Non-protected

Equality impact assessment



# Name of policy: Business Continuity Plan

## Introduction

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| Lead officer | Mark Murphy – Head of ICT and Business Continuity |
| Others involved in the assessment | Darren McKay – Planning and Improvement Officer |
| Date(s) of assessment | 24 February 2019 |

## Description of policy

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| Background | The **sport**scotland Business Continuity Plan has been put in place to ensure that there is no significant disruption to the public services provided by **sport**scotland in the event of a major incident or emergency.  Circumstances where the plan may be invoked by the organisation include:     * complete loss or denial of access to any of **sport**scotland’s facilities, e.g. through fire or flood * complete loss or denial of access to **sport**scotland’s ICT infrastructure, data and/or voice capabilities, e.g. through malicious attack * loss of significant numbers of **sport**scotland staff, e.g. 20% across the organisation or significant numbers within any one functional area or site * loss or significant negative impact to the reputation of **sport**scotland, e.g. sustained negative media coverage * loss of information assets, e.g. a cyber security breach or data loss (GDPR).   The Business Continuity Plan aims to ensure that the essential needs of **sport**scotland, its partner organisations and stakeholders continue to be met in the event of a failure of or disruption to facilities. |
| Purpose and outcomes | The purpose of the **sport**scotland Business Continuity Plan is to ensure that in the event of an emergency or disaster situation, essential services can be recovered and continued with the minimum disruption and ensure that:  • the welfare of staff is protected at all times  • business critical (and other) systems are resumed within established timeframes  • partner organisations, such as Scottish Governing Bodies and other suppliers, suffer no financial hardship  • the reputation of **sports**cotland is protected and promoted.  The ultimate goal of the Business Continuity Plan is to return **sport**scotland to normal operation following a business continuity event by the most efficient means possible. |
| How it links to sportscotland corporate and business plans | The plan considers how **sport**scotland would continue to support delivery of the corporate plan and meet the business plan objectives in the event of major incident or emergency.  The activities in this plan are included within the Our Organisation portfolio under the  Trusted Organisation programme. |
| How we intend to implement the policy | A number of roles and responsibilities have been identified to support implementation of the plan.  **Incident Management Team**  The Incident Management Team are responsible for leadership and direction during the response and recovery from an incident, as well as ensuring effective stakeholder communications.  The plan identifies the roles within **sport**scotland that will make up the Incident Management Team. These include the **sport**scotland Senior Management Team (SMT), the Business Continuity Officer, various **sport**scotland Heads of Service, Principles of the National Centres and the **sport**scotland Data Protection Officer.  During the initial response to a business continuity incident, the main activity of the Incident Management Team will be to assemble a Reinstatement Team with the appropriate skill set to assist the organisation to recover from the specific incident.  **Reinstatement Team**  The Reinstatement Team are responsible for ensuring business critical functions are supported/available during a business continuity incident, as well as ensuring recovery from the incident and returning the organisation back to normal operations.  The plan identifies staff likely to make up the Reinstatement Team based on their responsibility for business-critical functions.  The final composition of the Reinstatement Team will depend on the individual incident and may include external subject matter experts and representation from Scottish Government.  **Business Continuity Officer**  The plan identifies the Head of ICT and Business Continuity as the organisations Business Continuity Officer (BCO).  The Business Continuity Officer is responsible for convening and facilitating the initial meeting of the Incident Management Team, assisting the Reinstatement Team in their duties and updating and maintaining the plan.  The Business Continuity Plan may be invoked by the Business Continuity Officer or any member of the Incident Management Team in the event of an incident occurring or being likely to occur. |

