



Crossroads Care Cheshire, Manchester and Merseyside Limited
Trading as Crossroads Together
Business Continuity Plan

Crossroads Together has a contingency plan in place to deal with the potential impact that a reduction in staffing levels or incident may have on the operations of Crossroads Together, its staff and clients. In such cases, Crossroads Together will be able to continue support vulnerable clients and their carers.

An incident or event can be anything from severe bad weather to a pandemic such as swine flu or Coronavirus (COVID-19)

Aim
 The aim of this document is to set out a set of measures designed to manage the impact of a pandemic or incident in order to ensure that key services are maintained, and provision is made for the most vulnerable people we support

Management
 Overall control and implementation of this contingency plan is vested with the Area Managers (AMs). Implementation on a day to day basis is detailed in the table below:

Appointment	Deputy	Area of Responsibility	Remarks
Trustees	Chief Executive Officer	Governance to ensure robust measures are in place	
Chief Executive Officer	Operations Director and SLT	To ensure that the plans and measures are implemented	
Operations Director	Area Managers	To implement and update of contingency plans for locations and operations	Ensure location RAG systems are up to date
Area Managers (AMs): <ul style="list-style-type: none"> • Greater Manchester • Stockport Extra Care Services • Liverpool • Cheshire East including West Street • Cheshire West & Wirral • Shropshire 	Care Co-ordinators and Administrators	Overall control and supervision of operations and contingency plan	RAG System in place per location and updated weekly
Care Co-ordinators at each location	Each Care Co-ordinator will cover for absent colleagues	Assist in implementation of plan - appropriate to own area	Utilise the RAG system

Carer Advisors	To support Care Co-ordinators	Assist in implementation of plan - appropriate to own area	Prioritise work loads
Children's Services Co-ordinator	Care Co-ordinators	Assist in implementation of plan - appropriate to own area	Utilise RAG system
Young Carers Project Worker	Project workers will cover for absent colleagues	implementation of plan - appropriate to own area	Utilise RAG system
Finance Director	Support Services Team: Finance Manager & Assistants	Assist in implementation of plan - appropriate to own area	Work from home if required
HR Director	HR Administrator	Assist in implementation of plan - appropriate to own area	Work from home if required
Head of Business & Services Development	Business Development Manager	Assist in implementation of plan - appropriate to own area	Work from home if required

Risk Assessment

The following table prioritises the assessed level of risk associated with a severe pandemic or event/incident affecting Crossroads Together staff:

Staff Group	Number of Staff Affected/Risk Level		
	Low (below 25%)	Medium (25% to 50%)	High (over 50%)
Chief Executive Officer and SLT	Little Impact other members of the team will be able to manage in the event of absence. Members can work from home.	Reduced capacity therefore priorities would be established. Members can work from home	Support from Trustees would be sought so that priorities can be established and decisions made. Members can work from home.
Finance	Little Impact - following areas to be covered by remaining staff: <ul style="list-style-type: none"> • Reception/telephone enquiries • Payroll • Invoicing Arrange team members to work from home.	Reduced Capacity. Arrange team members to work from home.	If unable to obtain accurate pay information from CARAS /Web roster, then staff paid by auto pay based on average pay of previous month. To be adjusted when staff return to work. Additional support if required from Business Development Mgr, Volunteer Co-ordinator, Trustees & Members. Arrange team members to work from home.
HR, Training &	Little Impact - following	Reduced Capacity. PT	No. of staff off means HR has

Volunteers	<p>areas to be covered by remaining staff:</p> <ul style="list-style-type: none"> • Processing Applications • DBS <p>Arrange team members to work from home.</p>	<p>staff increase hours worked.</p> <p>Arrange team members to work from home.</p>	<p>no capacity to continue normal routine in the office. Recruitment potentially ceases.</p> <p>Arrange team members to work from home.</p>
Business Development	<p>Little Impact – following areas to be covered by remaining staff:</p> <ul style="list-style-type: none"> • Reception/telephone <p>Arrange team members to work from home.</p>	<p>Reduced Capacity. PT staff increase hours worked.</p> <p>Additional support from volunteers Arrange team members to work from home.</p>	<p>No. of staff off means Business Development has no capacity to continue normal routine in the office. Arrange team members to work from home.</p>
Mgmt Support Administrator	<p>Little Impact - following areas to be covered by remaining staff:</p> <ul style="list-style-type: none"> • Help emails <p>Arrange team members to work from home.</p>	<p>Reduced Capacity HR Admin & volunteers to assist</p> <p>Arrange team members to work from home.</p>	<p>HR or Finance Admin to assist</p> <p>Arrange team members to work from home.</p>

