

Disaster Recovery & Business Continuity Plan

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Next Strategic Review: Oct '25



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Document Control

Responsible Person	Director
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Responsible Person	Director
Review Frequency	Annually (Yearly Update)
Reviewed by	Crisis Management Team
Date Approved	
Next Review Due	

1. Introduction and Purpose

- 1.1 Having a Disaster Recovery and Business Continuity Plan in place is an important part of our business management. We define a disaster as a significant, unwanted event which can pose a significant threat to our people, property and cause extensive disruption to our business and services.
- 1.2 In 2020 we faced a global pandemic which affected every aspect of our lives and businesses. It was recognised that nothing on this scale had been experienced before in our lifetime. This was a significant test of our business resilience, and we demonstrated our ability to continue to function in such adverse circumstances. Notwithstanding any Government (UK and Scottish) restrictions on our activities, we continued to operate and provide as many services as possible by adapting how we worked.
- 1.3 The purpose of this plan is to ensure that, in the event of such a significant event we have adequate procedures and resources in place to ensure that we can resume core business activities as soon as possible, with as little disruption as possible to the services we provide.
- 1.4 The plan also considers the specific scenarios of a pandemic, our office being completely destroyed and a day-to-day repairs contractor going out of business. Various elements of the plan can be adjusted to accommodate the different levels of severity and impact.
- 1.5 This plan sets out the responsibilities and systems for business recovery and continuity planning and is structured to deal with the worst-case scenarios.
- 1.6 The plan will be reviewed at least once a year. It is the responsibility of the Crisis Management Team to review the plan and report to the Audit sub-committee any material changes to the plan.
- 1.7 Any incident triggering the use of this plan is regarded as a Notifiable Event that must be reported to the Scottish Housing Regulator (SHR) by the Director. This plan must therefore be read in conjunction with the SHR Notifiable Event Procedure and our Process for Notifiable Events.

2. Objectives

- 2.1 To strengthen our business resilience by minimising our vulnerability to disasters.
- 2.2 To protect the health and safety of our people including tenants and staff.
- 2.3 Minimise disruption to service delivery to our tenants and other customers.
- 2.4 Take all necessary steps to secure the premises and protect Rosehill's assets. Direct all activities necessary for the maximum recovery of assets.
- 2.5 Provide timely information to management and stakeholders regarding the status of restoration efforts.

3. Associated Documents

3.1 This document should be read in conjunction with the following documents:

- Appendices as detailed on the last page

4. Location of Disaster Recovery & Business Continuity Plan

4.1 A hard copy of this plan, in a sealed envelope, is held at each of the following locations:

- TC Young Solicitors Tele: 0141 221 5562
- Director – Office and retained at home address
- Finance Manager – Office and retained at home address
- The safe in the office

4.2 The Crisis Management Team hold an electronic version.

5. Responsibilities

5.1 Management Committee

Ultimate responsibility lies with the Management Committee to ensure good procedures and policies are in place and that lines of communication are clear. They have delegated this responsibility to the Audit Sub-Committee.

5.2 Crisis Management Team (CMT)

The Crisis Management Team consists of key individuals and is responsible for managing and directing the response and recovery following an unforeseen event or disaster. The team will work to ensure that business functions are recovered in order of priority, that services to customers continue at acceptable levels and that reputation is maintained.

The Crisis Management Team will consist of:

- Director
- Housing Services Manager
- Finance Manager
- Technical Services Manager
- Corporate Services & HR Manager

6. Definition of Interruptions to Disaster Recovery & Business Continuity

6.1 This Business Recovery & Continuity Plan covers service delivery, office accommodation and information technology systems.

6.2 Emergency planning for the housing stock is covered separately.

6.3 Business interruption can range in its severity and impact. Here are a few examples:

- Pandemic
- Loss of Utilities

- Flood/Fire Damage/Criminal Damage
- Loss of critical IT systems
- Loss of Key Staff

6.4 These events would cause different levels of disruption and a plan must be in place to ensure that any of these events can be dealt with as speedily as possible.

7. Critical Operations

7.1 The plan encompasses activities associated with identifying and quantifying any damage to the organisation, including staff, premises, equipment, data, records, availability of contractors etc. at the earliest opportunity.

