



## **Business Continuity Policy**

## Version History

Version	Date	Author	Changes
Initial			Initial Version
2018/12	Dec 2018	JMB	Insurance figures inserted. Reference to Staff Absence Policy included. Include reference to heating failure. Combine Unexpected Closure
2019/06	Jun 2019	JMB	Rebrand to CVN. Include consideration of financial implications, staff/director misdeeds etc.

# Business Continuity Policy

Cambusbarron Village Nursery (CVN)'s Business Continuity Plan (BCP) identifies situations which have the potential to threaten the organisation. This plan provides a framework for building resilience with the capability for an effective response which safeguards the interests of key stakeholders, reputation and value creating activities.

These situations include

- Building or site incidents: for example, flood, fire, terrorist attack on buildings affecting access to or from buildings and sites
- Infrastructure incidents: for example, loss of computer / telephony systems, loss of power
- Staff / Operational incidents: for example, loss of key staff, loss of critical documents
- Widespread environmental factors: for example, flu pandemic, fuel shortages

## Review of Business Continuity Plan

A comprehensive review of risk is taken at least annually by the senior management team. These revised plans must be submitted to the Board of Directors for approval and incorporation within CVN's Business Continuity Plan.

The different response elements of the plan should be tested.

## Training

All staff are made aware of their roles and responsibilities as part of (for example), their induction, supervision, performance review]. Their responsibilities include awareness of key policies and procedures, including the Business Continuity Plan. Staff must take personal responsibility to ensure they are familiar with the content of the Plan so they know who to contact in case of an incident and how they can contribute to the plan's implementation.

No	Risk	Possible Effects	Preventative/Reactive Measures
<b>Reputational</b>			
1	Member(s) prominently express views on behalf of CVN that are not in agreement with agreed CVN position	CVN credibility undermined, loss of trust in CVN on the part of members/ service users/funders leading to membership/Services/funding withdrawals	Media (including social media) contact to be cleared by Senior Management team. Board of Directors to be kept fully informed.
2	Prominent individual involved in CVN found guilty or credibly accused of misconduct either on CVN business or, more likely, in their private life.	Effectiveness of representation undermined Trust of members/service users/ funders undermined and commitment tested. Possible need to find new person or people in short time from a small pool to continue/rescue activities	Care is taken in appointing Directors/ staff and spokespeople until we know them a little. However there is trust in the recruitment process to have taken references and recruited wisely. In the event of it happening we will work together with Board to ensure the content of public message aligned.
3	Reputational impact of any of the risks in other sections	Effectiveness of representation undermined. Trust of members/service users/ funders undermined and commitment tested Possible need to find new Directors/ staff in short time from a small pool to continue/rescue activities	Media contact to be cleared by Senior Management Team. Directors to be kept fully informed. Individuals we interact with and make representations to, such as MSPs/regulators, informed of the position and how we are dealing with it to maintain our effectiveness.
<b>Legislation/Compliance</b>			
4	Failure to meet constitutional or statutory requirements, such as: regulatory standards, employment regulations and governance responsibilities ie in appointment of directors, production and filing of accounts and companies and charity returns	CVN prevented from operating	Board of Directors to delegate a member to be tasked with ensuring all necessary steps are taken before deadlines, and keeping up to date with OSCR guidance etc. Directors are aware of the need for compliance. Professional firm engaged as independent auditors.

