



Craigdale
HOUSING ASSOCIATION

BUSINESS CONTINUITY AND DISASTER RECOVERY PLAN

**Due to the nature of the content of this plan it must be held securely and
confidentially**

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**Craigdale Housing Association can provide this document on request,
in different languages and formats, including Braille and audio formats.**

Craigdale Housing Association

Business Continuity & Disaster Recovery Plan

1. Introduction

- 1.1 This plan sets out the arrangements for dealing with the unplanned loss of personnel and/or services, setting out the detailed arrangements and responsibilities for dealing with major threats to business continuity.

Threats to business continuity

The major threats to business continuity can generally be categorised as follows:

2. **Loss of key personnel** – subject to a review of the requirement to replace the post, the following arrangements should be followed.
- 2.1 *Planned resignation* (adequate notice given) - in this scenario normal recruitment arrangements will apply; the Chief Executive Officer (or the Chair in the Chief Executive Officer's absence) will liaise with the Board to ensure that the correct arrangements are followed. The aim will be to recruit a replacement prior to the end of the notice period or as soon thereafter as is practicable.
- 2.2 *Unplanned departure of single staff member* (no notice given) – the Chief Executive Officer (or the Chair in the Chief Executive Officer's absence) will liaise with the Board to ensure that the recruitment process is initiated at the earliest opportunity and that the correct arrangements are followed.
- 2.3 *Unplanned departure of multiple staff members* (lottery syndicate win etc). The Chief Executive Officer (or the Chair in the Chief Executive Officer's absence or another Office Bearer in the Chair's absence) will take immediate steps to recruit sufficient staff resources to provide a minimum acceptable level of service. This will be achieved either through bringing in agency staff or working with neighbouring RLSs and the Council to consider immediate secondment of staff to provide the cover. Full recruitment of permanent staff will be initiated at the earliest opportunity.
- 2.4 *Retiral* – as part of the annual appraisal system all staff over the age of 55 will be asked about their retirement plans. There is no requirement on anyone to retire, however the more notice provided the better in order that review and if appropriate replacement arrangements can be made. It is accepted however that in certain circumstances it is possible that people may seek to retire at relatively short notice as personal circumstances change.
- 2.5 Please refer to the Association's Succession Plan for further staff/Board replacement information.

3. **Loss of buildings** - In the worst-case scenario the office building is destroyed or seriously damaged resulting in:

3.1 No services at all can be provided because of the damage.

3.2 No furnishings or equipment including computer servers and individual PC's can be recovered.

3.3 All paper files are either destroyed or are seriously damaged and cannot be recovered.

4 Closure due to an epidemic, the weather, or some other major incident

4.1 Staff who fall ill as a result of an epidemic will be required to report their absence in accordance with the absence management policy and to return to work as soon as they are fit enough to do so.

4.2 Where several members of staff are off either because they are unwell or for any other significant reason - the senior staff team will prioritise workloads so that essential services continue to be delivered.

4.3 If required, the Chief Executive Officer [or next most senior staff member] will arrange for tenants to be advised of how essential services will be delivered - utilising a combination of letters, the Association's website, text messaging, local media and answering machine messages.

4.4 Where it is decided to close the office for a period of time, or on recommendation or requirement from Central or Local Government, the Management Team will implement the appropriate sections of this plan as outlined below - in particular in relation to home working, communications, publicity etc.

4.5 In these circumstances it is critical that everyone is aware of the requirements, their roles and responsibilities, in the immediate, short and medium term.

4.6 It is not possible to cover every detail relating to all eventualities; therefore, this document is intended to provide a framework outlining the main tasks which will require to be undertaken.

Business Continuity & Disaster Recovery Framework

5 Emergency Management Team

5.1 In the event of an emergency, the Emergency Management Team (EMT) will focus on restoring services to tenants as soon as possible. The EMT will comprise the following people.

Emergency Management Team (EMT)

Member	Contact Details
Chief Executive Officer (EMT Lead)	07759-124-881 (work mobile)
Chair (EMT Depute Lead)	
Senior Housing Services Officer	07759-124-862 (work mobile)
Senior Corporate Services Officer	07738-267-117 (work mobile)

5.2 In the event that the disaster occurs during working hours and results in the death or injury of members of the EMT, the roles allocated to those members will be reallocated either to remaining team members or to other colleagues drafted into the team.