Clients Adults & Children	<p>Support for group care ceases in favour of more regular carer support. Some non-essential services such as group care are cancelled to minimise spread of pandemic or reduce the risks of travelling. Staff to be redeployed to more essential services.</p> <p>RAG system</p>	<p>RAG system Cancel all non-essential carer breaks, spot checks, supervisions, reviews, assessments, and group care sessions. AM's to take over work co-ordination do to release the Co-ordinators & Seniors to provide essential care.</p>	<p>RAG System-Assess and prioritise essential calls, reducing length of calls if possible. Use staff from Young Carers is suitable for essential calls. Call upon staff to work days off and give up holidays. Additional support from staff delivering non-essential services and other appropriately trained staff.</p>
Palliative Care Services	<p>Additional support to be provided by Carer Assessors & Seniors. Part time staff to be approached to increase hours and work days off.</p> <p>RAG system</p>	<p>RAG system Assess & prioritise calls to ensure essential cover is provided.</p>	<p>RAG system Essential calls will be provided by care staff from other teams.</p> <p>Liaise with partners such as District Nurses, Macmillan nurses, Marie Curie, Hospices and CCGs and carers to ensure that services are delivered, or alternative care is sourced.</p>
Carer Advisors	<p>Referrals to be prioritised.</p>	<p>Prioritising of referrals based on care needs</p>	<p>Referrals drop to minimal level in preference to ability to provide responses. Prioritise responses based on care needs and availability of staff/family</p>
Children's Services, Young	<p>Little impact</p>	<p>Ask staff to work additional hours.</p>	<p>YC groups cancelled.</p> <p>No referrals/ assessments &</p>

Carers		No referrals/ assessments & reviews undertaken	reviews undertaken unless Safeguarding issues.
Bad weather /Transport	Little Impact	RAG system -Assess and prioritise calls Draw up a list of vulnerable clients and essential visits speak to carers to support where necessary.	RAG system -Cancel non-essential calls Communicate with carers Despatch Care Support Workers living in closest proximity –speak to carers/families to support Work to be co-ordinated from home via VPN connection/telephone Out of hours Check local forecasts to enable forward planning
Out of hours Service	Assess the need for additional resources depending on volume of calls	Some staff may be required to work from home via VPN	Area Managers to also man an on call phone to offer support to Care Coordinators
Training- induction and updates	Little impact	Care Coordinators to support induction training and access outside training if required. Update training to be completed at home e learning.	Care coordinators to support induction training and access outside training if required. Area Managers to support at induction to ensure new staff employed to support the care services. Update training to be completed at home e learning, freeing up staff to support care services.

Health & Safety

All Carer Support Workers, office-based staff, Volunteers and Trustees receive induction and training in Health and Safety Policies and Procedures In addition, staff are trained in the following emergency procedures:

These include

- Prevention and control of infection
- Emergency Procedures
- PPE
- Advice on Lone working
- Preparing for Adverse weather

All staff that begin to show symptoms of Coronavirus should alert their manager or care co-ordinator and should be sent home immediately and cover provided for any essential care work.

Coronavirus(COVID-19)

See Coronavirus(COVID-19) guidance attached.

Crossroads Together Operational Guidance

All staff will be kept up to date with changes in policy and guidance. For example, guidance on Infection Control and prevention such as a pandemic flu

Managers will identify the need for training for any individual whose role may need to change as a result of an event or incident which may significantly reduce the workforce.

Awareness

Care Co-ordinators and other support staff to maintain a log of both staff and clients affected by a pandemic outbreak or major incident and relay this information to the Area Manager on a daily basis so that this can be reported to the relevant authorities and monitored to assess trends and numbers affected.

Review

If the business continuity plan has been put into effect then it will reviewed regularly, at least weekly depending on severity of situation, taking into consideration level of infection, scale of event and updated as appropriate. The SLT will liaise daily to review and make necessary decisions to ensure that services wherever possible continue to be delivered safely to vulnerable adults & children throughout Crossroads Together.

Partnership working

Where possible locations to work with partners in the locality to set joined up contingency planning where there are other services supporting the vulnerable clients in the community. Example-Housing Associations, Marie Curie, Enablement services, Emergency call out services, Rapid response services. These partnership workings to be led by Area Managers.

Reviewed March 2020