7.2 Restoration focuses on re-establishing the working environment and services.

8. Key Staff

8.1 The plan aims to provide guidance on identifying key personnel required to ensure critical services and tasks continue during the disruptive event. Critical Services and all staff are listed at Appendix 1

9. ICT and Office Equipment

9.1 Our IT systems operate on a cloud-based platform. This should enable Staff to continue to access our integrated management systems, if they can access secure wi-fi. Our staff have been issued with a laptop for office and home working and a mobile phone.

9.2 Taking into account that devices such as laptops and mobile phones may be left in the office overnight, it is our aim to have our staff and systems operable within a reasonable period of time.

9.3 Our new way of working, since the pandemic, ensures we can be agile, mobile, and flexible when responding to such disasters.

9.4 We have developed a separate Data and IT Disaster Recovery Plan (see Appendix 2)

9.5 We are making better use of digital technology to communicate with our committee, staff and tenants which is vital during any major disaster.

10. Insurance (Appendix 3)

10.1 The Company insurance (combined office policy – business interruption) for each year will

include a contingency for Business Recovery & Continuity and will be reviewed annually to ensure the level of cover is adequate. This should consider:

- Rent cost on additional office space
- Expenses that might arise which are not covered by standard insurances

10.2 Standard insurance cover should also be in place to:

- Cover replacement of all equipment, office furniture and stationery

11. Training

11.1 To ensure that the plan meets our needs, an annual training day will be arranged by the Crisis Management Team. This training day will take place in August. Training will be determined on what is deemed most relevant and appropriate at the time.

Example Training Exercises:

Paper based exercises

Read through the plan as a group, questioning each action, determining whether the plan states the correct order in which actions must take place and then testing the plan using a 'what if?' scenario. New pieces of information can be added as the scenario unfolds.

Full rehearsal

A full rehearsal of likely small-scale scenarios e.g. loss of phones, adverse weather conditions etc. will show how well different elements of our plan work together.

12. Monitoring and Review

12.1 The plan will be reviewed and updated following the annual training day and will be put before the Audit Sub-Committee as soon as possible thereafter.

13. Evaluation of a Live Event

13.1 In the event a major disaster was to arise, e.g. a pandemic, the normal annual training and review will not take place. Instead an evaluation will be carried out to determine the resilience of our Plan, identifying lessons learned and any necessary additional or enhanced measures required to strengthen our business response to future disasters. Evaluation reports will be presented to the Audit Sub-Committee for its consideration.

14. Publicity and Communications

14.1 We will have procedures in place to meet the requirement of internal and external communications in relation to notification to:

- Employees
- Management Committee
- Tenants
- Scottish Housing Regulator
- Funders
- Internal and External Auditors

14.2 The Crisis Management Team leader will decide how, when and who to contact depending on the scale of the incident.

15. Key Business Priorities

Business Recovery Speed					
Business Activity	4 Hrs	24 Hrs	48 Hrs	3 Days	Notes
ICT systems					Disaster recovery actions only. Access to ICT systems should be able to be achieved within 4 hours. If replacement hardware is required allow 24 hours.
Repairs Control & Admin – Emergencies					Ability to take emergency repair requests, recovery of main function 24 hours
Contact Centre					Answering calls
Housing Officers (incl estate management)					In contact and communication with tenants
Allocations & Lettings					In contact and communication with tenants
Finance – Accounts & Ledgers					Ability to make payments via BACS
Finance – Payroll					Ability to pay monthly salaries
Rent Collection					Ability to post to rent accounts

16. Key Resource Requirements

16.1 To respond to our business requirements, the following minimum resources need to be made available within the stated timescales.

Resource	4 Hrs	24 Hrs	48 Hrs	3-5 Days	Notes
Phone					Divert 01418810595
IT Hardware					If work laptops and mobile phones can't be accessed or have been destroyed (office fire or flood) need to replace
IT Systems					Cloud based systems, can be accessed quickly assuming hardware is available and access to secure wi-fi
Staffing					Agency Staff Partnership Working Overtime etc.
Workspace (4 max)					Repairs (emergencies) Call centre (calls)
Workspaces					All staff can work from home where necessary.
Temporary accommodation (if required)					
Office furniture & stationery					Basic and then other items 3-5 days

