



BUSINESS CONTINUITY & DISASTER RECOVERY PLAN

POLICY IMPLEMENTATION CHECKLIST	
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Approved by Director:	12 JUNE 2025
Effective From:	18 JUNE 2025
Date of Next Review:	JUNE 2028
Diversity compliant:	YES
Equality Impact Assessment:	LOW
Data Protection compliant:	YES
Health & Safety compliant:	YES
Procedure implemented:	YES
SDM system changes made:	N/A
Training Completed:	
Posted on Sharepoint:	
Posted on website:	

Business Continuity & Disaster Recovery Plan

Contents	Page Number
Introduction	3
Loss of key personnel	3
Loss of buildings -	3
Closure due to epidemic	4
Emergency Management Team	4
Communications with staff	5
Temporary Office Accommodation	5
Working From Home	6
Communication With Stakeholders	6
Forgewood Housing Co-operative Web-site	6
Communication with the media	6
Emergency Management Team & Management Committee Meetings	6
Replacement Accommodation	7
Recovering Paper Files	7
Additional Staff Requirements	7
Staff Meetings	8
Financial Matters	8
ICT Disaster Recovery	8
Monitoring & Review	8
Appendix 1 – Action Plan for office replacement	9
Appendix 2 – ICT Disaster Recovery Arrangements	11
Appendix 3 – External Emergency Contacts	12
Appendix 4 – Staff Contact Details	13
Appendix 5 – Management Committee Contact Details	14

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 Director (or the Chair in the Director's absence) will liaise with the Management Committee 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 Director (or the Chair in the Director's absence) will liaise with the Management Committee 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 Director (or the Chair in the Director'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.
3. **Loss of buildings** - In the worst case scenario the office building and the stores facility are completely 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, laptops 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 epidemic

- 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 because they are a principle carer, especially for children, the Senior Management Team will prioritise workloads so that essential services continue to be delivered.
- 4.3 If required the Director will arrange for tenants to be advised of how essential services will be delivered utilising a combination of letters, the Co-operative's web-site, text messaging, local media and answering machine messages.
- 4.4 Where it is decided to close the office for a period or on recommendation or requirement from Central or Local Government, the Senior Management Team will implement the appropriate sections of the 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

Member
Paul Lennon, Director
Elaine Hyslop, Housing Manager
Susan Kane, Housing Officer
Craig Anderson, Finance Manager
Billy Gibb, Maintenance Officer
Paul Murphy, Senior Corporate Services Officer

- 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. Early consideration will be given to the temporary recruitment of an experienced interim manager utilising the services of EVH.

5.3 If necessary the Director or those EMT members available will discuss with Management Committee 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 Director or the Housing Manager.

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 will be arranged for later in the same day (if possible).

6.3 Each member of the EMT will hold a file (securely, off site) with contact details for each member of the EMT and for all other staff members. The file will also contain other useful contact telephone numbers and e-mail addresses.

6.4 The Director 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. One designated member of the EMT will be tasked with contacting all staff to advise them of the situation.

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

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

7. Temporary Office Accommodation

7.1 It will be a priority in the aftermath of a disaster to set up a temporary office in order to provide a base where tenants, Management Committee members and others are able to contact the Co-operative.

7.2 Ideally, the base will be as local as possible to the current office.

7.3 Our IT support provider is a key partner in getting the Co-operative up and running as quickly as possible. 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 such time as an office base is up and running. Staff working from home will be supplied with a mobile phone and kind.

- 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.

9. Communication With Stakeholders

- 9.1 The Scottish Housing Regulator 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.
- 9.3 Notices outlining arrangements will be posted at the site of the Co-operative's office and on notice boards in community centres, local shops and post offices.

10. Forgewood Housing Co-operative HA Web-site

- 10.1 The Director or Housing Manager will arrange for a statement and emergency contact details to be placed on the Co-operative's web-site. The web-site will be updated as issues are progressed.

11. Communication with the media

- 11.1 As official spokesperson, the Director will provide local media (press & radio) with information and will respond to requests for information. The Director will liaise with Management Committee as required. Any other member of staff or Management Committee will refer all media requests to the Director and will not issue comments unless expressly authorised to do so. In the Director's absence the Housing Manager will act as the spokesperson.

12. Emergency Management Team & Management Committee Meetings

- 12.1 The Director 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.
- 12.2 The Chair will be kept up to date with developments least once per day by the Director. Any Management Committee meetings scheduled to take place during the first week or so after the disaster may either be postponed or subject to a limited agenda.
- 12.3 The Director or Housing Manager Director will ensure that meeting rooms are available for Management Committee meetings, these may be within local hotels, etc.
- 12.4 Management Committee may be required to hold meetings at short notice on an ad-hoc basis to consider particular issues. Meetings may be called by the Director in conjunction with the Co-operative's Chair. Emergency ad-hoc meetings may be conducted on either a conventional 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 Co-operative'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 in the vicinity of our existing location; the cost of doing so being recovered through the Co-operative'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 on 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 Co-operative's insurers that these costs are recoverable.
- 15.3 If costs are non-recoverable authority to recruit additional staff members will be sought from Management Committee.

16. Staff Meetings

- 16.1 During the first two months the Director will ensure that full staff meetings are held at least every two weeks.

The purpose of the meetings will be

- 1. To give an update on progress.

2. An overview on how the Co-operative 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 Housing Manager will initiate (telephone, email) meetings with the insurance company to clarify the process for identifying costs and progressing claims.
- 17.2 The Housing Manager 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 Housing Manager 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 Director is responsible for ensuring that the framework for business continuity and disaster recovery is implemented as required.
- 19.2 The Director 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 Director.
- 19.4 The Director is responsible for ensuring a full test of the ICT Disaster Recovery plan is undertaken annually and the results of the test reported (in writing) to the Co-operative's Management Committee.

