

DEAFBLIND SCOTLAND (DbS) BUSINESS CONTINUITY PLAN

OVERVIEW

1. Definition of Business Continuity Management

Business Continuity Management is defined as a holistic management process that identifies potential impacts that threaten an organisation and provides a framework for building resilience with the capability for an effective response that safeguards the interest of its key stakeholders, reputation and value creating activities.

These impacts or 'crisis' include:

- Building or site incidents: for example, flood, fire, terrorist attack on buildings affecting access to or from buildings and sites
- Infrastructure incidents: for example, loss of computer / telephony systems, loss of power
- Staff / Operational incidents: for example, loss of key staff, loss of critical documents
- Widespread environmental factors: for example, flu pandemic, fuel shortages

DbS's business continuity plan consists of one plan to cover different operations, based at our headquarters, 1 Neasham Drive, Lenzie, Kirkintilloch, G66 3FA. The primary objective of the Business Continuity Plan is to show how DbS would respond to identified risks and continue to manage its operations under adverse circumstances.

2. Chain of Command

Overall responsibility for business continuity in the organisation is held by the Chief Executive of DbS and in his/her absence the Senior Management Team.

3. Crisis Management Group

If a major disaster occurs then the Crisis Management Group will be mobilised. The membership of this group will be all senior managers. All communication with the media must be via the Chief Executive.

4. Review of Key Risks to Business Continuity

A comprehensive review of risk is taken regularly by the Senior Management Team. These revised plans must be submitted to the Board of Trustees for approval and incorporation within DbS' Business Continuity Plan.

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The different response elements of the plan should be tested.

5. Training

All staff is made aware of their roles and responsibilities as part of (for example, their induction, supervision, performance review]. Their responsibilities include awareness of key policies and procedures, including the Business Continuity Plan. Staff must take personal responsibility to ensure they are familiar with the content of the Plan so they know who to contact in case of an incident and how they can contribute to the plan's implementation.

6. Coordinated Responses

The Plan should not be implemented in isolation, but where possible, should be used in conjunction the Business Continuity and Emergency Plans of the host local authority and emergency services in which it operates.

7. Risk Assessment and Response

The following table identifies some of the main risks, their likely level of impact on operations and the planned responses to address these risks.

Glossary of Headings used in the Table

Risk: Each area of risk is listed, and briefly explained under one of the above categories using a five-point scale to estimate Impact and likelihood.

Im: Impact - The risk is given a score from 1 to 5: **1 low; 2 medium; 3 high; 4 - 5 very high** to indicate the level of impact such an occurrence would have.

Li: Likelihood - As above, a score from 1 to 5: **1 - 2 unlikely; 3 - 4 likely; 5 Very likely**, to indicate how likely such an event would be to occur.

RR: Risk Rating - Estimating the score for Impact and Likelihood gives a rating between **1 to 2: No Action; 3 - 6 monitor; 8 – 12 Action, 15 – 16 Urgent action**.

Possible Effects: This gives a guide to what might happen if such a risk occurred.

Preventive Measures: An explanation of the mitigating actions to prevent such a risk happening and ways of reducing its impact and likelihood.

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No	Risk	Im	Li	RR	Possible Effects	
	Reputational					
1.	Member(s) prominently express views on behalf of DbS that are not in agreement with agreed DbS position	2	2	4.0	DbS credibility undermined, loss of trust in DbS on the part of members/service users/funders leading to membership/Services/funding withdrawals	Press and media contact to be cleared by Chief Executive. Ambassadors undertaking any social media posting will be provided with media training. New Communication & Marketing Officer will cover support to Ambassadors.
2.	Prominent individual involved in DbS found guilty or credibly accused of misconduct either on DbS business or, more likely, in their private life.	2	2	4.0	Effectiveness of representation undermined Trust of members/service users/funders undermined and commitment tested Possible need to find new person or people (whether staff member, trustee, Ambassador etc) in short time from a small pool to continue/rescue activities	Care is taken in appointing Trustees/staff and spokespeople. Pre-screening is undertaken to ascertain values of individuals and to clarify values, procedures and protocols of the organisation. Recruitment processes include taking up references and recruiting in line with best employment practice. Trustee recruitment process was updated following Arts & Memo review to ensure alignment with values of the organisation. Implementation of staff and trustee code of conduct, any dispute resolution process would be undertaken in accordance with our