PANDEMIC / MAJOR GOVERNMENT RESTRICTIONS

STAGE 1

CRISIS MANAGEMENT

17. Crisis Management

No.	Action	Who ?	Phase 1 Immediate	Done (<input type="checkbox"/>)
1	Assessment Appraise situation and confirm substantial disturbance to normal business has or is likely to occur due to nature of pandemic. Most senior manager present will assume the role of CMT leader and will delegate tasks accordingly	CMT Leader	<input type="checkbox"/>	
2	Invoke Plan Advise CMT members of the situation and agree assembly point and time of meeting.	CMT Leader	<input type="checkbox"/>	
3	Identify Critical Functions and Key Staff Required Identify business critical services and key staff required –Critical Functions and Key Staff – (Appendix 1)	CMT	<input type="checkbox"/>	
4	Assess Situation Consider best means of providing key services: <ul style="list-style-type: none"> • Core staff for continued office working • Home working for all other staff • Identify staff from non-critical areas who can act as temporary support to assist in critical task areas • Seek clarification from the Chair when the Director and members of the management team are not available for guidance 	CMT	<input type="checkbox"/>	

No.	Action	Who ?	Phase 1 Immediate	Done (□)
5	Minimise Impact <ul style="list-style-type: none"> • home working for staff where necessary • notify Omniledger of home working • Identify those at high risk, i.e. vulnerable people and isolate them where possible • Consider infection control measures, e.g. social distancing, increased/additional hygiene measures, suitable PPE 	CMT	<input type="checkbox"/>	
6	Internal Communication Agree message to be conveyed to all employees and Committee Members and assign two people to contact them. Record dates and times of contact.	CMT	<input type="checkbox"/>	
7	External Communication Once the situation has been considered and the likely impact upon tenants determined, decide upon the appropriate contact that should be made. In some instances it may be appropriate to make no contact at all. Using the contact list (Appendix 5) contact stakeholders, contractors, consultants etc. as appropriate ensuring uniformity of message conveyed. Co-ordinate the contact with all relevant parties	Director & CMT	<input type="checkbox"/>	
8	Review Meetings Hold regular review meetings to monitor progress until normal business resumes	CMT	<input type="checkbox"/>	

**PANDEMIC / MAJOR
GOVERNMENT RESTRICTIONS:
IMPACT ON SERVICE
PROVISION**

STAGE 2

BUSINESS RECOVERY

18. Business Recovery Action Plan

RECOVERY ACTION PLAN: SERVICE DELIVERY							
No.	Action	0-4 hrs	4-8 hrs	8-12 hrs	12- 24 Hrs	Day 2	Day 3
1	IT systems up and running						
2	Phones operational						
3	Emergency Repairs up and running						
4	Housing staff in place to deal with emergency housing situation						
5	Payments/Payroll facility in place						
6	HR Co-ordination/Point of Contact in place						

LOSS OF OFFICE BUILDING
STAGE 1
CRISIS MANAGEMENT

19. Crisis Management

No.	Action	Who ?	Phase 1 Immediate	Done (<input type="checkbox"/>)
1	Assessment Appraise situation and confirm a disaster has occurred. Most senior manager present will assume the role of CMT Leader and will delegate tasks accordingly	Crisis Mgt. Team(CMT) Leader	<input type="checkbox"/>	
2	Call Emergency Services	CMT Leader	<input type="checkbox"/>	
3	Evacuate as normal where Possible Take advice from emergency services	CMT Leader	<input type="checkbox"/>	
4	Identify Employees who are Injured or Missing	CMT	<input type="checkbox"/>	
5	Administer First Aid	First Aider	<input type="checkbox"/>	
6	Retrieve Business Recovery and Continuity Plan Assign a member of staff to go to the nearest location to retrieve a copy of the Business Recovery & Continuity Plan	CMT Leader	<input type="checkbox"/>	
7	Arrange for Next of Kin to be Contacted	CMT Leader	<input type="checkbox"/>	
8	Invoke Plan Advise Crisis Management Team (CMT) members of situation and agree assembly point and time for meeting	CMT Leader	<input type="checkbox"/>	
9	If the incident happens out of hours It is likely that the person on call will be notified. She/he should immediately contact the Director or, if not available, another senior manager who will act as CMT leader until the Director can be contacted.			

