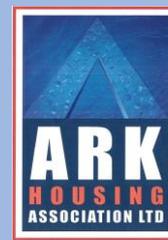




BUSINESS CONTINUITY



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1.0 ARKs Values

Our organisational values are the basis for everything that we do, from providing housing, care and support to tenants and service users to ensuring that staff have clear standards of performance set. ARK believes that everyone should have the opportunity to lead a happy, healthy and safe life. We value:

- The worth of each person;
- Trusting relationships;
- Understanding difference;
- Challenging oppression;
- Personal and organisational accountability;
- Caring for our physical environment;
- Enjoyment.

2.0 Purpose

This policy describes ARK's arrangements for ensuring, so far as is possible, the continuity of normal services in the event of a 'disaster'.

2.1 Definition

In this context, a 'disaster' is defined as "a disruption to business operations – an event or set of circumstances that prevents an organisation from providing its basic services".

The term 'business continuity management' is defined by the Business Continuity Institute as:

"A holistic management process that identifies potential impacts that threaten an organisation, and provides a framework for building resilience and the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating activities."

3.0 Policy Statement

This policy sets out to ensure that ARK have a clearly defined process in order to respond to a 'disaster' and will:

- Identify the events (potential disasters) that could result in a major interruption to, or complete stoppage of our basic services, whether at The Priory or at one or more local services;
- Include plans and procedures to cope with the immediate effects of any such event and to restore services within acceptable time limits;
- Ensure that all involved – managers, staff and Board Members are clear about their roles and responsibilities in the event of a major disruption to the provision of normal services;
- Offer ‘post-incident’ counselling utilising ARK’s external Employee Assistance Programme (EAP), where staff have been present when a disaster occurs.

4.0 Scope

All Board of Management members, all staff, relief, agency, contractors and volunteers are required to abide by this policy, should a disaster impact on their area of the business.

5.0 Legal/Regulatory Framework

The policy complies with the requirements and expectations of the Scottish Housing Regulator’s Regulatory Standards and the standards and outcomes in the Scottish Social Housing Charter 2012 (revised April 2017).

This policy complies with contractual requirements as set out by partner local authorities.

This policy is supported by detailed procedures describing the action to be taken in response to various disasters.

6.0 Responsibilities

6.1 Board of Management

ARK’s Board of Management is responsible for consideration and approval of this policy, and for ensuring that its decisions are taken in accordance with relevant regulatory expectations, good practice, training and guidance.

The role of Board of Management Members in a ‘disaster’ is:

- To provide support, advice and assistance to the Emergency Management Team (EMT), see Section 6.7;
- Where a disaster at The Priory results in injury or worse to several members of the Executive Team, it may also be appropriate or necessary for one or more Board Members to become actively involved in specific aspects of the plan, especially in the initial stages, depending on the individual expertise and experience they may be able to provide;
- Any decision to involve Board Members in carrying out the plan will be taken by the Chair following discussion with the available members of the EMT.

6.2 Executive Team

ARK's Executive Team is responsible for ensuring that this policy is reviewed in accordance with ARK's schedule for review of policies, or sooner if required. The Executive Team is responsible for ensuring that its decisions, and the decisions of officers, are taken in accordance with relevant regulatory expectations, best practice, training and guidance.

6.3 Chief Executive Officer

The Chief Executive Officer will ensure that the EMT meets as often as required during the initial and subsequent phases of a disaster recovery situation, and will designate one or more members of staff to attend EMT meetings to record their decisions and assist in drafting a report on the action taken in due course.

6.4 Director of Finance & Housing

The Director of Finance & Housing will ensure that appropriate levels of insurance cover are included in ARK's annual insurance policy to cover:

- Replacement of buildings;
- Additional costs arising from the relocation of staff, purchasing of replacement equipment and furnishings, implementation of ICT back-up arrangements etc. – known as 'business interruption' costs.

The Director of Finance & Housing will ensure that arrangements are in put place to record all additional costs incurred as a result of the disaster, so that claims against the insurance policy may be submitted in due course.

The Director of Finance & Housing will ensure that as part of the setting up of the temporary office, the re-establishment of staff payroll arrangements is given a high priority. Should there be any difficulties in achieving this, the Director of Finance & Housing will seek assistance from our bankers in carrying out a payroll run.

6.5 Senior Leadership Team

The Senior Leadership Team will be responsible for approval of this policy and the effective implementation of this policy within their area of responsibility, as required. They must also ensure that each member of their staff, through induction, and team meetings, is made aware of this policy and participates in relevant training.

6.6 Managers

ARK Managers will be responsible for the effective implementation of this policy within their area of responsibility, as required. They must also ensure that each member of their staff, through induction, and team meetings, is made aware of this policy, local plans and participates in relevant training.

6.7 Emergency Management Team

Emergency Management Team (EMT) – The Priory

For a disaster affecting all services at The Priory, the Executive Team or their designated deputies, plus the Head of ICT, will form the EMT. The Team may co-opt additional managers as required.

The Team will be led by the Chief Executive (or in the Chief Executive's absence, by the Director of People & Organisational Development).