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No	Risk	Im	Li	RR	Possible Effects	
						<p>Policy & Procedures. If required mediation support to be sought.</p> <p>In the eventuality of this risk occurring we will work together with Board and Senior Management Team to ensure the content of public messaging is aligned.</p> <p>Advice sought from external and HR organisation. Registering bodies ie SSSC + Care Inspectorate if appropriate.</p>
3.	Reputational impact of any of the risks in other sections	4	1	4.0	<p>Effectiveness of representation undermined</p> <p>Trust of members/service users/funders undermined and commitment tested</p> <p>Possible need to find new trustees/staff in short time from a small pool to continue/rescue activities</p>	<p>Press and media contact to be cleared by Chair/Chief executive. Trustees/Senior Management Team to be kept fully informed. Individuals we interact with and make representations to, such as MSPs/commissionaires/regulators, informed of the position and how we are dealing with it to maintain our effectiveness.</p>
Legislation/Compliance						
4.	Failure to meet constitutional or statutory requirements, such as: regulator standards,	4	1	4.0	DbS prevented from operating, or required to hand over trusteeship	Company Secretary/Chief Executive tasked with ensuring all necessary steps are taken before deadlines,

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No	Risk	Im	Li	RR	Possible Effects	
	employment regulations and governance responsibilities ie in appointment of trustees, production and filing of accounts and companies and charity returns					<p>and keeping up to date with OSCR guidance etc.</p> <p>Trustees/Senior Management Team include experienced charity managers who are aware of the need for compliance.</p> <p>Operational leadership trained and are SSSC Registered Managers and are experienced in service inspection processes with Care Inspectorate.</p> <p>All relevant operational staff registered with SSSC and kept up to date with practice and quality standard improvements and implementation requirements through training, supervision and quarterly development sessions.</p> <p>Professional firm engaged as independent auditors.</p>
5.	Operating ultra vires – (beyond our legal power or authority) undertaking operations/contracts beyond	3	2	6.0	Legal challenge raised by a member/service user/funder or group of members, or by someone with whom DbS contracts	Trustees/Senior Management Team include experienced charity managers who are aware of the need for care. Company Secretary

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No	Risk	Im	Li	RR	Possible Effects	
	the scope of the charitable objects					reviews activities with constitution where there is doubt.
6.	Potential consequences in respect of new Worker Protection (Amendment of Equality Act 2010) Act 2023 in respect of Sexual harassment in the workplace	2	2	4.0	<p>Employee wellbeing – mental health issues and work performance, employees may experience decreased motivation and therefore lack productivity.</p> <p>Toxic work environment, reducing overall employee morale, therefore producing higher turnover rates increasing hiring and training costs.</p> <p>Legal and Financial consequences, Lawsuits – organisations may experience costly legal costs, settlements etc and also fines due to non-compliance with regard to anti-harassment laws and regulations.</p> <p>Reputation/operational impacts to the organisation, public image and loss of trust from clients and partnerships.</p>	<p>Establish and communicate a zero-tolerance sexual harassment policy to all staff. Regular training sessions for all employees, including management and trustees on recognising and preventing sexual harassment. Ensuring employees are aware of procedures for reporting within confidential channels and ensuring support is offered to all. Disciplinary actions are clearly defined to all employees along with the consequences of those who violate policy & procedures.</p> <p>Immediate and appropriate action is followed when incidents are reported.</p>
External Changes						
7.	Other Sensory Impairment organisations widen their scope causing a duplication of DbS work.	3	2	6.0	Members/Service users/funders see DbS as now being unnecessary/irrelevant or funding portion is shared more widely.	Implement 5 year strategy which builds upon DbS unique authoritative position within the sector.

