



**Drumchapel  
Housing**  
Co-operative Limited

**Purpose:** Business Continuity Plan / Disaster Recovery

**Date:** 26 November 2019

**Review Date:** December 2019

**Regulatory Standards:** Standard 1 – The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

Guidance 1.1 – The governing body sets the RSL’s strategic direction. It agrees and oversees the organisation’s strategic and financial plans to achieve its purpose and intended outcomes for its tenants and other service users.

Guidance 1.2 – The RSL’s governance policies and arrangements set out the respective roles, responsibilities and accountabilities of governing body members and senior officers, and the governing body exercises overall responsibility and control of the strategic leadership of the RSL.

**Committee Approval:** 28 January 2020

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## 1. Purpose

- 1.1 The purpose of sound planning is to ensure that the Co-operative, in any emergency can recover all business-critical processes and minimise the impact to its employees, tenants, contractors, business partners and its reputation. The plan will ensure that a crisis is managed effectively before it escalates to a disaster and should restore services with the least possible cost to the organisation.
- 1.2 The aim of the Plan is to reduce disruption to tenants in the event of an incident that affects the housing stock and:
- 1.3 Reduce disruption with the office and enable normal working to be resumed in the shortest possible time in the event of an incident affecting the operation of the Co-operative.
- 1.4 This Plan is a confidential document and copies of the Plan will be kept in specific locations to be designated by the Depute Director.

## 2. Objectives:

- To define and prioritise the critical functions of the business
- To analyse the emergency risks to the business
- To detail the agreed response to an emergency
- To identify key contacts and plan of action during an emergency or disaster
- To provide for a smooth and rapid restoration of service

## 3. Methodology

- 3.1 The methodology should take DHC from planning the business continuity plan as a project to producing a written planning/working document e.g.

Planning -	Scope [stock numbers, staff, location, security etc.] Roles and Responsibilities Project Management Documentation
Assessing - Strategy	Risk/impact assessment Prevention
Development -	Emergency Response Recovery
The Plan -	Developing / Testing / Maintaining

## 4. What is a Disaster?

- 4.1 A disaster is defined as a disruption of business operations that stops the organisation from providing its essential services to tenants caused by the absence of critical resources which may include:

- People and their skills
- Facilities
- Communications
- Power
- Information

4.2 There are four types of incidents likely to affect Drumchapel Housing Co-operative:

- An incident involving the housing stock
- An incident affecting the Co-operative's offices
- An incident affecting IT systems
- An incident affecting staff

4.3 In the event of an incident affecting the housing stock and tenants, Drumchapel Housing Co-operative will take whatever steps necessary to rehouse tenants as quickly as possible and continue to provide the highest levels of service to tenants.

## 5. **Risks affecting the organisation**

5.1 There are several key risks that can affect stock, office and people at Drumchapel Housing Co-operative:

- Environmental risks – fire, flood, electricity, water, communication, gas, chemical, transportation, neighbourhood risks.
- Business related risks – credit, financial, reputation, supplier failure, consultant / contractor liquidation.
- Operational risks – failure of equipment, IT, data loss, breach of procedures, viruses, ransomware
- People risks – performance, fraud or theft, epidemic, absence, industrial action

## 6. **Impact of Disasters**

6.1 Any disaster will have a financial impact on the organisation and any extra expenses and loss of cash flow will cause erosion in DHC's financial position.

6.2 If the disaster affects employees directly it may be hard to replace skills, knowledge and expertise as well as affecting morale and motivation – not to forget longer term performance and retention.

6.3 Because of the increased use of technology, it may be difficult to revert to and use manual systems for records, communication and information etc.

## 7. **Planning Process**

- 7.1 In the first instance, the Co-operative will ensure that a Business Continuity Team [BCT] is formed, comprising of the Depute Director [who will act as the BCT project manager], the Finance Officer and the Depute Director.
- 7.2 This team will identify any additional risks and will have authority to take necessary action before, during and after any declared emergency or disaster. The BCT will discuss the impact of the Business Continuity Plan [BCP] and responsibilities for developing, maintaining and testing a plan as well as regularly reviewing to ensure the BCP is up to date.
- 7.3 Details of contact numbers of the Business Continuity Team will be provided in Appendix 1.