## Who policy is likely to impact on and how

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| Who will the policy benefit (i.e. who is the customer?) If applicable, you should consider how **sport**scotland’s investment is spent in the context of this policy. | Directly **- sport**scotland staff e.g. partnership managers, project leads, senior management, national centre staff etc.  Indirectly - Our operational delivery partners:   * Professional sporting network e.g. Active Schools staff, community sport hub officers et. * Scottish Governing Bodies of sport staff * Local authority partners   Members of the Public |
| Is it designed to impact on one/some/all people who share a protected characteristic? How? | The Business Continuity Plan is not designed to specifically benefit or impact on any group. |
| How will customers be involved in the development and roll out of the policy? If no involvement mechanism, how will customer needs be identified and addressed? | A synopsis of the plan has been made available to **sport**scotland’s senior management team along with a request for feedback. The Incident Management Team has been provided with access to the plan and all supporting documentation. Members of the Reinstatement Team have been informed of their potential involvement.  Lessons learned from previous minor incidents have been used to produce training guidance to assist staff in working remotely during an incident.  Part of the plan sets out how the ICT Helpdesk should act as the main point of contact for staff during an incident.  It is anticipated that simulated business continuity events will be used to test individual components of the plan. |
| Which partners will be involved in the development and roll out of the policy and how? | Roll out and development of the plan will be the responsibility of **sport**scotland operational staff, however, partners may be asked to be involved in testing of the plan on a case by case basis. |

## Think about the impact the policy/practice will have on eliminating discrimination, promoting equality of opportunity and fostering good relations between different groups. Also consider whether there is potential for discrimination.

