



BUSINESS CONTINUITY POLICY & PROCEDURE

V2.0 March 2026

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POLICY STATEMENT

The purpose of this policy and procedure is to ensure that ELCAP can prevent or respond promptly and appropriately to any event or sequence of events which may impact on business continuity. ELCAP wants to ensure that its services to vulnerable people can continue despite any unforeseen events or incidents. This is important for the safety of the individuals supported by ELCAP and to ensure that ELCAP remains a sustainable and financially viable organisation.

The Board of Directors has overall responsibility to ensure that the Business Continuity plan is regularly reviewed and updated.

The Chief Executive, Business Manager and Director of Operations have the responsibility to ensure that the business continuity plan is followed in the event that an event occurs that has the potential to disrupt business continuity.

The major strategic risks that could affect the organisation's business continuity are discussed quarterly at the Board meeting. This document is called the risk map. The risk map considers high, medium and low level risks to the organisation.

The Chief Executive has overall responsibility to review and update the risk map. If a new risk is identified which may impact on business continuity, the Chief Executive should plan how to mitigate the risk and include it on the risk map, bringing it to the attention of the Executive Board.

The Business Continuity procedure should be reviewed every three years to ensure it remains fit for purpose.

PROCEDURE

The Business Continuity procedure outlines the measures which ELCAP will take to mitigate any risk that might result in a disruption to business continuity. It also sets out the measures which will be taken if business continuity is affected.

COMMUNICATION

The Chief Executive will lead communication in ELCAP in the event that an event occurs that may affect business continuity. A list of stakeholders can be found at Appendix 1. In the absence of the Chief Executive the Business Manager or Director of Operations will deputise and lead communication with relevant stakeholders.

RISK MAP

In order to mitigate any major strategic risks or reduce their impact, the Chief Executive will ensure that ELCAP' risk map is updated quarterly and considered by the Executive Board. The types of risks recorded in the risk map include:

- Customer risks
- Financial risks
- Governance risks
- Political and social risks
- Relationship and reputational risks
- Staffing risks
- Other risks

Risk assessment in the risk map uses a Red-Amber-Green (RAG) Approach as follows:

- High risk: Red
- Medium risk: Amber
- Low risk: Green

2.1 In the event that a risk materialises, the Chief Executive will work closely with relevant stakeholders - in particular, Health and Social Care Partnerships and local authorities - to mitigate the risk and ensure ELCAP can deliver the best possible services with the minimum of disruption.

OTHER EVENTS

In addition to the strategic risks identified in the risk map, there are other scenarios that have the potential to affect the continuity of business in ELCAP. These scenarios are outlined below:

- Fire or other damage to Head Office
- Loss of data (paper copy or digital data)
- Loss of senior staff
- Significant loss of front-line staff
- Loss of contracts from Local Authorities
- Adverse weather conditions

3.1 Fire or other damage (prevention)

ELCAP has a regulatory checklist that is completed annually and presented to ELCAP's Audit & Risk Committee.

The list ensures that anything which has the potential to cause fire or other damage to our office has the relevant safety checks in place.

In addition to the checklist, ELCAP has been working towards becoming a paperless office. The reduction in paper-only files will mean limited loss of information.

3.2 Fire or other damage (action)

In the event that damage is not prevented and Head Office cannot be used, we will:

- Ensure early communication with all relevant stakeholders
- Advise office staff to work from home on a temporary basis
- Book alternative venues for meetings/training or meet online
- Advise our insurer of the damage. Once our claim is resolved, work will commence on repairing any damage to make our premises habitable again.
- Consider whether temporary office space is required.

3.3 Loss of data

3.3.1 Loss of paperwork

ELCAP's office contains very limited paper data. Most paperwork is scanned and filed on our IT system.

In the event that paperwork is misplaced or lost, we will report to the Information Commissioner's Office immediately, in line with instructions in the Document Retention procedure under the General Data Protection Regulation (GDPR).

3.3.2 Loss of IT data

ELCAP's information technology is provided and supported by a third-party IT company, Mother Technologies Ltd.

Mother Technologies is responsible for managing and ensuring all IT data in ELCAP is kept secure and that sufficient back-up of information is kept to allow us to retrieve any intentional or mistaken loss of data.

Mother Technologies operates a three prong snapshot recollection of data throughout the day. In the event that any data was accidentally or purposely lost, Mother Technologies is able to retrieve this data immediately from the cloud backup.

3.3.3 Loss of senior staff

ELCAP has a two tier Senior Management Team:

- Chief Executive
- Director of Operations
- Business Manager
- Finance Manager

The additional tier consists of 3 Registered Managers.

In the event of a long-term or permanent absence of these post holders, the following action would be taken:

Chief Executive

The Chair of the Executive Board will liaise with the Business Manager and Head of Operations on interim management measures and on work which should take priority during the Chief Executive's absence.

The Chair will advise the wider Board of the length of expected absence and invite the Board to decide:

- If an ELCAP colleague should be asked to act-up in the position of interim Chief Executive;
or
- If an interim Chief Executive should be appointed from out with the organisation

In the event that the absence of the Chief Executive becomes permanent, the Board will seek to fill the position using a process of open recruitment.

Director of Operations

The Chief Executive will ensure interim measures are put in place in the absence of the Director of Operations.

Business Manager

The Chief Executive will ensure interim measures are put in place in the absence of the Business Manager. The Chief Executive will decide whether an ELCAP colleague should be asked to act-up in the position of interim Business Manager or whether s/he can oversee this function.