External Changes			
5	Other early years organisations widen their scope so as to duplicate what CVN is doing	Members/Service users/funders see CVN as now being unnecessary Public sector bodies, government officers and MSPs etc disregard CVN input as the other bodies become more established and resources	Review strategy with members/board/executive regularly, involve as many as possible in CVN activities. Carry out CVN's role effectively so that no gap or weakness is perceived.
Operational			
6	LAs reducing commissioning/ involve ment or withdrawing services due to the need for financial savings Complete closure of service or inability to provide the service	CVN ceases to provide service Significant impact on service users. Significant reduction in income.	Strive to find ways of ensuring local authority understand the work of CVN and ensure that what CVN does provides something that the public sector find to be of value to citizens.
7	Fall in membership and/or motivation, service users and involvement	Reduction in income	Ensure that CVN strategy serves the needs of all members/service users. Ensure that policy stances taken are broadly shared/consensual. Ensure that participative activities are useful to member/service users, attractive and enjoyable
8	Rapid turnover of staff	Loss of knowledge Loss of momentum and continuity Loss of relationships Loss of relationships to public sector etc	Motivate people to stay with CVN by sharing challenge, success and common purpose. Learn from detail acquired from exit interviews and regular appraisals.
Employment			
9	Rapid turnover of staff/Board	Loss of knowledge Loss of momentum and continuity Loss of member/service user/funder relationships	Careful recruitment Support through an annual appraisal at which workloads etc are reviewed
10	Employment actions contravene good practice, codes of practice and employment law	Loss of effective members of staff Compensation claims/cost	Employ through a well-managed recruitment process
Finance			
11	Financial mismanagement	Sudden or gradual loss of funds/ income Reputational impacts/service closure	Management accounts report cash level and deviations from Budget. Auditors secured for annual audit of accounts.
12	Loss of Financial viability	Inability to provide services Staff redundancies Adverse emotional, social, practical, health and financial impacts on service users, families and staff.	Board to take decision to inform all appropriate regulators and funders, including the Care Inspectorate and local authority. Inform members, service users and staff.
13	Fraudulent use of funds	Sudden or gradual loss of funds/ income Reputational impacts/service closure	Management accounts report cash level and deviations from Budget. Secure accounting practices in place and limited access to funds available. Any wrongful use of funds by a Trustee would require collusion by Secretary/ finance manager.
14	Loss of membership/service users/funders, through one or more of the operational risks listed	Restriction on income and therefore activities, and gradual loss of funds	Preventive actions as listed under operational risks Reactive measure would be a revision of the fee structure/ contracts and level and review of expenditures and activities.

15	Inability to pay creditors	Insufficient cash available to meet financial commitments.	Effective payment process management with regular review of cash flow
16	Inability to collect from Debtors	Adverse impact on cash flow impacting on ability to pay creditors.	Effective collection process management with regular review of aged debtors listing. Prompt action required initiating overdue letters itemising all relevant outstanding sales invoices.
17	PAYE/NI non Compliance	Fines and regulatory compliance defaults	Effective payroll process implemented

## Business

18	Insurable risks	Property, Business, reputational, and Financial loss	CVN is insured with Early Years Scotland's insurer, Royal and Sun Alliance, The insurance covers the cost for contents up to £7,500.
19	Loss of data	Temporary difficulty in operation and compliance	Full regular backup of all computer files including correspondence. Key paper documents should be scanned and stored electronically

## Governance

20	Directors with appropriate knowledge, skills and motivation are not forthcoming.	Increased risk of failure of compliance, operating and business risks CVN loses direction and impetus	Ensure that CVN strategy serves the needs of all members. Ensure that participative activities are useful to member, attractive and enjoyable Engage directors in the business in a way that makes being a director interesting and useful and a worthwhile use of their time. Actively look for directors that fill knowledge and skills gaps.
21	Staff/Directors/s act out with the bounds of what has been agreed as policy and in Directors meetings	CVN credibility undermined, loss of trust in CVN on the part of members/ service users/funders Governance/compliance called into question	Ensure Directors agendas cover all business Chair reacts promptly and proportionally to any sign of this happening
22	Inability to deliver contracted services due to sickness or staff shortages	Children and families could be left without access to vital services	In the event of an extended period of absence of one of the permanent staff members, the Staff Absence and Sick-ness Policy will be followed. In the event of all members of staff being unavailable the Group will make a decision on how to provide cover during the absence. In the event of a significant staff absence the Care Inspectorate will be informed..

23	Emergency closures due to adverse weather, fire, flood, loss of heating	Children and staff forced to evacuate the building. Children have to wait (potentially outdoors) to be collected by a responsible adult.	Staff will be responsible for making a decision should emergency closure be required. Parents will be informed and asked to collect children immediately. Staff will not leave the premises until all children have been collected by an appropriate adult. Staff will use their best judgement to safeguard children at all times. In the event of a failure of the heating system within the Community Centre such that temperatures fall below 16°C the manager will declare the service closed and the Emergency Closures procedures will be applied.
24	Premises no longer available due to a significant emergency	CVN unable to operate from their normal location.	The Group will investigate temporary use of another building within the village. It is accepted that temporary facilities will require a compromise on normal levels of service. The Care Inspectorate will be informed of the temporary accommodation
25	Infectious diseases	Potential of cross contamination and risk of illness to vulnerable/sick or elderly adults and the workforce.	In the event of an outbreak of an infectious disease CVN will take full advice from appropriate Health sources and where advised deliver an abridged service until matters improve accordingly.