No.	Action	Who ?	Phase 1 Immediate	Done (<input type="checkbox"/>)
10	Assess situation Make initial risk assessment of risk associated with the incident and take appropriate actions to minimise these, including (if safe to do so): <ul style="list-style-type: none"> • evacuation of area • securing the building • turn off utilities 	CMT	<input type="checkbox"/>	
11	Emergency Control Room Source location for emergency control room if necessary	CMT	<input type="checkbox"/>	
12	Initial Damage Assessment If emergency services in attendance, no one will re-enter building until permission is given by the emergency services. A Damage Assessment Report should be compiled, detailing: <ul style="list-style-type: none"> • Extent of damage • Key activities affected • Key staff affected • Systems affected • Building work required • Estimated length of time for reinstatement • Office space which can still be utilised (Refer to Floor Plan Appendix 4) 	CMT	<input type="checkbox"/>	

No.	Action		Phase 1 Immediate	Done (<input type="checkbox"/>)
13	Situation Review As soon as possible, hold a regroup meeting in order to establish the best way to get the office up and running. <ul style="list-style-type: none"> Review Damage Assessment Report Determine to what extent the Business Recovery and Continuity Action Plan is to be implemented	CMT	<input type="checkbox"/>	
14	Internal Communication Agree message to be conveyed to all employees and Committee Members and assign two people to contact them. Record date and time of contact.	CMT	<input type="checkbox"/>	
15	External Communication Once the situation has been considered and the likely impact upon tenants and customers determined, decide upon the appropriate contact that should be made. In some instances it may be appropriate to make no contact at all. Using the contact list (Appendix 5) contact stakeholders etc. as appropriate ensuring uniformity of message conveyed. Manage media contact – assess and deliver clear and concise message. Co-ordinate the contact with all relevant parties	Director & CMT	<input type="checkbox"/>	

**LOSS OF OFFICE BUILDING
STAGE 2
BUSINESS RECOVERY**

20. Business Recovery Action Plan

RECOVERY ACTION PLAN: GENERAL RESOURCES					
No.	Action	Who?	Phase 1 Day 1	Phase 2 Day 2 on	Done (<input type="checkbox"/>)
1	Assess availability of resources <ul style="list-style-type: none"> Obtain information to confirm level of availability of each resource Determine time period that resource will be out of action Decide upon priorities for resource recovery 	CMT	<input type="checkbox"/>		
2	Decide upon recovery location <ul style="list-style-type: none"> Consider scale of incident/disruption Decide office accommodation – consider available local resources, temporary buildings on Peat Rd/Priesthill Rd, other Associations, room in hotel or utilize part of existing office Arrange appropriate facilities/equipment for key staff 	CMT	<input type="checkbox"/>		
3	Review staffing <ul style="list-style-type: none"> Identify key staff required Decide what must happen to staff Home working - if staff are sent home, contact must be maintained on a daily basis 	Director and Section Heads	<input type="checkbox"/>		
4	Contact insurers <ul style="list-style-type: none"> Insurance contact details (Appendix 3) 	Finance Manager		<input type="checkbox"/>	
5	Make good the building (if it can be re-entered) <ul style="list-style-type: none"> Ensure that actions are being taken to restore the site Salvage usable resources Record movement of resources 	Finance Manager	<input type="checkbox"/>	<input type="checkbox"/>	

RECOVERY ACTION PLAN: REPAIRS CONTROL & ADMINISTRATION

No.	Action	0-4 hrs	4-8 hrs	8-12 hrs	12- 24 hrs	Day 2	Day 3
1	Out of hours service to tenants will not be affected. Divert calls to staff mobile or if necessary, arrange for out of hours service to take all daytime repairs calls until further notice and pass details to us either to a mobile phone or by email if possible.						
2	Allocate staff to take repairs from 'out of hours service' and pass to contractors.						
3	Contact contractors and advise of situation						
4	Take calls as normal, once workspace and phone available. This may take the form of home working and use of work mobile phones. Communicate with customers as required.						
5	If staff have access to suitable hardware and have secure wi-fi access, can process maintenance inspections and repair lines on Pyramid. If replacement hardware required may take up to 24 hours						

