

**CLYDESDALE HOUSING ASSOCIATION LIMITED**

**Policy:** Business Continuity

**Date:** 9 December 2020

**Lead Officer:** Chief Executive

**Review Date:** December 2023

**Regulatory Standards:** **Standard 4**  
The governing body bases its decisions on good quality information and advice and identifies and mitigates risk to the organisation's purpose.

**Regulatory Guidance:**

4.3 The governing body identifies risks that might prevent it from achieving the RSL's purpose and has effective strategies and systems for risk management and mitigation, internal control and audit.

**Clydesdale Housing Association will provide this policy on request at no cost, in large print, in Braille, in audio or other non-written format, and in a variety of languages.**



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## 1. INTRODUCTION

- 1.1 Clydesdale Housing Association (CHA) attaches great importance to the identification and mitigation of risks that might prevent us from achieving key outcomes for tenants and our future viability.
- 1.2 Business continuity is a method of contingency planning to ensure there is sufficient resilience within an organisation to allow continued operation during a crisis or other eventuality. This is essential to allow continuity of service provision for customers, whilst offering protection from reputational damage.
- 1.3 CHA will develop, maintain and regularly review a Business Continuity Plan (BCP) i.e. documented procedures that will guide CHA to respond, recover, resume, and restore to a pre-defined level of operation following disruption<sup>1</sup>.
- 1.4 This Business Continuity Policy sets out the following:
  - CHA's business continuity objectives;
  - CHA's business continuity team;
  - CHA's commitment to satisfy our business continuity objectives;
  - CHA's commitment to continual improvement of the BCP.

## 2. SCOPE OF THE POLICY

- 2.1 This policy applies to:
  - all employees;
  - Management Committee Members;
  - any other 'associated persons' including temporary workers, consultants, contractors, suppliers and any other person or body or subsidiary organisation engaged to act for us, or on our behalf.

## 3. BUSINESS CONTINUITY OBJECTIVES

- 3.1 CHA' business continuity objectives are as follows:
  - Develop effective plans and procedures for preventing and dealing with adverse business interruptions that would otherwise damage our ability to deliver services and achieve our strategies;
  - Ensure that all of our activities do not jeopardise our business continuity objectives;
  - Develop and improve CHA's business continuity skills and capabilities;
  - Ensure that CHA's people and key partners understand their business continuity responsibilities and are sufficiently trained in how to implement them;
  - Protect CHA's assets;
  - Ensure that our BCP is effective through regular testing, review and improvement.

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<sup>1</sup> ISO 22301 (2019) [Available at <https://www.iso.org/obp/ui/#iso:std:iso:22301:ed-2:v1:en>]

#### **4. THE CHA BUSINESS CONTINUITY TEAM**

- 4.1 CHA's Management Committee and Management Team work in partnership to identify, assess and manage risks faced by the organisation. CHA's Risk Management Policy lays out these responsibilities.
- 4.2 Although overall responsibility for risk management rests with the Management Committee, the Audit and Risk Sub-Committee, which meets quarterly, has specific delegated authority on aspects of risk management. More specifically, the Audit and Risk Sub-Committee has delegated responsibility for ensuring that a BCP is in place and regularly tested. The Sub-Committee will determine the frequency of BCP testing, however, this will take place at least annually.
- 4.3 The annual staff and Management Committee appraisal processes will identify any business continuity learning and development needs and action will be taken thereafter to address these.
- 4.4 Led by the Chief Executive, CHA's Management Team will be responsible for the detailed development, implementation and testing of the BCP. CHA may use external assurance sources to test the BCP – such as internal audit or other consultants.

#### **5. COMMITMENT TO SATISFY BUSINESS CONTINUITY OBJECTIVES**

- 5.1 CHA's Management Committee and Management Team are committed to satisfying the business continuity objectives stated in the policy through:
- Providing the resources required for the establishment, implementation, maintenance and improvement of the BCP;
  - Ensuring that the necessary level of competence exists within CHA's Business Continuity Team and that this competence is maintained;
  - Making CHA's people aware of this policy, the BCP and individual roles and responsibilities within the BCP;
  - Emphasising the requirement for effective internal and external communication within the BCP;
  - Documenting the BCP for effective storage, control of updates, access and use.
- 5.2 The Audit and Risk Sub-Committee will receive regular reports from the Management Team in order to monitor and evaluate the adequacy of the BCP. The Sub-Committee will report to the Management Committee on business continuity arrangements annually, or more frequently if required.

#### **6. COMMITMENT TO CONTINUAL IMPROVEMENT OF THE BCP**

- 6.1 The Audit and Risk Sub-Committee, through its monitoring and evaluation work, will determine opportunities for improvement and make recommendations to the Management Committee to implement necessary actions to achieve the intended objectives of this policy and the BCP.
- 6.2 When a nonconformity with this policy or the BCP occurs, CHA shall:
- React to the nonconformity to control it, correct it and deal with any consequences;
  - Evaluate the need for action to eliminate the cause of the nonconformity so

that it does not reoccur or occur elsewhere;

- Implement any action needed, review and evaluate the effectiveness of corrective action;
- Make changes to the BCP to reflect any lessons learned.

6.3 CHA shall continually improve the suitability, adequacy and effectiveness of the BCP based on whatever qualitative and quantitative measures it deems necessary.

6.4 CHA shall consider the results of analysis and evaluation, and the outputs from management review, to determine if there are needs or opportunities, relating to the organisation, or to the BCP, that shall be addressed as part of continual improvement.

**7. POLICY REVIEW**

7.1 This policy will be reviewed every 3 years unless key changes are required earlier to comply with legislation, guidance or new learning.

7.2 Where references are made to specific job titles, roles, groups or committees, such references shall be deemed to include any changes or amendments to these job titles, roles, groups or committees resulting from any restructuring or organisational changes made between policy reviews.

<b>Approved by the Committee of Management on:</b>	
<b>Signed:</b>	<b>Signed:</b>
<b>Secretary/Chairperson</b>	<b>Chief/Depute Chief Executive</b>