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No	Risk	Im	Li	RR	Possible Effects	
					<p>Public sector bodies, government officers and MSPs etc disregard DbS input as the other bodies become more established and resourced</p>	<p>Strategy is reviewed regularly with members/board/executive.</p> <p>Involve relevant stakeholders and influencers in DbS activities as appropriate.</p> <p>Carry out DbS’s role effectively so that no gap or weakness is perceived.</p> <p>Build and maintain reputation as deafblind specialists through high quality service provision, expert public affairs messaging and influence.</p> <p>Build lived experience leadership to create authentic Deafblind expertise.</p> <p>Formal partnerships which support the achievement of our charitable objectives are agreed at board level and MOU and/or partnership agreements put in place.</p>

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No	Risk	Im	Li	RR	Possible Effects	
	Operational					
8.	Local Authorities reduce commissioning due to the need for financial savings or increase personal contribution percentage	2	4	8.0	<p>DbS ceases to be funded by Local Authorities and is no longer able to deliver a large proportion of services.</p> <p>This would have a significant impact on service user access to the life line of Guide/Communicators.</p> <p>Significant reduction in income for core staff and reduction in Guide Communicator hours and numbers required leading to redundancy etc.</p> <p>Complete closure of service or inability to provide the service</p>	<p>Strive to find ways of ensuring local authority understand the work of DbS and ensure that DbS does provides something that the public sector find to be of value to citizens.</p> <p>Ensure service users have a voice and are able to advocate for their services such as through Right to Dream Ambassadors and SAGoD.</p> <p>Build policy influencing role to advocate for greater access to Guide Communicators and to challenge local authority reduction in hours commissioned or personal contribution charges. This includes building role and support within key networks such as CCPS and the Alliance. Presenting a case for National commissioning and care pathways that recognise the specialism with government and ministers through attendance with key groups.</p>

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No	Risk	Im	Li	RR	Possible Effects	
						<p>Support service users to challenge decisions to reduce hours or increase personal contributions.</p> <p>Continue to grow other sources of income from Trusts and Foundations and unrestricted sources.</p> <p>Continue to develop strategic partnerships that support collective third sector advocacy, nationally and locally.</p>
9.	Sub-set of GC's forming a break-away service	4	1	4.0	<p>Reduction in income</p> <p>Confusion of messages to DB people.</p> <p>Poorer quality of G/C service being offered without the programme of DbS continuous development on issues such as safeguarding.</p>	<p>Ensure that DbS strategy serves the needs of all members/service users and there is not the need to look elsewhere for alternative G/C services.</p> <p>Ensure service remains flexible and person centred and is able to be agile enough to grow with developing needs of the ageing Deafblind population.</p> <p>Advocate for remuneration for G/Cs, build an organisational culture where staff feel valued and have</p>

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No	Risk	Im	Li	RR	Possible Effects	
						clear career pathways, thus reducing the need to develop their own private practice.
10.	Fall in member/service user motivation and involvement and/or reduction in membership numbers. (due to average age)	3	3	9.0	<p>Reduction in income through less service and activity uptake.</p> <p>Reduced effectiveness of SAGOD, consultations etc</p> <p>Reduced effectiveness of representation as cannot claim to represent a whole-sector viewpoint</p> <p>Inability to fulfil charitable objectives</p>	<p>Ensure that DbS strategy serves the needs of all members/service users.</p> <p>Adopt assertive outreach and flexible approaches to support to engage and re-engage members.</p> <p>Continue to grow hubs of activity across the country.</p> <p>Build effective processes for lived experience involvement in shaping and growing the work of DbS.</p> <p>Ensuring the organisation feels like a collective movement for change where members have a real stake and can create meaningful solutions and see real results.</p> <p>Ensure that policy stances taken are broadly shared/consensual.</p> <p>Ensure that programmes and services are useful to member/service users, attractive</p>