It would be the responsibility of the Chief Executive to decide whether to appoint an interim, internal Business Manager or whether to oversee this function.

In the event that the absence of the Business Manager becomes permanent, the Chief Executive will seek to fill the position using a process of open recruitment.

Finance Manager

The Chief Executive will ensure interim measures are put in place in the absence of the Finance Manager. The Chief Executive will decide whether an ELCAP colleague should be asked to act-up in the position of interim Finance Manager or whether s/he can oversee this function.

It would be the responsibility of the Chief Executive to decide whether to appoint an interim, internal Finance Manager or whether to oversee this function.

In the event that the absence of the Business Manager becomes permanent, the Chief Executive will seek to fill the position using a process of open recruitment.

Registered Manager

The Director of Operations will ensure interim measures are put in place in the absence of the Registered Manager. This will be delegated to one of the 3 Registered Managers within the Senior Leadership team.

If their absence is expected to be longer than 28 days, the Director of Operations will appoint an interim Registered Manager and notify the Care Inspectorate of that appointment.

In the event that the absence of the Registered Manager becomes permanent, we will seek to fill the position using a process of open recruitment.

3.3.4 Significant loss of front-line staff

If the event or a sequence of events resulted in a significant loss of front-line staff in ELCAP, the Chief Executive, with the support of the leadership team, will:

- Advise our commissioners, the individuals we support and their families of the situation
- Liaise with health and social care colleagues to prioritise support, based on the level and complexity of assistance required and the availability of alternative short-term support
- Recruit staff, using an accelerated but safe process

3.3.5 Loss of funded contracts

In the event of ELCAP losing one or more funded contracts. The goal is to ensure service continuity where possible, maintain financial stability, and protect individuals who use the service, staff, and organisational reputation.

Risk Assessment- Identify all funded contracts and their financial contribution. Assess which services, staff, and individuals are affected by each contract. The senior Management Team will evaluate potential impact on cash flow, operations, and compliance requirements.

Immediate Actions – Director of Operations will notify relevant internal stakeholders (Executive Board, Business Manager, Finance Department, Registered Manager, Leadership Team, Administration Department). Conduct a review of contract terms for notice periods, exit obligations, and communication requirements.

Where applicable, Chief Executive will inform staff whose roles are affected and begin consultation if necessary. Director of Operations transparently with commissioners and partners.

The Registered Manager will prepare a communication plan for individuals and families.

Financial Management – Finance Manager will review and update cash flow forecasts and identify opportunities for cost reduction (e.g., non-essential expenses, overtime). In conjunction with the Director of Operations, the Finance Manager will reprioritise budgets to support critical services. Where applicable, explore options for bridging finance if necessary. The Business Manager will assess and claim any available insurance or compensation.

Service Continuity – The Director of Operations will assess whether services can continue through alternative funding or restructuring. Working with commissioners to explore transitional funding or new contract opportunities. The Senior Management team will develop a transition plan for affected individuals, including referrals to alternative providers if necessary.

Workforce Management - Review staffing requirements based on changed circumstances across relevant localities. Via Joint Consultative Committee, consult with staff and unions as required. Following the analysis, support affected staff with redeployment, retraining, or redundancy processes. Ensure supportive capacity and signpost staff to external support services.

Legal and Compliance - Ensure compliance with employment law, contract law, and data protection requirements during transition. Document all decisions and communications. Seek legal advice if required through Navigator Law, through collaboration with the Executive Board.

Reputation Management - Communicate openly and honestly with all stakeholders. The PR and Marketing Committee, in collaboration with the Executive Board and the Senior Management Team, manages media enquiries through a designated spokesperson. Registered Managers will reassure individuals and families of ongoing support during transition.

Recovery and Review – Senior Management Team, in collaboration with the Executive Board, will pursue new business opportunities and diversification within the ELCAP registration remit. ELCAP and identified committees will review lessons learned from the contract loss and update risk management processes. ELCAP will focus on rebuilding relationships with commissioners and stakeholders.

3.4 Adverse weather conditions

Adverse weather conditions, such as heavy snow or flooding, have the potential to cause disruption to our services. Adverse weather may prevent staff from travelling by vehicle or public transport to their place of work, or prevent the individuals we support from participating in their usual activities.

Support Practitioners

Approximately 75-80% of ELCAP's Support Practitioners live and work in the same postcode area. This means that many members of staff will be able to walk to work.

In the event of significant adverse weather, ELCAP will work with our public sector partners to prioritise support for the most vulnerable individuals, using a RAG (red, amber or green) system. These individuals will be a priority for support in circumstances where ELCAP does not have the level of staffing to provide our normal level of service.

Office based staff and managers

All office based staff are able to work from home if they are unable to travel safely to work due to adverse weather conditions.

This ensures that our administrative, finance and management functions can continue without interruption,

ELCAP will contact the Care Inspectorate to inform them of any impact and will refer to the link below in relation to notifications

[Notification guidance for adult services March 25.pdf](#)

APPENDIX 1

- Care inspectorate
- Care Managers
- Community councils
- Community members
- Mother technologies Ltd
- Executive Board
- Family
- Guardians
- Local authorities
- Media
- Members
- Other social care organisations
- Partners (people we do joint work with)
- Politicians
- Individuals ELCAP Support
- SSSC
- Staff
- Suppliers (all people we buy a service from)
- Trade Union