For a disaster at The Priory affecting one or two departments only, the relevant Director(s) or their designated deputies, together with the Head of ICT if appropriate and any other relevant Director, e.g. the Director of People & Organisational Development, will form the EMT.

If, following a disaster at The Priory, senior staff with specific responsibilities have suffered injury or worse and are not able to carry out their roles, the remaining members of the EMT will, as a first priority, ensure that the relevant tasks are allocated either between them or to other designated personnel.

Where the disaster results in injury or death involving staff, clients and or others on any of our premises at the time, the measures outlined in this document and in the supporting procedures will be implemented as soon as it is possible to do so, following the initial 'trauma' stage involving the emergency services.

Emergency Management Team – Care and Support

For a disaster affecting Care and Support services, the Assistant Directors, Care and Support and relevant Area Manager(s), together with any relevant Director(s) or designated staff from any relevant Priory Departments, will form the EMT. The Team will be led by the relevant Assistant Director, Care and Support.

Mainstream tenants

A disaster affecting individual mainstream tenants will be handled by Housing Management and Maintenance staff in accordance with their current procedures. The immediate key priority will be to identify and provide alternative accommodation either from ARK's own housing stock or in liaison with other local housing providers. Please refer to Housing Procedure HM40 - Emergency Decants Temporary Accommodation, for further information.

6.8 All Staff

All ARK employees are required to familiarise themselves with this policy and comply with its provisions as well as undertake any training implemented as part of the rollout of this policy.

7.0 Potential Disasters

7.1 The Priory

At The Priory, the types of potential disasters the plan aims to respond to are:

- Major damage to the building, e.g. through fire, explosion or flood, making it impossible for any staff to work there for a time – this scenario may include injury or death to one or more staff;
- Major loss of power, heating or water supplies making it impossible for any staff to work in the building for a period of time;
- Complete loss of ICT systems for a time because of fire, flood, loss of power supplies or a major virus attack, requiring the implementation of the ICT Disaster Recovery Plan – this may be separate from any damage to the building;

- A major fire, explosion, flood or loss of essential services affecting the area around The Priory, with the result that even though The Priory itself is undamaged, access to the building is not possible for a time;
- A major epidemic or pandemic, such as a 'flu' outbreak, that results in significant numbers of staff being absent due to illness, and/or the closure of the office to reduce the spread of infection.

The planning to respond to the 'worst case' scenarios will mean that a range of lesser scenarios will also be covered, e.g. internal fire damage to one or two offices only, or partial loss of power, resulting in some staff having to be relocated while repairs are carried out and/or services restored.

7.2 Care and Support Services

For Care and Support, the type of potential disasters the plan aims to respond to are:

- Major structural damage to ARK tenants' homes, a local office or a Care Home or HMO making it impossible for anyone to stay there for a time – this scenario may include injury or death to one or more persons;
- Major loss of power, heating or water supplies making it impossible for anyone to stay in the building for a time;
- In local offices, the complete loss of ICT systems for a time because of fire, flood, loss of power supplies, or a major virus attack.

Other types of events, such as severe winter weather preventing staff from travelling to their place of work, or a major 'flu' epidemic affecting large numbers of staff, are not covered by this policy but are included in the emergency plans prepared by each local service.

7.3 Mainstream tenants

The main disaster response will be the local arrangements required to provide emergency accommodation for a tenant whose property is no longer habitable, e.g. because of fire or flood. Please refer to Housing Procedure HM40 - Emergency Decants Temporary Accommodation, for further information.

7.4 Care and Support & Mainstream tenants

A disaster may affect both Care and Support and mainstream tenants in the same area. When this happens there will be a co-ordinated response led by both the Director of Care and Support and Head of Housing Services.

7.5 Subsidiaries

ARK Services Ltd and Ark Commercial Investment Ltd are covered by this policy and the associated procedures.

8.0 Related Policies & Procedures

This policy should be read in conjunction with ARK's:

- Risk Management Strategy, which aims to eliminate or reduce the various risks we face;
- Business Continuity Procedure G44;
- Business Continuity Plans;
- ICT Disaster Recovery Plan;
- Housing Procedure HM40 - Emergency Decants Temporary Accommodation.

9.0 Equality Impact Assessment (EIA)

No equality implications have been identified in relation to the development of this policy, and consequently an EIA has not been completed.

10.0 Data Protection Impact Assessment (DPIA)

No data protection implications have been identified in relation to the development of this policy, and consequently a DPIA has not been completed.

11.0 Stakeholder Consultation

In developing this policy the following groups were consulted:

- ARK Board of Management;
- ARK Executive Team;
- ARK Senior Leadership Team.

12.0 Monitoring and Review

12.1 Monitoring

The Chief Executive is responsible for ensuring that this policy is implemented as required.

The Chief Executive will ensure that selected aspects of the overall plan are tested through 'desktop exercises' at least annually, and that the results of each exercise are reported to Board of Management.

12.2 Review

This policy will be reviewed within 2 years from the date of approval by ARK's Chief Executive, in accordance with ARK's policy review framework and approval process.