5.3 If necessary, the Chief Executive Officer or those EMT members available will discuss with Board members whether there is any assistance which they may be able to provide in the aftermath of the disaster.

5.4 The EMT will be convened, and the plan initiated by the EMT Lead or Depute Lead.

6. Communications with staff

6.1 The first meeting will be called at the earliest opportunity following the disaster. The aim of the first meeting will be to agree initial action required and to confirm respective roles and responsibilities.

6.2 Further progress meetings may be scheduled during the course of the day. A meeting with all members of staff [either face-to-face or via a conference call] will be arranged for later in the same day (if possible).

6.3 Each member of the EMT will hold a copy of this document - securely, off site (adhering to the requirements of Data Protection and GDPR legislation).

6.4 The Chief Executive Officer will contact all EMT members who are available. Any EMT members who are not at work will be requested to return to work as quickly as possible. The EMT Lead will designate another member of the EMT with the task of contacting all staff to advise them of the situation. All members of the EMT and staff must remain contactable (by phone) at all times during this emergency situation.

6.5 It is likely that the initial notification will come from the emergency services to one of the named contacts (staff key holders). If the notification is to someone other than the Chief Executive Officer, then the person receiving the message must attempt to contact the Chief Executive Officer immediately. If contact cannot be made, the person must attempt to contact the Chair of the Association.

6.6 In order to maintain the maximum availability to communication networks, the Senior Corporate Services Officer is authorised to secure the purchase of additional mobile telephones and wireless computer devices if required.

7. Temporary Office Accommodation

- 7.1 It may be a priority in the aftermath of a disaster to set up a temporary office to provide a base where tenants, Board members and others are able to contact the Association.
- 7.2 The alternative office accommodation will be established at the Birgisdale Complex, 10 Stravanan Street, Castlemilk, Glasgow, G45 9LW.
- 7.3 A replacement server will be secured through our IT support provider. The Association's IT support provider is a key partner in getting the Association up and running as quickly as possible. The IT Disaster Recovery Plan arrangements will be a standing item on the agenda of all meetings to be held with them. The IT Disaster Recovery Plan is attached to this document.

8. Working from Home

- 8.1 It may be necessary for some staff to work from home until an office base is up and running. Staff working from home may be supplied with a laptop/notebook, mobile phone and stationery. Alternatively, staff working from home will be able to utilise their own IT equipment, which can be used to remotely access all available IT systems.
- 8.2 Members of the EMT will be responsible for ensuring that staff working from home are kept up to date and are adequately supported throughout. All staff will be required to attend update briefing meetings as required – either in person or via a video conference call.

9. Communication with Stakeholders

- 9.1 The Scottish Housing Regulator (via the Notifiable Events framework) and the Council (if they do not already know) must be advised of the disaster on day 1.
- 9.2 A standard letter, email or text will be sent to all stakeholders within 2 days of the disaster, outlining the continuity arrangements which have been put in place and providing contact details. Further updates will be issued to ensure that all are kept up to date with progress. The form of communication used will be the most suitable, given the circumstances.
- 9.3 Notices outlining arrangements will be posted at the site of the Association's office and on our website and on available social media locations.

10. Craigdale Housing Association Website

- 10.1 The Chief Executive Officer or Chair will arrange for a statement and emergency contact details to be placed on the Association's website. This will be updated as issues are progressed.

11. Communication with the media

- 11.1 As official spokesperson, the EMT Lead will provide local media (press & radio) with information and will respond to requests for information. The EMT Lead will liaise with Board as required. Other members of staff or the Board will refer all media requests to the EMT Lead and will not issue comments unless expressly authorised to do so. In the EMT Lead's absence, the Vice EMT Lead will act as the spokesperson.

12. Emergency Management Team & Board Meetings

- 12.1 The Chief Executive Officer will ensure that the EMT meets as frequently as required to monitor progress and to consider future requirements. Meetings will be held at either the local temporary office base, or at another central location such as meeting rooms at local hotels, etc. Meetings may also be held remotely from home via video conference calls.
- 12.2 The Chair will be kept up to date with developments at least once per day by the Chief Executive Officer. Any Board meetings scheduled to take place during the first week or so after the disaster will be conducted by video conference calls.
- 12.3 The Chief Executive Officer or Senior Corporate Services Officer will ensure that meeting rooms are available for Board meetings. If this is not possible Board meetings will be conducted by video conference calls.
- 12.4 The Board may be required to hold meetings at short notice on an ad-hoc basis to consider particular issues. Meetings may be called by the Chief Executive Officer in conjunction with the Association's Chair. Emergency ad-hoc meetings may be conducted on either a conventional (face-to-face) or virtual basis (telephone canvassing of views, e-mail, text message etc.).