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| Protected characteristic | What do we know about this group in the context of this policy?[[1]](#footnote-1) | What is the potential impact (positive, neutral and negative) on people who share the characteristic? | What could we do to reduce any negative impacts, maximise positive impacts and ensure quality information?  What further evidence should we collect? |
| Age | **sport**scotland’s 2017 diversity and equality monitoring survey reported that 87% of **sport**scotland’s staff were between the ages of 25 and 54, with relatively less representation from younger and older people, when compared with the overall population.  **sports**cotland   |  |  | | --- | --- | |  | **sport**scotland | | 16-24 | 2% | | 25-34 | 31% | | 35-44 | 34% | | 45-54 | 22% | | 55-64 | 10% | | 65 - 74 | 0.4% | | Prefer not to say | 1% |   **Public**  The National Records Scotland’s mid-year population estimates for 2015 reports the following national breakdown by age:   |  |  | | --- | --- | |  | **Scotland** | | 0-15 | 17% | | 16-29 | 18% | | 30-44 | 19% | | 45-59 | 22% | | 60-74 | 16% | | 75+ | 8% |   A literature review supports the idea that adults are very capable of learning into their later years. However, as one gets older, reliance on prior experiences plays a more significant role in how they learn. The differences are subtle.  CAVANAUGH, J.C., BLANCHARD-FIELDS, F. (2002). *Adult development and aging*.  DRAVES, W.A. (1984). *How to teach adults*. | **Potential negative**  Staff  During a business continuity event, staff may be asked to work remotely and access systems in a slightly different manor.  Older people may be less likely, or have difficulty, accessing more complex technological elements of remote working. | Support available includes:   * Drop in sessions * Full IT systems induction * Helpdesk assistance – email, phone, face to face * How to walk-throughs * L&D availability for specific requirements   All IT systems training is done face to face with supplementary support and/or learning provided through online webinars/e-help. This approach should mitigate the possible negative impact of the programme on people due to age.  Guidance produced for staff / walk-throughs uses pictures with minimum text. |
| Disability | **sport**scotland  In 2017, 5.1% of respondents to **sport**scotland’s annual diversity and equality monitoring survey regarded themselves as having a disability.  **sport**scotland staff Disability Breakdown    A comparison with the Census data indicates a significantly lower representation of disabled people within **sport**scotland’s workforce.  **Public**  In the 2011 Census, 20% of people stated their day-to-day activities were limited due to a health problem or disability. For those of working age (16 to 64), this figure changed to 15%. | **Potential negative**  Staff  Where a business continuity incident involves loss of access to one of **sport**scotland premises the Business Continuity Plan (BCP) may require staff to use an alternative **sport**scotland office. This may mean that staff with a physical disability/mobility issues may be asked to work from an office where they are unfamiliar with access or parking. The alternative working arrangements may also involve additional travel. | In the event of **sport**scotland losing access to one of its premises, the option of remote/home working will be offered to staff. **sport**scotland has extensive access to technologies to support this (e.g. Citrix Skype, Mimecast and WebEx).  Priority for desk space at their preferred office should be given to staff with issues affecting their mobility.  Parking spaces at their preferred office should be prioritized for staff with a physical disability affecting their mobility.  All **sport**scotland offices have been accessed for accessibility.  Consideration around accessibility should be given to any premises used to host a meeting of the Incident Management Team or Reinstatement Team, where a **sport**scotland site is not available/appropriate. |
| Gender reassignment | **sport**scotland  The 2017 **sport**scotland annual diversity and equality monitoring survey asked **sport**scotland staff whether they have ever identified as transgender.  98.3% of respondents answered ‘no’ to this question, with the remaining 1.7% of respondents answering, ‘prefer not to say’. | **Neutral**  There is a neutral impact on people who share this protected characteristic. | **N/A** |
| Race | **sportscotland**  The 2017 equality monitoring survey asked staff to identify which ethnic group they identified with most. 2.6% of staff identified as White Other and 0.4% of staff identified as Another ethnic origin. The majority of staff identified as either White Scottish (60.1%) or White British (33.8%) | **Potential negative**  At present the documents support the BCP, as well as ICT guides for working remotely, are only available in English. This means any staff where English is not their first language may be potentially negatively impacted. | We will use plain English and avoid the use of jargon in all our guides and supporting documentation. Guidance produced for staff / walk-throughs uses pictures with minimum text.  We will ensure that any digital content is accessible and standards compliant to allow online translation services to parse the content and deliver auto translations.  To assist staff whose first language is not English, we provide helpdesk assistance as a support option for all communications. This is available via phone, email, face to face and out-with office hours. |
| Religion or belief | **sport**scotland  From **sport**scotland’s 2017 equality monitoring survey, staff were asked what religion or belief they identified with. The data showed:   |  |  | | --- | --- | |  | **sport**scotland | | None | 45.3% | | Church of Scotland | 30.1% | | Roman Catholic | 12.7% | | Other Christian | 6.4% | | Prefer not to answer | 4.2% | | Other Religion or Belief | 1.3% |   **Public**   |  |  | | --- | --- | |  | **Scotland** | | No religion | 36.7% | | Church of Scotland | 32.4% | | Roman Catholic | 15.9% | | Religion not stated | 7.0% | | Other Christian | 5.5% | | Muslim | 1.4% | | Hindu | 0.3% | | Other religion | 0.3% | | Buddhist | 0.2% | | Sikh | 0.2% | | Jewish | 0.1% | | **Neutral**  There is a neutral impact on people who share this protected characteristic. | **N/A** |
| Sex | **sport**scotland  From **sport**scotland’s 2017 equality monitoring survey the gender split of **sport**scotland staff is as follows:   * 50% answered male * 48.7% answered female.   1.3% preferred not to say | **Neutral**  There is a neutral impact on people who share this protected characteristic. | **N/A** |
| Sexual orientation | **sport**scotland  From **sport**scotland’s 2017 equality monitoring survey the declared sexual orientation of **sport**scotland staff is as follows:   * 94.5% identified themselves as heterosexual * 2.9% identified themselves as lesbian, gay or bisexual (LGB). * 2.6% preferred not to say   People (for personal reasons) often prefer not to share their sexual orientation with others.  **Public**  Stonewall Scotland estimates that between 5% and 7% of the population is gay, lesbian, or bisexual. | **Neutral**  There is a neutral impact on people who share this protected characteristic. | **N/A** |
| Pregnancy and maternity\* | **sport**scotland  2.4% of **sport**scotland’s total workforce are currently on maternity leave (Feb 2019). | **Potential Negative**  As staff on maternity may not be in regular contact with their line managers or regularly checking email they may not be aware in changing working arrangements or IT systems as a result of a business continuity event. This may impact the member of staff’s ability to stay in touch with team members/line managers and access ‘All Staff’ communications, where normal channels of communication have been compromised. | Line managers are responsible for contacting staff on maternity leave to make them aware of any business continuity events that may impact their ability to contact colleagues or access organisational resources.  Staff on maternity leave are entitled to retain their **sport**scotland phone to receive communication. They will also be notified of any business continuity event via post. |
| Marriage/civil partnerships\* | **sport**scotland  From **sport**scotland’s 2017 equality monitoring survey the declared marital status of **sport**scotland staff is as follows:   * 57% of declared as married/civil partnership * 20% declared as single * 15% declared as partnership * 4% declared as separated/divorced * 0.4% declared widowed * 2% prefer not to say. | **Neutral**  There is a neutral impact on people who share this protected characteristic. | **N/A** |
| Socio-economic disadvantage | **sport**scotland  No data available although **sport**scotland are a Living Wage accredited employer | **Positive**  All IT systems, devices and materials are universally provided at no charge.  **Negative**  Staff who do not require to work remotely during their normal duties may not have the required **sport**scotland equipment or access to home broadband or personal devices that would allow them to work remotely.  Where a business continuity incident involves loss of access to one of **sport**scotland premises, the BCP may require staff to use an alternative **sport**scotland office, meaning additional and the associated expense. | Laptops and Mi-Fi mobile Internet are available to staff who require to work remotely and do not have access to a personal device or broadband.  Access to IT systems within **sport**scotland offices is uniformed, meaning staff based at an office that is no longer accessible are able to work/access in any other **sport**scotland office.  Travel expenses and pre-booked travel/travel tickets are available to support staff who may incur additional expense due to having to work from an alternative office. |
| Care experienced young people | **sport**scotland  No data available although **sport**scotland are named as a Corporate Parent. | **Unknown** | **N/A** |