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No	Risk	Im	Li	RR	Possible Effects	
						<p>and enjoyable. Review membership criteria.</p> <p>Increase effort to promote organisation and service at every opportunity. (leaflets/networks/social media/strategic partnerships).</p>
11.	Turnover of specialist staff and recruitment challenges	4	4	16.0	<p>Loss of knowledge and skills of highly specialist staff</p> <p>Loss of momentum and continuity</p> <p>Impact on member/service user relationships and quality of service provided and range of communication skills available.</p> <p>Impact on reputation as an authoritative organisation with key stakeholders such as Ministers, Commissioners, Policy Makers, donors and funders.</p> <p>Impact on workload and wellbeing of remaining staff.</p> <p>Increased number of staff requesting flexible/hybrid working + reduced hours.</p>	<p>Increased recruitment effort.</p> <p>Creation of a Fair Work Environment with G/C pay scales.</p> <p>Annual appraisal processes where workloads, wellbeing and remuneration levels are all annually reviewed.</p> <p>Cost of living rises are implemented where practicable.</p> <p>Wellbeing Survey and action plan implemented annually</p> <p>Motivating staff to remain through feeling that they having a stake in the cause. Achieved through sharing challenges, successes and</p>

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No	Risk	Im	Li	RR	Possible Effects	
					<p>New staff require significant time to gain specialist skills.</p> <p>Reduction of funding impact on funding for core.</p>	<p>common purpose and effectively involving staff in planning and developments.</p> <p>Ensuring all staff have personal development plans and adequate individual and team support and supervision.</p> <p>Performance management issues dealt with compassionately but through a robust and consistent process to ensure staff members can make improvements early.</p> <p>Leadership skills are developed across the organisation and where possible career pathways that are accessible and transparent.</p> <p>Promotion of a psychologically healthy workplace environment through: value based training, development and support processes; wellbeing impact assessed policies and procedures; and a culture of positive risk taking, respect and compassion.</p>

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No	Risk	Im	Li	RR	Possible Effects	
12.	Inability to deliver contracted services due to sickness or staff shortages.	3	3	9.0	<p>Vulnerable adults could be left without access to vital supports *this is particularly relevant during flu season.</p> <p>Remaining staff become overburdened with higher workloads and higher risks due to increased exposure.</p>	<p>Where a Guide/Communicator is unable to fulfil an assignment, the office will attempt to cover this assignment with another G/C, until the assignment is covered. Where this is unsuccessful, DbS may invoke the policy of utilising office staff as G/Cs. All staff undergo training in Communication and Guiding Skills to equip them with the knowledge and practical skills in working with deafblind people.</p> <p>Risk assessments and vigilance of staff regarding IPC measures for all contact with service users that includes health and safety of staff.</p> <p>Wellbeing of staff protected through enhanced support and supervision.</p> <p>Address sickness absence patterns through supervision and implement improvement plans, disciplinary action.</p>
13.	Service Delivery during holiday periods	3	2	6.0	Vulnerable adults could be left without access to vital supports.	On public holidays when there is an abridged service, priority is given to:

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No	Risk	Im	Li	RR	Possible Effects	
					Remaining staff could be overburdened with higher workloads	Those deafblind people who are most vulnerable, living alone; Medical appointments; Other emergencies which may occur. When the office is closed and there is a problem with the service, or in the event of the guide/communicator not having arrived, the service-user has an out of hours number to contact. For other emergencies the service-user should contact out of hours social work or the emergency services.
14.	Service Delivery during supply chain disruption in respect of fuel shortages.	3	5	15.0	<p>Guide Communicators unable to attend assignments due to limitations of travelling for work using own transport. Service Delivery hours maybe reduced due to limitations and flexibility of guide communicators using alternative means of transport. Supply chain disruption of essential medication, food supplies, sensory impairment equipment and sundries (hearing aid batteries)</p> <p>Price of car travel may become prohibited for Guide Communicators.</p>	<p>Maintain vigilance in respect of information which may affect supply chains and alerting staff and deafblind members of any issues.</p> <p>Where possible public transport should be defaulting position.</p>