13. Replacement Accommodation

- 13.1 Once the initial emergency arrangements have been put in place (the first week) consideration will need to be given to the medium and long-term position regarding accommodation.
- 13.2 Depending on the nature and severity of the damage it may be possible to re-occupy parts of the office within a relatively short period of time subject to expert evaluation of the safety in doing so and review by the Association's insurers.
- 13.3 It may be necessary to look at leasing office accommodation on a longer-term basis. The preference would be to lease somewhere near our existing location; the cost of doing so being recovered through the Association's insurance.
- 13.4 In the event that the office cannot be repaired, consideration will need to be given either to a permanent move elsewhere or re-building on the same site.

14. Recovering Paper Files

- 14.1 Depending on the extent of the disaster it may, or may not, be possible to recover paper files.
- 14.2 As soon as it is safe to do so the EMT will initiate a process to identify what files are saveable and what files are not.
- 14.3 Where files cannot be recovered the lost information will be evaluated to ascertain whether copies will be required and if so steps, initiated to secure the recovery of copies where this is possible. Where it is not possible to obtain copies of information the details of lost information will be recorded.

15. Additional Staff Requirements

- 15.1 In the aftermath of the disaster it may be necessary to consider whether additional temporary staff are required to carry out a range of extraordinary tasks e.g. rebuilding filing systems etc.
- 15.2 Any temporary appointments will be authorised by the EMT subject to discussions with the Association's insurers that these costs are recoverable.
- 15.3 If costs are non-recoverable authority to recruit additional staff members will be sought from the Board. EVH will be our first point of contact for temporary staff, followed by seeking assistance from local RSLs.

16. Staff Meetings

- 16.1 During the first two months the Chief Executive Officer will ensure that full staff meetings are held once per week. These meetings may take place via video conference calls.

The purpose of the meetings will be

1. to give an update on progress.
2. an overview on how the Association is coping.
3. to consider any changes required to working arrangements.
4. to provide an opportunity for staff to exchange experiences and information
5. ensure that priority pieces of work are being carried out
6. review progress in recovering paper documents which need to be replaced.
7. to consider any relevant information.

17. Financial Matters

- 17.1 The Management Team will initiate (telephone, email) meetings with the insurance company to clarify the process for identifying costs and progressing claims.
- 17.2 The Senior Corporate Services Officer will compile and circulate a list of the types of cost which will have to be recorded so that they can be reclaimed from the insurance company.
- 17.3 The Senior Corporate Services Officer will be responsible for keeping a file of all costs incurred including invoices received in order that information is readily available to support the insurance claim.

18. ICT Disaster Recovery

- 18.1 An 'ICT Disaster Recovery Action Plan' is attached which details the technical aspects of the information and communications disaster recovery process.

19. Monitoring & Review

- 19.1 The Chief Executive Officer is responsible for ensuring that the framework for business continuity and disaster recovery is implemented as required. The CEO is also responsible for conducting an annual business continuity exercise in order to test our capabilities and this will involve all staff, with learning outcomes to be clearly recorded.
- 19.2 The Chair is responsible for the review of this document at least every three years.
- 19.3 Appendices will be reviewed and updated on an ongoing basis under authority delegated to the Chief Executive Officer.
- 19.4 The Chief Executive Officer is responsible for ensuring a full test of the ICT Disaster Recovery plan is undertaken bi-annually and the results of the test reported (in writing) to the Association's Board.

20. Equal Opportunities

- 20.1 The Association is committed to ensuring equal opportunities and fair treatment for all people in its work. In implementing this business continuity and disaster recovery plan, we shall ensure that we achieve fairness towards all staff, governing body members and any partners with a financial connection to the Association.
- 20.2 Our commitment to equal opportunities and fairness will apply irrespective of factors such as gender or marital status, race, religion, colour, disability, age, sexual orientation, language or social origin, or other personal attributes.

