



**Crossroads Care Cheshire, Manchester & Merseyside Ltd**  
**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, incident or pandemic may have on the operation of Crossroads Together and its staff and clients. In such cases, Crossroads Together will be able to continue support vulnerable clients and their carers.

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

**Aim**

The aim of this document is to set out 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 whilst keeping our staff safe.

**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:

<b>Appointment</b>	<b>Deputy</b>	<b>Area of Responsibility</b>	<b>Remarks</b>
Trustees	Chief Executive Officer	Governance to ensure robust measures are in place	
Chief Executive Officer	Operations Director	To ensure that the plans and measures are implemented	Work from home if required
Operations Director	Area Managers	To implement and update of contingency plans for locations and operations	Work from home if required
Finance Director	Finance Manager or Operations Director	Assist in implementation of plan - appropriate to own area	Work from home if required
HR Director	HR Advisor	Assist in implementation of plan - appropriate to own area	Work from home if required
Business Development Director	Business Development officer	Assist in implementation of plan - appropriate to own area	Work from home if required

Area Managers (AMs): <ul style="list-style-type: none"> <li>Greater Manchester including Stockport Extra Care Services</li> <li>Merseyside</li> <li>Midlands</li> </ul>	Area Managers Each Area Manager will cover for absent colleagues	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	Each Carer Advisor will cover for absent colleagues and support Care Co-ordinators	Assist in implementation of plan - appropriate to own area	Prioritise work loads
Young Carers Project Worker	Project workers will cover for absent colleagues	implementation of plan - appropriate to own area	Utilise RAG system
HR Advisor	HR Director and HR administrators	Assist in implementation of plan - appropriate to own area	Work from home if required
Finance Team Leader			
Volunteer Resource Advisor	HR Team to support strategically and administratively		
Finance Administrators			
HR Administrators	HR Director and Advisor with support from locality admin		

### 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. <b>Members can work from home.</b>	Support from Trustees would be sought so that priorities can be established and decisions made. <b>Members can work from home</b>	Support from Trustees would be sought so that priorities can be established and decisions made. <b>Members can work from home.</b>
Finance	Little Impact - following areas to be covered by remaining staff: <ul style="list-style-type: none"> <li>Payroll</li> </ul>	Reduced Capacity. <b>Arrange team members to work from home.</b>	If unable to obtain accurate pay information from Web roster, then staff paid by auto pay based on average pay of

	<ul style="list-style-type: none"> <li>• Invoicing</li> </ul> <p><b>Arrange team members to work from home.</b></p>		<p>previous month. To be adjusted when staff return to work. Additional support if required from the CEO and Trustees.</p> <p><b>Arrange team members to work from home.</b></p>
HR	<p>Little Impact - following areas to be covered by remaining staff:</p> <ul style="list-style-type: none"> <li>• Processing Applications</li> <li>• DBS</li> <li>• Payroll information</li> </ul> <p><b>Arrange team members to work from home.</b></p>	<p>Reduced Capacity. PT staff increase hours worked. Support with recruitment from location administrators to ensure recruitment is a priority.</p> <p><b>Arrange team members to work from home.</b></p>	<p>No. of staff off means HR has no capacity to continue normal routine in the office. Support with recruitment from location administrators to ensure recruitment and payroll are priority.</p> <p><b>Arrange team members to work from home.</b></p>
Business Development	<p>Little impact; areas to be covered by remaining staff.</p>	<p>Reduced capacity for marketing and bid writing.</p> <p>Additional support with bids and tenders from Area Managers. Prioritise marketing tasks.</p>	<p>No. of staff off means Business Development has no capacity to continue normal routine.</p> <p>Additional support for essential bids from Area Managers and essential internal and external comms only. Support to distribute internal comms from HR if needed.</p>
Training	<p>Little impact</p>	<p>Online essential training only</p>	<p>On line essential training only, training can be rearranged to deploy csw's to deliver support.</p>

Operations Clients Adults & Children	<p><b>RAG system</b> Some non-essential services cancelled to minimise spread of pandemic or reduce the risks of travelling. Staff to be redeployed to more essential services.</p>	<p><b>RAG system</b> Cancel all non-essential carer breaks, spot checks, supervisions, reviews, assessments.</p> <p><b>Inform CQC, and commissioners of contract</b></p>	<p><b>RAG System</b>-Assess and prioritise essential calls, reducing length of calls if possible. Use staff across locations if suitable for essential calls. Call upon staff to work days off. Additional support from staff delivering non-essential services and other appropriately trained staff.</p> <p><b>Inform CQC and commissioners of contracts</b></p>
	<p><b>All clients/carers cancelled due to not meeting RAG system requirements or due to shielding to have weekly welfare telephone calls. This can be done via CCO's, Area Managers, Support Workers, Carer Advisors or volunteers.</b></p>		
Palliative Care Services	<p><b>RAG system</b> Additional support to be provided by Senior Carer Support Workers (SCSWs).</p>	<p><b>RAG system</b> Assess and prioritise calls to ensure essential cover is provided.</p>	<p><b>RAG system</b> Essential calls will be provided by care staff from other teams.</p> <p>Liaise with partners such as District Nurses, Macmillan nurses, Marie</p>

	Part time staff approached to increase hours and work days off.		Curie, Hospices and CCGs and carers to ensure that services are delivered, or alternative care is sourced.
Carer Advisors	Referrals to be prioritised.	Prioritising of referrals based on care needs- <b>on line and telephone consultations</b>	Prioritise responses based on care needs and availability of staff/family <b>on line and telephone consultations</b> Offer telephone/teams/zoom support
Young Carers,	Little impact	<b>RAG system</b> Ask staff to work additional hours. <b>on line and telephone consultations/referrals</b>	<b>Rag system</b> YC groups online/ Prioritise online and telephone referrals/assessments, reviews Offer telephone/teams/zoom support
Childrens Services	Little Impact	<b>RAG system</b> Ask staff to work additional hours. <b>on line and telephone consultations/referrals</b>	<b>Rag system.</b> 1:1 support and online groups. Prioritise online and telephone referrals/assessments, reviews. Offer telephone/teams/zoom support
Volunteers	Little impact	Re-arrange volunteer work to be shared amongst other volunteers	Re-arrange volunteer work to be home based on line and telephone/zoom/teams support.
Bad weather effecting transport	Little Impact	<b>RAG system</b> -Assess and prioritise calls Draw up a list of vulnerable clients and essential visits speak to carers to support where necessary.	<b>RAG system</b> -Cancel non-essential calls Communicate with carers Despatch Carer 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 Offer telephone support
Out of hours Service	Assess the need for additional resources depending on volume of calls –on call can be shared across services/locations	Work from home via VPN- on call can be shared across services/locations	Care Co-ordinators work from home- on call can be shared across services/locations- seniors/experienced CSW's to assist.

## 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

### **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 be reviewed regularly, at least weekly-monthly depending on severity of situation, taking into consideration level of infection, scale of event and updated as appropriate. The SLT will liaise daily-then at least weekly to review and make necessary decisions to ensure that services wherever possible continue to be delivered safely to vulnerable adults and children across Crossroads Together services.

### **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. For example, Housing Associations, Marie Curie, re-ablement services, emergency call out services, rapid response services. Partnership working is to be led by Area Managers.

Reviewed December 2021