MIND IN CROYDON BUSINESS CONTINUITY PLAN

Mind in Croydon recognises that there are potential threats that can impact on the running of the organisation. Threats may include major disasters (such as flooding or fire), terrorist threats, sudden lack of income, theft or fraud or unexpected absence of staff or trustees. These can disrupt business, affect staff attendance, damage our reputation or cause financial losses.

In order to mitigate these impacts, Mind in Croydon has put in place a Business Continuity Plan which provides a framework for building resilience and putting in place effective safeguards.

The purpose of this plan is to show how Mind in Croydon would respond to identified risks and continue to manage its operations under adverse circumstances.

1. **Responsibility for the Business Continuity Plan**

   The Board of Trustees have delegated the responsibility for the Business Continuity Plan to the Senior Leadership Team (SLT) which is made up of the Chief Executive Officer, the Director of Services, the Head of Finance and Resources and the Head of HR. These are currently Emma Turner (CEO), Tom Goddard (DoS), Suraj Ghedia (HoF&R) and Shaheen Yaseen (HoHR).

   Usually, the Chair (Jill Kyne) will have responsibility for the Business Continuity Plan and work with the Senior Leadership Team to ensure there is a clear line of communication between the Board and the staff team. In the Chair's absence, the Vice Chair or another trustee will liaise with the SLT.

2. **Identifying Risks to Business Continuity**
   The Board of Trustees will have overall responsibility for identifying potential risks with delegated responsibility to FR&GP for updating the risk register and any mitigating actions. Risk is a standing item on the Board agenda.

   Risks are listed in the Risk Table in Appendix B. This will be kept on the server in the shared Trustee Folder on Teams. The table will also show the likely impact of the risks identified and the planned response to address them.

   The Board will review this list on a regular basis to ensure that it is relevant, and up to date, and involve relevant staff in reviews.

3. **The Risk Register**
   The Business Continuity Plan is closely linked to the Risk Register. The Risk Register looks at wider risks to the organisation and how to mitigate these on an ongoing basis, while the purpose of the Business Continuity Plan is to ensure the business can continue in case of a disaster or emergency. The Risk Register will already have identified risks and measures to mitigate these.

   The Risk Register is reviewed by FR&GP on a quarterly basis, and a report is sent to each Board meeting for general review. The Board reviews the Risk Register annually, or if FR&GP identified a new risk or is aware of an existing risk increasing in severity.

   The Senior Leadership Team will ensure that any mitigating measures are

implemented and reviewed.

4. Training, Policies & Procedures

Trustees, staff and volunteers will receive an induction and ongoing supervision, training and performance reviews to ensure they are able to carry out their roles and meet their responsibilities. Trustees, staff and volunteers must take personal responsibility to ensure they are familiar with the content of all organisational policies and procedures, as well as this Plan.

Policies and Procedures are in place to mitigate risks and ensure we meet our legal responsibilities, as well meet any accepted guidelines and good practice.

5. **Crisis Management**

If a disaster strikes, Mind in Croydon will mobilise a Crisis Management Group. This group will oversee the immediate response to a threat and will agree and implement a plan to mitigate any risks.

The membership of this group will be the Chair or another Trustee, and the Senior Leadership Team. Depending on the issue, other trustees and staff may be asked to sit on the group.

All communication with the media must be via the Chief Executive Officer or the Chair of the Board of Trustees.

The Crisis Management Group will operate as follows:
- In case of an emergency, crisis or disaster, the first point of contact is the Chief Executive Officer or in their absence, Director of Services using the Contacts List in Appendix A.
- The Chief Executive Officer will mobilise the Crisis Management Group; the group will meet on the same day if possible, or otherwise the next day. The meeting may be held in person or remotely, whichever works best for those on the Crisis Management Group.
- The group will assess the situation and take immediate steps to limit damage and/ or risks; including contacting the insurance company. The group will ensure that it collates any documents, photographic evidence and anything else as advised by the insurance company.
- Steps will be identified to mitigate the risk; this could be to identify temporary premises, buying new equipment or contacting the police.
- Other trustees, staff, volunteers and service users will be informed via a statement prepared by the Crisis Management Group.
- A detailed plan will be put together that will include a financial impact report and impact on service delivery and staffing levels.
- The Crisis Management Group will have the power to appoint either members of staff or external people or companies to address certain issues.
- The Crisis Management Group will review the actions taken on an ongoing basis until the crisis, emergency or disaster has been addressed.
- The Crisis Management Group will ensure that records are kept of any incidents and actions taken, and review this as part of an ongoing Risk Review.
- Any recommendations that come out of the Risk Review will be shared with the Board and any relevant staff.

6. **Coordinated Response**

Wherever possible, the plan should be carried out in conjunction with emergency procedures, risk mitigation plans, health and safety protocols and other procedures to ensure the fullest response. These may include the Local Authority Safeguarding Procedures, and any emergency procedures for the premises where our services are based.

Any feedback from implementing these procedures should be fed back to the relevant body or organisation.

7. **Recording Incidents**

The SLT will be responsible for recording incidents and any actions resulting from these. Incidents will be kept in the same place as the Risk Table in Appendix B.