\*where policy is HR related

## Who will be consulted internally on this EQIA?

In planning internal consultation please consider anyone internally who may have an interest in this EQIA, additional knowledge in the policy area, or be impacted by the actions you have identified.

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| Human resources  Corporate Services Heads.  Equality and inclusion implementation group |

## Who will be consulted externally on this EQIA?

In planning external consultation please refer to the guidance on page five and speak to the strategic planning team for advice and support. It may be that there are several EQIAs that require external consultation at the same time and it is important this is coordinated.

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| N/A |

## What recommended steps should we take to improve the policy and monitor its equality impact?

In developing an action plan, project leads should balance how to maximise the positive impact of the policy or practice on all people who share the protected characteristics, with the requirement to maximise the core outcomes of the policy/practice (i.e. recommendations should be proportional and relevant.) The assessment should take steps to embed ways of monitoring the ongoing impact of the policy and practice.

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| Action | Responsibility | Timeline |
| In the event of a business continuity incident which requires sportscotland staff to work from home / an alternative office, the Incident Management Team will ensure the following:   * Desk space prioritised to staff with issues affecting their mobility. * Parking spaces prioritised to staff with issues affecting their mobility * Laptops and Mi-Fi Mobile Internet provided to staff who require to work remotely and do not have access to a personal device or broadband. * Travel expenses and pre-booked travel/travel tickets provided to support staff who may incur additional expense due to having to work from an alternative office. | Head of ICT and Business Continuity | In the event of a business continuity incident |
| In the event of a business continuity incident, staff on maternity leave will be notified via post and their sportscotland phone (if applicable). | Head of ICT and Business Continuity | In the event of a business continuity incident |
| The BCP will be updated to include the equality considerations outlined above. | Head of ICT and Business Continuity | September 2019 |

## Sign off

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| Assessment signed off by: | Senior Management Team |
| Sign off date: | 23 July 2019 |

1. Best practice would involve gathering evidence through internal and external consultation. [↑](#footnote-ref-1)