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No	Risk	Im	Li	RR	Possible Effects	
	Employment					
15.	Employment actions contravene good practice in employment law	2	1	2.0	<p>Loss of effective members of staff</p> <p>Reduction in morale, wellbeing and organisational loyalty.</p> <p>Compensation claims/cost Time and Resources spent on resolving issues to the highest standard (beyond reasonable adjustments) to prevent litigation.</p> <p>Under performing staff, presenteeism, absenteeism whilst resolving issues through long drawn out procedures.</p> <p>Increased Insurance costs.</p>	<p>Employ through a well-managed HR function</p> <p>Trustees/Senior Management Team include experienced business managers who are knowledgeable on employment issues and skilled in negotiating employment issues in the context of good practice and compliance.</p> <p>All policies and procedures are well-being impact assessed and implemented in a consistent and values based manner.</p> <p>Senior staff keep up with new developments and engage in updated HR and employment law training on more complex issues such as disability and anti-discriminatory practice.</p> <p>External HR advice is sought when required and employment lawyer for more specialist situations.</p>

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No	Risk	Im	Li	RR	Possible Effects	
						Tribunal/legal fees insurance coverage.
Finance						
16.	Financial mis-management	3	1	3.0	Sudden or gradual loss of funds/income Reputational impacts/service closure	Management accounts report cash level and deviations from Budget. FSC held monthly to review management accounts. Auditors secured for annual audit of accounts.
17.	Fraudulent use of funds	4	3	12.0	Sudden or gradual loss of funds/income Reputational impacts/service closure	Management accounts report cash level and deviations from Budget. Secure accounting practices in place and limited access to funds available. Any wrongful use of funds by a Trustee would require collusion by Secretary/finance manager. Actions to prevent the mishandling of service-user funds must be rigorously implemented, including an annual declaration confirming that staff have read and understood the Money Handling Policy and procedure.

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No	Risk	Im	Li	RR	Possible Effects	
18.	Anti-bribery and Corruption	4	1	4.0	Impact to charitable reputation/service closure Sudden or gradual loss of funds/income	Trustee/Senior Management to report any event where fraud, act of bribery or corruption is suspected. Effective financial controls and procedures in place to proactively identify fraud, bribery and corruption. All Senior Management/Trustees remain alert to the risk of fraud, bribery and irregularities both within the organisation and in organisation with which Dbs contracts and reports any matters of potential concern. Dbs promotes an open, honest and questioning culture which encourages propriety and vigilance amongst all staff and trustees in line with our Whistleblowing Policy, Conflict of Interest Policy and Cash Handling Policy
19.	Loss of Financial Viability	4	1	4.0	Inability to provide services Staff redundancies Requirement for service users to move to alternative providers with less specialist skills.	Comply with reserves policy (3-5 months) and where possible holding a minimum of 4 times operating costs in reserves. Fundraising strategy is diversified, unrestricted income routes grown

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No	Risk	Im	Li	RR	Possible Effects	
					<p>Adverse emotional, social, practical, health and financial impacts on service users, members and staff.</p> <p>Potential closure</p>	<p>reducing risk from any one key funding source.</p> <p>Creative and proactive approach to fundraising and tendering for services including ensuring services models are person centred, evidence based and framed around the social model of disability.</p> <p>Full cost recovery models adopted in all fundraising efforts including service tendering processes.</p> <p>Board to take decision to inform all appropriate regulators and funders, including the Charity Commission, the Care Inspectorate and local authorities and health boards of any risk to service.</p> <p>Senior management Inform members, service users and staff of any risk to service or employment in time for appropriate consultation and move to other service providers for service user or redeployment/seeking of alternative</p>