Reviewed and Updated by the Board of Mind in Croydon – Sep 2023

Appendix A – Contacts

Name of Company	Type of contact	Named contact and title (if applicable)	Website
Fire, Ambulance or Police	Emergency Services	N/A	
NHS	Health Service (non-emergency)	N/A	https://www.nhs.uk/nhs-services/urgent-and-emergency-care-services/when-to-use-111/
Croydon Police	Police	N/A	https://www.met.police.uk/area/your-area/met/croydon/
Croydon Fire Brigade	Fire Service	N/A	https://www.london-fire.gov.uk/community/Croydon
Croydon University Hospital	Health Service (non-emergency)	N/A	https://www.croydonhealthservices.nhs.uk/contact-us
Insurance Co	Insurance	Gallagher	www.ajg.com/uk
IT provider	IT Support	Richard Swann	richard.swann@sguard.co.uk
Managing agents for each property	Westow St Flat Addington Rd Flat Addiscombe Rd Flat	Streets Ahead Valley Homes James Chiltern	www.streetsahead.info www.valleyhomes.co.uk www.jameschiltern.com
Croydon Council	Local council	N/A	https://www.croydon.gov.uk/
Rradar	Legal	N/A	

Crisis Group Contact Details	
Emma Turner	Chief Executive Officer
Tom Goddard	Director of Services
Suraj Ghedia	Head of Finance and Resources
Shaheen Yaseen	Head of Human Resources
Jill Kyne	Chair
Saba Khan	Deputy Chair

Threat/ Crisis/ Emergency	Cause	Impact (Low, medium, high)	Risk Level (Low, Medium, High)	Action/ Response
Fire	Accident, carelessness, electrical/ gas fault, other tenant in the building, terrorism	High	Medium	• Call Fire services • Ensure staff/ volunteers are safe, using fire/ emergency register • Contact insurance • Assess damage, and find cause of the fire • Locate other temporary premises if required • Review fire safety of premises and building and implement any recommendations from Fire Service • Replace any damaged items • Communicate with staff and service users
Flooding	Weather, leaks, issues with pressure, poor maintenance, issues with other tenant in the building, taps left on by accident	High	Medium	• Call emergency services if required • Ensure staff/ volunteers are safe, using fire/ emergency register • Contact insurance • Assess damage, and find cause of flooding • Locate other temporary premises if required • Review emergency procedures and implement any recommendations from emergency services/ landlord • Replace any damaged items • Communicate with staff and service users
Loss/ leak of data	Cyber attack, technical fault, human error, sabotage	High	Low	• Contact insurance • If technical fault, contact IT / CEO / HR • Assess damage and find out if the data can be retrieved • If data has been leaked, call for full investigation and contact police. Use disciplinary procedure if the leak was caused by member of staff or volunteer • Inform the Information Commissioner's Office and act on any advice given • Pay any fines as directed • Devise a plan to implement any actions
Break-in/ Theft	Poor security in the building;			• Call police and ensure break-in/ theft is reported • Call insurance

	security system broken; human error (windows or doors left open/ unlocked), sabotage,			• Assess damage and find out cause • Locate temporary premises if required • Get quotes for any repairs or replacement equipment
Fraud	Sabotage, targeted by criminals, human error, lack of security/ safety procedures	Medium	Low	• Call police and ensure it is reported • Assess damage and investigate • Contact insurance • Put safeguards in place to avoid further fraud • Review all financial and banking procedures
Criminal Damage	Sabotage, targeted by criminals, staff/ volunteer/ client is unwell or affected by drugs or alcohol	Medium	Low	• Call police and ensure it is reported • Ensure staff/ volunteers/ clients are safe • Contact emergency services if staff/ client is unwell • Contact insurance • Replace any damaged items • Review health and safety procedures
Physical Violence (including attack on staff or volunteers)	Lack (or perceived lack) of support or services; misinformation; frustration; receiving bad news; under the influence of drugs or alcohol; caught committing a crime or illegal/ unacceptable activity; if someone is unwell or in pain	Medium	Low	• Call police and ensure it is reported/ call ambulance if someone is hurt • Ensure staff/ volunteers/ beneficiaries are safe • If staff are working alone, ensure they activate their alarm and call police • Contact emergency services if staff/ client is unwell • Review health and safety procedures, include lone working

Risk	Causes	Likelihood	Impact	Actions
Negative publicity	Poor service delivery; poor review from service users or commissioner; disgruntled client/ service user/ family member, disgruntled member of staff/ volunteer	Medium	Low	• Appoint spokesperson • Agree on whether to respond or not, and if so, what message to convey • Ensure that trustees, staff and volunteers are aware of message and do not contradict it • Investigate the matter and address situation if relevant or possible • If publicity includes threats, report it to the police • Ensure staff/ trustees/ volunteers are briefed on safety procedures • Contact relevant funders/ commissioners to ensure they are aware of any actions taken
Unexpected staff absence	Sudden illness, accident, bereavement, emotional problems, workplace stress	High	Medium	• Inform HR at the earliest • Refer to Sickness Absence policy as needed • Review the individual's absence record, workload and appoint other staff to take over • Ensure any appointments/ meetings are cancelled or taken by someone else • Contact member of staff or family to establish likely length of absence and any support required • Involve Rradar to ensure that all necessary HR actions have been taken • Put plan in place for return, such as phases return, training etc.

Risk	Causes	Likelihood	Impact	Actions
Unexpected tensions between staff or volunteers	Workplace stress, peer pressure, bullying and harassment, perceived favouritism	Medium	Medium	• Inform HR at the earliest • Investigate the matter, involve an independent mediator if necessary and identify the cause(s) • Discuss matter with Rradar and ask for further advice • Use Disciplinary or Grievance procedures to deal with issues • Devise an action plan which may include enforced time off if staff are unwell/ stressed, training and support, disciplinary actions • Review situation regularly