toynton All Saints, Spilsby PE23 5AE	Toynton College
Bateman Gardens		South Street, Alford LN13 9AN	Sycamores
Thomas Denner		Toynton All Saints, Spilsby PE23 5AE	Toynton College
Ness House		244 Grimsby Road Cleethorpes DN35 7ET	Weelsby Main Hall
Offices			
Vine House		Weelsby Road, Grimsby DN32 9RU	Mackenzie Building
Bateman Orangery		Weelsby Road, Grimsby DN32 9RU	Weelsby Main Hall
Lincoln		Boultham Park Education Centre Rookery Lane, Lincoln LN6 7PH	Boultham Park Cafe
Toynton Hall		Toynton all Saints, Spilsby PE23 5AE	Karten Centre Toynton
MacKenzie Block		Weelsby Road, Grimsby, DN32 9RU	Weelsby Main Hall
Supported Living Mablethorpe		Stanley Avenue, Mablethorpe LN12 1DP	Beech Lodge/Oak Lodge

Appendix 6.9 Winter Preparedness Plan

Please complete each of the following sections, where relevant, with the corresponding actions required for winter preparedness.

If needed, refer to Section 1.3 of the BMC Plan for clarification on Critical Functions / Activities.

Critical Function / Activity	Action	Responsibility	Progress ■ ■ ■
Delivering high quality education, care, supported living, community support, short breaks and employment services to meet the needs of service users and their families and our legal / regulatory obligations.	<p>Early gritting Winter management programme logs kept up to date to identify / salting / gritting of areas in conditions of ice / snow. Record of salt stocks. Site plans and salt bin locations. Documentation packs containing above kept at Toynton Hall, Weelsby Campus, and Scremby Grange.</p> <p>Leaves cleared weekly from pathways to avoid build-up of fallen leaves.</p> <p>Low level gutters cleared as part of annual maintenance to avoid overflowing guttering or poorly placed downpipes resulting in freezing water on pathways.</p> <p>Ensure adequate lighting is provided and maintained to prevent slip / trip hazards due to poor lighting in winter conditions.</p> <p>Risk assessments completed as required to address emerging hazards.</p>	ELT / HR / Estates	
Keeping service users / staff / stakeholders safe.	<p>All staff / service users to be informed of Business Continuity Plan Severe Weather strategy and to have alert status explained.</p> <p>Reminder issued about increased risk of slips, trips and falls in adverse weather conditions.</p>	ELT / Health & Safety Manager	
Providing safe, well-maintained and supportive accommodation and environments that promote health, well-being, independence and achievement.	<p>Ensure food / fuel stocks maintained. Ensure 2 weeks' medical prescriptions available. Ensure adequate utilities and back up available. Ensure adequate first aid supplies. Ensure adequate supply of blankets / duvets / equipment such as wind up torches in case of interruption of power supplies.</p>	ELT / Registered Managers	

Providing effective leadership, management and staffing sufficient to need.	Draw staff attention to Adverse Weather Policy and issues about getting into work. Bank staff on alert in adverse weather conditions. ELT have access through HR to postcode areas for staff to re-deploy if necessary to local sites.	ELT / HR	
Maintaining communication and information flows.	Weather alerts on website / intranet. Check availability of mobile phones within each house / site.	ELT	
Providing / maintaining supplies (fuel, food and water / utilities / health prescriptions), money, equipment and vehicles sufficient to need.	Boiler maintenance plan up to date (based on summer service plan). 2 weeks' medication supply / 4 days' emergency food supplies / camping-style water containers / lanterns kept in each house. Extra supplies to be kept in main Command Centres, including wind-up torches, blankets, duvets, water containers. 4x4 vehicles (or other appropriate) available to transport staff in adverse weather.	ELT / Estates	

Appendix 6.10 - Emergency Hints and Tips Card for Staff

Keep Calm and Carry On

- The Trust will at all times have an alert status which identifies the level of preparedness required and plans being undertaken to deal with any disruptive events that could interfere with the Trust being able to carry on its business. The main risks we are considering and planning for are severe weather, outbreak of pandemic flu and loss or damage to Trust buildings through flood, fire etc.

Green	Level 1	Business as usual	This will be the usual status of the Trust and every one of its properties.
Yellow	Level 2	Alert and readiness	This status puts the Trust on alert for action e.g. when we get severe weather warnings.
Amber	Level 3	Action	BCP triggered
Red	Level 4	Emergency	BCP triggered

- We have deliberately adopted a similar system to that used by the Met Office.
- The Business Continuity Plan will only be implemented if the alert status of the organisation, or one of its properties, is Amber or Red. If so, the Executive Leadership Team become the Critical Response Team and will manage the situation as appropriate in liaison with any Emergency services and with guidance and involvement of any other appropriate personnel.
- The aim of the Business Continuity Plan (BCP) is to continue to support and deliver the Trust's essential functions and services.
- Business Continuity is everyone's responsibility.
- Business Continuity is about protecting service users and students and keeping them safe and it also applies to you. Your health and wellbeing, your safety, your ability to deliver services and your ability to get to work are all important and may be affected by the risks we have identified in the BCP.
- Communication is key. Line Managers all have responsibilities to keep their staff informed and updated on a daily basis. The main lines of communication will be the website, intranet, e-mail and phone communication. If these communication channels are affected, the Trust will focus on website and mobile phone communication.