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No	Risk	Im	Li	RR	Possible Effects	
						employment for staff where practicable.
20.	Inability to pay creditors	4	1	4.0	Insufficient cash available to meet financial commitments.	<p>Effective payment process management with regular review of aged creditors listing and supplier statements</p> <p>Extensive use of preferred suppliers with bank account details and payment terms incorporated into Sage Account Software. Effective Cash flow forecasting</p>
21.	Inability to collect from Debtors	4	1	4.0	Monthly invoices completed late by relevant personnel or loss of vital employees. Errors within Service User Database producing incorrect information for analysis.	<p>Effective collection process management with regular review of aged debtors listing.</p> <p>Prompt action required initiating overdue letters itemising all relevant outstanding sales invoices. Copy of debtors letter to be incorporated within Customer Account detailed in Sage Software.</p>
22.	Insufficient cash to meet commitments	4	1	4.0	Restriction of income. Non collection of debtors general cash flow problems.	Maintain appropriate level of cash reserves to meet ongoing needs and comply with the Reserves policy. Effective management of

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No	Risk	Im	Li	RR	Possible Effects	
						collections and payments processes. Annual and Five Year plan forecasting of income. Regular cash forecasts and reviews.
23.	Rise in operating expenses	3	3	9.0	Strain on operating budgets and projected costs in relation to increased cost of living and rates of inflation and employers NI contributions. Internal procedures in place for managing expenditure and stringent processes.	Review of operating costs at all times and potential of savings by Senior Management Team. 2025/2026 inflationary rises not offered to staff. 2026-2027 inflationary rises will be limited to 1%. Re-addressed by Trustees over new Financial Year.
24.	Debit Card Record Fraud/Theft and storage of credit card information from external sources.	2	1	2.0	Strain on resources	Weekly card payment reconciliations. Tight procedures adhered to on usage of debit/credit card facilities. Compliance with debit/credit card storage standards.
25.	Unauthorised payments to Suppliers –bacs payments	4	1	4.0	Strain on cash flow with steps to recover payment	Two signatures for all payments authorised through Banking above minimum amount set by organisation. All invoices individually authorised for payment

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No	Risk	Im	Li	RR	Possible Effects	
26.	Unauthorised payments to personnel	4	1	4.0	Adverse impact on cash flow	Effective expense claim and payroll authorisation processes. Regular audits.
27.	Late submission of Annual Accounts/Annual Report to Companies House/Oscar	3	3	9.0	Fine and reputational risk	<p>Ensure all year end activities are completed to planned time table and presented to board in time to then submit. Ensure double checking of activity at all stages in process.</p> <p>Support will be given to Deafblind Trustees regarding new Company House procedures due to be implemented end of 2025.</p> <p>Despite best efforts, one Trustee was unable to provide the required identification for verification and therefore had to resign.</p>
28.	PAYE/NI Compliance,	2	2	4.0	Monthly payroll process delayed due to software failure and key members of staff due to absenteeism	Effective payroll process management required to be implemented with the use of task descriptions for all software to enable smooth running of Sage Payroll administered to produce all relevant documentation for HMRC. Payroll Task Description required.

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No	Risk	Im	Li	RR	Possible Effects	
29.	Pension Regulations	2	1	2.0	Non compliance will result in prosecution	Ensure Pension Regulations are adhered to, check through internal and external audit process .
	Business					
30.	Insurable risks	2	3	6.0	Financial loss – Employment tribunal costs.	Full suite of business insurances suitable to DbS activities in place including high risk area of employment litigation and building insurances. Recently reviewed and updated with insurer (Feb 2024)
31.	Loss of data	2	4	8.0	Corruption and viruses resulting in lost data causing temporary difficulty in operation and compliance.	<p>Full regular backup of all computer files including correspondence</p> <p>Office and Home working protocols are in place to ensure safe and compliant working practices.</p> <p>Staff kept updated of more recent increase in risks and protocols to mitigate these.</p> <p>Cyber blackmail insurance in place.</p>
32.	Cyber Security breach of information IT Systems	4	3	12.0	Disruption of Computer Network, data and systems. Impact of Security breach to financial, reputational and legal implications	To ensure processes are in place for identifying, analysing, evaluating and addressing cyber security