Appendix 1 – Action plan in the event of loss or serious damage to offices

Timescale/Date	Action	Lead	Comments/ Completion – YES/NO
Days 1 & 2	Initiate the business continuity and disaster recovery plan	Chief Executive Officer	
	Advise the Senior Staff Team	Designated EMT member	
	Advise the Chair	Chief Executive Officer	
	Hold first meeting of the EMT	Chief Executive Officer	
	Advise all staff & rest of Board	Designated EMT member	
	Contact insurance company and arrange meeting	All Staff	
	Initiate arrangements to bring temporary office into use	Senior Corporate Services Officer	
	Arrange transfer of telephone calls, Royal Mail etc.	Designated EMT member	
	Initiate IT disaster recovery arrangements	Designated EMT member	
	Arrange and hold first meeting of all staff	Chief Executive Officer, or next most senior officer	
	Consider how to deliver locally based services to tenants and other users, including contact with other social landlords	Chief Executive Officer and/or Chair Senior Housing Services Officer	
	Advise key contacts of situation – as listed in Appendix 3.	Designated EMT member	
	Consider potential and requirements for some staff to work from home or mobile base	Chief Executive Officer, or next most senior officer	
	Arrange equipment and stationery to cover all temporary working arrangements	Senior Corporate Services Officer	
	Confirm temporary working arrangements to all staff	Senior Corporate Services Officer	
	Provide additional mobile phones if required	Senior Corporate Services Officer	
	Advise key contacts from other organisations.	Designated EMT member	
	Produce and upload statement for Association website	Senior Corporate Services Officer	
	Arrange for notices to be posted at office site & other locations	Senior Housing Services Officer	
	Produce & arrange distribution of media statement	Chief Executive Officer	
	Arrange Board briefing meeting to take place towards the end of week 1	Chief Executive Officer or Chair	
	Arrange for letters, email or text to be sent to all tenants	Senior Housing Services Officer	

Timescale/Date	Action	Lead	Comments/ Completion – YES/NO
	Recording of costs for insurance purposes	Senior Corporate Services Officer	
Rest of week 1	Hold further EMT and staff meetings as required	Chief Executive Officer	
	Provide e-mail/written updates to Board	Chief Executive Officer	
	Provide updated information via the Association's website	Senior Corporate Services Officer	
	Ensure best possible delivery of essential services to tenants is delivered	Senior Housing Services Officer	
	Start to identify the information held in paper format which has been lost and identify what can be replaced and how.	All Staff	
	Continue liaison with and meetings with the insurance company as appropriate.	All Staff	
Week 2 onwards	Hold further EMT and staff meetings as required.	Chief Executive Officer	
	Continue to identify lost paper-based information and commence replacement where possible.	Senior Corporate Services Officer	
	Start to identify business interruption costs.	Senior Corporate Services Officer	
	Continue to liaise with insurance company.	All Staff	
	If required start to look at longer term solutions for office accommodation.	Chief Executive Officer	
	Arrange alternative locations for Board meetings, if required.	Senior Corporate Services Officer	
	Continue to update information on the Association's website.	Senior Corporate Services Officer	

Appendix 2 - ICT Disaster Recover Action Plan – Timeline

Event/Trigger	Action	Lead	Timescale following plan instigation	Action Complete YES/NO
Informing of ICT support providers of disaster event	Telephone call/ e-mail to ICT support provider	Chief Executive Officer or Senior Corporate Services Officer	Immediate	
Begin re-build of main server	Rebuild of main server from image on backup drives to temporary server by ICT support provider	Senior Corporate Services Officer	24-48 hrs from notification, dependent upon receipt of most recent server image.	
Initiate electronic notification of disaster event	Message added to Association's website notifying event	Senior Corporate Services Officer	Immediate	
Resource Telephone	Switch over mainline to mobile	Senior Corporate Services Officer	Within first 2 hrs	
Installation of rebuilt main server at suitable location	Provision of suitable alternate office location with network access Installation of rebuilt main server and appropriate hardware	Senior Corporate Services Officer	24-48hrs	
Connect Emails	Transfer email delivery to new IP address	Senior Corporate Services Officer	24-48hrs (time will depend on IT sockets and connections at temp office)	
Connection of additional desktop/laptops	Utilisation of suitable devices either borrowed, purchased or in storage	Senior Corporate Services Officer	Immediate/48hrs	
Re-establishment of key business systems	Critical business systems should now be available from the installation of the server including e-mail and web activities	Senior Corporate Services Officer	24-48hrs	
Re-establish individual user access	Re-connect individual staff users to their accounts (own e-mail and files etc.)	Senior Corporate Services Officer	48hrs (dependent upon suitable number of computers)	

Appendix 3 List of external agencies to be contacted urgently

As a minimum the following should be provided with an update and the emergency contact details. In some cases, practical assistance may be sought from them as determined by the EMT.