20. Equal Opportunities

- 20.1 The Co-operative 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 Co-operative. 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	Director	
	Advise the Management Team	Director	
	Advise the Chair	Director	
	Hold first meeting of the EMT	Director	
	Advise all staff & rest of Management Committee	Housing Manager / Senior Corporate Services Officer	
	Contact insurance company and arrange meeting	Director	
	Initiate arrangements to bring temporary office into use	Director	
	Arrange transfer of telephone calls, mail etc.	Admin	
	Initiate IT disaster recovery arrangements	Housing Manager / Senior Corporate Services Officer	
	Arrange and hold first meeting of all staff	Director	
	Consider how to deliver locally based services to tenants and other users, including contact with other social landlords	Director and/or Housing Manager	
	Advise key contacts of situation – as listed in Appendix 3.	Director	
	Consider potential and requirements for some staff to work from home or mobile base	Housing Manager / Senior Corporate Services Officer	
	Arrange equipment and stationary to cover all temporary working arrangements	Housing Manager / Senior Corporate Services Officer	
	Confirm temporary working arrangements to all staff	Director/Housing Manager	

Timescale/Date	Action	Lead	Comments/ Completion – YES/NO
	Provide additional mobile phones if required	Finance Manager	
	Advise key contacts from other organisations.	Housing Manager	
	Produce and upload statement for Co-operative website	Director	
	Arrange for notices to be posted at office site	Maintenance Officer	
	Produce & arrange distribution of media statement	Director	
	Arrange Management Committee briefing meeting to take place towards the end of week 1	Senior Corporate Services Officer	
	Arrange for letters, email or text to be sent to all tenants	Senior Corporate Services Officer	
	Recording of costs for insurance purposes	Finance Manager	
Rest of week 1	Hold further EMT and staff meetings as required	Director	
	Provide e-mail/written updates to Management Committee	Senior Corporate Services Officer	
	Provide updated information via the Co-operative's website	Director and/or Housing Manager	
	Ensure best possible delivery of essential services to tenants is delivered	Housing Manager	
	Start to identify the information held in paper format which has been lost and identify what can be replaced and how.	Housing Officer / Senior Corporate Services Officer	
	Continue liaison with and meetings with the insurance company as appropriate.	Director	
Week 2 onwards	Hold further EMT and staff meetings as required.	Director	
	Continue to identify lost paper based information and commence replacement where possible.	All	
	Start to identify business interruption costs.	Finance Manager	
	Continue to liaise with insurance company.	Director	

Timescale/Date	Action	Lead	Comments/ Completion – YES/NO
	If required start to look at longer term solutions for office accommodation.	Housing Manager / Senior Corporate Services Officer	
	Arrange alternative locations for Management Committee meetings.	Senior Corporate Services Officer	
	Continue to update information on the Co-operative'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	Director or Housing Manager	Immediate	
Initiate electronic notification of disaster event	Message added to Co-operative's website notifying event	Silvercloud IT Support Services	Immediate	
Connection of additional desktop/laptops	Utilisation of suitable devices either borrowed, purchased or in storage	Silvercloud IT Support Services	Immediate/48hrs	
Re-establishment of key business systems	Critical business systems should now be available including SDM, E-mail and web activities.	Silvercloud IT Support Services	24-48hrs	
Re-establish individual user access	Re-connect individual staff users to their accounts (own e-mail and files etc.)	Silvercloud IT Support Services	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 an emergency contact detail (usually Director or Housing Manager mobile telephone number). In some cases practical assistance may be sought from them as determined by the EMT.

AGENCY	TELEPHONE NUMBER	E-MAIL ADDRESS
Council – Housing & Neighbourhood Services	Motherwell First Stop Shop 01698 274135	https://www.northlanarkshire.gov.uk/index.aspx?articleid=12548&email=true
Council – Local Offices	As above	
Fire Service	999	
ICT support providers TSG / Silvercloud	TSG until start of Aug 25 0333 220 0777 Silvercloud Aug 25 onwards 0141 552 0000	support@tsg.com hello@silvercloud.co.uk
Police	999	https://www.scotland.police.uk/contact-us/contact-us-form
Bankers /Lenders Bank of Scotland Nationwide Building Society	0345 835 5641 0800 302 011	
Energy Provider SSE	0345 026 2658	
Scottish Housing Regulator Regulation Manager Eleanor Sneddon	0141 242 5642 07796707914	shr@shr.gov.scot
Insurers Howden: Richard McDonald Laura Turnball	0141 354 2895	richard.mcdonald@howdeninsurance.co.uk laura.turnbull@howdeninsurance.co.uk
Reactive Maintenance Contractor(s)		
R&J Ltd Saltire (Gas)	0844 247 2120 0845 606 1555	
EVH	0141 325 7435	contactus@evh.org.uk

Appendix 4 - Staff Contact Details

Name	Contact Number(s)
Yvonne Boyes	
Susan Kane	
Billy Gibb	
Elaine Hyslop	
Paul Murphy	
Richard Bolton	
Paul Lennon	
Craig Anderson	

Appendix 5 Management Committee Contact Details

Name	Position
Alan Thomson	Chair
Callum Boughey	Vice Chair
Jolene Martin	Secretary
Thomas Divers	Treasurer
John Burton	
Karen Brown	
Margaret Hemmings	
Sandra Brown	
Angie Robinson	
Charlie Millar	
Sharon Bonner	
Kirsty Wright	