## **8. Follow Up Action**

- 8.1 All staff leave and time off in lieu will be cancelled, unless a holiday has already been booked.
- 8.2 The BCT will continue to deal with the situation. Other Co-operative staff will continue to maintain a normal service for tenants. However, a decision will need to be made to ascertain if changes are to be made to the normal office service e.g. a reduction in opening hours to divert staff resources to the emergency.
- 8.3 Where suitable properties are available in the Co-operative's stock, these will be used for decant. Where there are none available, the Depute Director will contact Glasgow Housing Association and other housing providers to find out what accommodation is available.
- 8.4 The Depute Director will contact DSS and Social Work Department to ascertain if emergency payments can be made to tenants who do not have insurance or other income.
- 8.5 The Depute Director will also liaise with the insurance company and loss adjuster and if appropriate, a salvage company. Where tenants continue to live in their home, arrangements will be made in relation to emergency repairs if appropriate.
- 8.6 The Depute Director will send out a Newsletter as soon as possible to all tenants advising what has happened and explaining the effect on service.

## **9. Longer Term Actions**

- 9.1 A long term recovery plan and programme will be agreed and monitored by the Shared Service Director at regular weekly meetings.
- 9.2 The Depute Director will arrange for tenders for work for the reinstatement work to the Co-operative's properties in accordance with agreed procurement procedures.

9.3 The Depute Director and Corporate Services Assistant will continue to liaise with tenants to keep them up to date with progress.

## 10. **Business Continuity Team Functions**

10.1 The team will be assigned tasks that fit with the team members' skills and knowledge. During the recovery effort, their tasks relating to recovery should be their only concern. At all times, the Project Manager of the BCT will keep the Shared Service Director informed of any decisions and progress. The BCT will be responsible for:

- Ensuring the safety of employees during an emergency i.e. evacuations, head counts, first aid, injury notification
- Identifying/declaring disaster situation
- Ensuring that the BCT can take appropriate steps to mitigate the disaster
- Identifying the recovery centre
- Monitoring, recording and co-ordinating the recovery effort ensuring that business processes and services are restored according to recovery procedures designed to minimise risk
- Co-ordinate all public relations and ensure appropriate people are kept up to date with information and progress
- Completing an Event Log which should reflect the sequence of events and the entire recovery effort [important for insurance and legal purposes] – Appendix 2

## 11. **Details of the Plan**

11.1 The following is a checklist of items which should be included in Appendix 1:

- Contact details of the Business Continuity Team
- Nominated control centre as a meeting point
- Identification of business-critical processes
- Details of how a recovery would be addressed/phased
- Telephone divert arrangements
- Emergency contact number for employees to obtain the latest information
- Resource requirements e.g. people / work areas / IT / telecommunications
- Details of recovery resources
- Contacts for internal and external agencies required to support the recovery efforts
- Contents and storage location of a 'disaster pack'
- List of key contractors, suppliers, partners and their contact details
- Details of the vital records' store containing backup computer data and any critical paper records/documents held off site
- Precautions to be taken in the event of an incident

## 12. **Testing the Plan**

12.1 Once the plan has been agreed and approved it should be communicated to all employees and Management Committee Members and any necessary training should

be provided. It will also be prudent to complete a test simulation of the plan to highlight roles and responsibilities and ensure its smooth running and should expose any flaws in the plan.

### **13. Review**

- 13.1 The Business Continuity Plan will be reviewed annually by the BCT to ensure that the plan includes the correct contact details for the recovery site, vital records, contractors, the team and updated as necessary. The Plan will be issued to all those concerned annually and at induction of any new member of staff.

### **14. GDPR Privacy Statement**

- 14.1 The Co-operative will gather and use certain information about individuals in accordance with GDPR. Staff members have a responsibility to ensure compliance with the terms of the privacy policy and to collect, handle and store personal information in accordance with relevant legislation. The Fair Processing Notice (FPN) details how personal data is held and processed with third parties in accordance with relevant policies and procedures.