AGENCY	TELEPHONE NUMBER	E-MAIL ADDRESS
Bank of Scotland		
The Royal Bank of Scotland		
Nationwide Building Society		
Castlemilk Police	999 101 0141-532-5100	
Castlemilk Fire Station	999 101 0141-634-2223	
Glasgow Housing Association	0800-479-7979	talk@gha.org.uk
Council – Building Control & Public Safety	0141-287-8555	
Gas - Emergency	0333-200-8899	
M2 Technical Services Ltd 18 Glebe Street Glasgow, G4 0EU	0141-552-3877	
SDM Housing Software	01244-301-999	
Gallagher	01245 341203	
Scottish Power	105	
Scottish Housing Regulator	0141-242-5642	shr@scottishhousingregulator.gsi.gov.uk
Scottish Water - Emergency	08000-778-778	help@scottishwater.co.uk
Royal Mail Redirection	0845-774-074	

REACTIVE MAINTENANCE CONTRACTORS	TRADE		CONTACT NUMBER
City Building LLP	Multi-Trades	Office Hours: After Hours:	
A Jamieson Builders	Builder, Electrician, Joiner	Office Hours:	
City Technical Services	Heating Engineers	Office Hours: Out of Hours:	
Robertson Acom Door Entry (Scot) Aerial (Ian)	Controlled Entry/ Communal Aerials	Office Hours: Out of Office: Out of Office:	
Caledonian Maintenance Services Ltd	Environmental Services	Office Hours:	

OTHER KEY CONTACTS	TELEPHONE NUMBER	E-MAIL ADDRESS
Birgidale Complex 10 Stravanan Street Castlemilk, Glasgow G45 9LW	0141-631-1161	
Cassiltoun Housing Association 59 Machrie Road Castlemilk, Glasgow G54 0AZ	0141-634-2673	
EVH 137 Sauchiehall Street, Glasgow, G2 3EW	0141-352-7435	contactus@evh.org.uk
External Audit Azets Titanium 1, King's Inch Place, Renfrew, PA4-8WF	0141-567-4500 0141-567-4535 07741-263-576	
Finance Consultants FMD Ltd Fettes McDonald Sean O'Sullivan David McDonald	0141-944-6600	
Internal Auditor Quinn Internal Audit & Business Support Services 55 Lady Place, Livingston, EH54 6TB		
Letterheads The Print Broker (Scotland)	Tel: 0141-887-4021 Fax: 0141-842-1299	
Office Furniture/Stationery Lyreco	01952-293-000	
Caley Print & Stationery	Tel No: 0141-951-1500 Fax No: 0141-951-1600	

Appendix 4 - Staff Contact Details

	NAME	TITLE	MOBILE		EMAILS
5.	Richard O'Brien	Maintenance Services Officer	07759-124-864	Work Mobile	richard@craigdaleha.co.uk
1.	Samantha Morton	Senior Housing Services Officer	07759-124-862	Work Mobile	samantha@craigdaleha.co.uk
2.	Frances Cunningham	Senior Corporate Services Officer	07738-267-117	Work Mobile	frances@craigdaleha.co.uk
3.	Lisa Campbell	Housing Services Officer	07759-124-879	Work Mobile	lisa@craigdaleha.co.uk
4.	Linda Chelton	Chief Executive Officer	07759-124-881	Work Mobile	linda@craigdaleha.co.uk
6.	Daniel Murray	Housing Services Assistant	07935-005-956	Work Mobile	daniel@craigdaleha.co.uk
7.	Jaclyn McMahon	Corporate Services Assistant	07738-267-116	Work Mobile	Jaclyn@craigdaleha.co.uk

Appendix 5 Board Contact Details

	NAME	TITLE	HOME	MOBILE	EMAILS
1.	John Kilpatrick	Chairperson			
2.	Morag Cameron	Vice Chairperson			
3.	Des Phee	Secretary			
4.	Helen Bayne	Treasurer			
5.	Christine McCormack	Board Member			
6.	Claire Taylor	Board Member			
7.	Hilary Tennant	Board Member			
8.	Catherine Jones	Board Member			
9.	Gemma Woodrow	Board Member			
10.	David Logan	Board Member			
11.	Louise Bacon	Board Member			