RECOVERY ACTION PLAN: CUSTOMER SERVICES & HOUSING SERVICES

No.	Action	0-4 hrs	4-8 hrs	8-12 hrs	12- 24 hrs	Day 2	Day 3
1	Ensure phones are diverted; mobile phones utilised						
2	Re-locate all staff: Home working						
3	Alternative location						
4	Communicate with tenants using an agreed method most likely to be electronic communication combined with a leaflet drop where feasible						
5	Decide what work can be carried out with limited resources						
6	Housing services staff to advise key contacts of situation, e.g. TC Young court cases)						
7	Access IT Systems (if staff have access to hardware and secure wi-fi) If replacement hardware is required may take up to 24 hours						

RECOVERY ACTION PLAN: FINANCE , HR & ADMINISTRATION

No.	Action	0-4 hrs	4-8 hrs	8-12 hrs	12- 24 hrs	Day 2	Day 3
1	Assist front line staff, in order that key activities are maintained or resumed as quickly as possible						
2	Relocate Staff – home working						
3	Communicate with key contacts (e.g. suppliers/contractors), if required, using an agreed method e.g. phone, letters						
4	Decide what work can be carried out with limited resources, and identify location						
5	Access IT Systems (if staff have access to hardware and secure wi-fi) If replacement hardware is required may take up to 24 hours						

BUSINESS RECOVERY
Day to Day Contractor Ceases to
Trade

21. Business Recovery Action Plan

- 21.1 Rosehill provides a day-to-day repairs service to its tenants utilising around 17 different contractors, three of which are multi-trade. The impact of any of them ceasing to trade will vary with the number of jobs they do, and the trades involved.
- 21.2 Around 3800 works orders are issued each year spread amongst 17 contractors, with 6 of those contractors carrying out the majority of works. A recent analysis shows that one contractor does 99% (796 jobs) of all gas heating repairs, whilst the biggest concentration of other repairs is joinery with 70% (507 jobs) carried out by one contractor.
- 21.3 Even if the contractor doing the most jobs was to cease trading, their workload could be spread over the other contractors. The increased workload for other contractors would average at 14 jobs per week spread over four joinery contractors. This approach should be taken in relation to all contractors and trades, with the option of adding new contractors if necessary, the potential of also utilising planned maintenance contractors would also be considered. Staff will regularly monitor the range of contractors employed, and the spread of trades and jobs to ensure that spreading work remains a viable option.
- 21.4 Gas related works such as day to day heating repairs and gas servicing are almost exclusively carried out by a single contractor. Whilst there are very good reasons for this approach, including quality control and gas safety, it nevertheless increases the likely impact should that contractor cease trading. If this was to happen there are systems in place to ensure tenant safety is not compromised:
- Gas servicing programme on a 10 monthly cycle, two months leeway to achieve a gas safety certificate on time
 - Local copy of service programme available which is updated daily
 - No access cases are strictly monitored
 - Three other of our contractors carry out gas related repairs and servicing works
 - We have access to a range of suitable contractors from past tendering exercises
 - Can access suitable contractors via Public Contracts Scotland and the Gas Safe Register

**RECOVERY ACTION PLAN:
Day to Day Contractor Ceases
Trading**

No.	Action	0-4 hrs	4-8 hrs	8-12 hrs	12- 24 hrs	Day 2	Day 3
1	Assess likely impact on Services to tenants, including health and safety						
2	Identify outstanding works and tenants affected (prioritise emergency repairs)						
3	Identify suitable other contractors, agree rates etc						
4	Contact tenants to advise when outstanding repairs will be completed						
5	Reprogram any servicing works ensuring statutory timescales are met						
6	Advise affected tenants of new programme date						
7	Formalise any new contracts						

23	<p>Once the incident has been resolved or sufficiently minimised to allow for the resumption of normal day-to-day work, the CMT will hold a final closing meeting to stand-down and conduct a review of the response to the incident.</p>
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	<p>The review should include obtaining views from tenants/service users and other stakeholders who were affected. Any lessons learned from the review will be incorporated into the plan and reported to the Management Committee.</p>
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24	List of Appendices
24.1	<ul style="list-style-type: none">• Appendix 1 – Critical Services and Staff Details• Appendix 2 – ICT Disaster Recovery Plan• Appendix 3 – Insurances• Appendix 4 – Office Floor Pan• Appendix 5 – Contact List Stakeholders