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No	Risk	Im	Li	RR	Possible Effects	
					to the organisation. Implications of high risk of malicious cyber incidents due to world affairs, conflicts.	<p>threats to the organisation’s IT infrastructure. Prioritise and respond to the risks associated with cyber breaches.</p> <p>Accreditation/governance (yearly application) which is a government accredited scheme further protecting organisations from the most common cyber security attacks has been implemented. ISO 27001 (equivalent)</p> <p>Incident Response plan Policy & Procedure in place to ensure cyber breaches are dealt with timeously. Review of this measures will be undertaken weekly by Senior Management Meeting in line with bolstering systems due to world affairs and conflicts.</p> <p>Reinforce policy with staff due to increase risk.</p>
33.	Disposal of computer equipment and information assets	4	1	4.0	Loss of Sensitive Data	Use of reputable collection and recycling company to ensure equipment is recycled in accordance with The Waste Electrical and

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No	Risk	Im	Li	RR	Possible Effects	
						Electronics Equipment Regulations 2013 and the WEEE Directive 2012/19/EU
Governance						
34.	Trustees with appropriate knowledge, skills and motivation are not recruited.	3	3	9.0	<p>Operating and business risks increase.</p> <p>DbS loses direction and impetus.</p> <p>Senior Staff do not receive adequate support.</p> <p>Remaining Trustees experience increase demands and are placed under pressure.</p> <p>Reputational damage with funders</p> <p>OSCR compliance is put at risk.</p>	<p>Ensure that DbS strategy works towards the vision of creating a more equal and inclusive society for Deafblind people and is inspiring to potential Trustees.</p> <p>Ensure that programme activities are useful to member, attractive and enjoyable and build leadership potential.</p> <p>Build Ambassadorial role and other leadership roles and opportunities such as the Development Committee and SAGoD to build confidence amongst members in taking on a Governance role.</p> <p>Engage trustees in the business in a way that makes being a trustee interesting and useful and a worthwhile use of their time.</p>

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No	Risk	Im	Li	RR	Possible Effects	
						<p>Actively look for trustees that fill knowledge and skills gaps.</p> <p>Robust review Trustee recruitment processes to ensure candidates alignment with the vision, strategy and values of DbS.</p> <p>Explore potential amendments to the Articles of association with the trustees to expand opportunities for appointing former employees who hold highly specialised knowledge. Amendments to the Memorandum and Articles were made in August 2025. Further exploration is also required regarding the co-option of trustees with specific skills for short, defined periods.</p> <p>Increased promotion and awareness of the role of trustees amongst networks.</p>
35.	Staff/Trustees act out with the bounds of what has been agreed as policy and in Trustees meetings	2	2	4.0	<p>DbS credibility undermined, loss of trust in DbS on the part of members/service users/funders</p> <p>Governance/compliance called into question</p>	<p>Ensure Trustee agendas cover all relevant Governance and strategic business</p>

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No	Risk	Im	Li	RR	Possible Effects	
						<p>Chair/chief executive reacts promptly and proportionally to any sign of this risk occurring.</p> <p>Trustee recruitment and induction processes robust and values based. Trustees adhere to and sign code of conduct.</p> <p>Trustee training put in place.</p>
	Public Health Risk					
36.	Infectious diseases	3	1	3.0	Potential of cross contamination and risk of illness to vulnerable/sick or elderly adults and the workforce.	<p>In the event of an outbreak of an infectious disease DbS will take full advice from appropriate Health sources and where advised deliver an abridged service until matters improve accordingly.</p> <p>Policies updated in relation to, Infectious Disease control and health and safety. Staff trained and supported to fully comply with infection prevention and control processes.</p> <p>Full risk assessments on Centre, Services undertaken and consulted</p>

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No	Risk	Im	Li	RR	Possible Effects	
						on with staff guidance developed and implementation plans put in place.
37.	Potential outbreak of Infectious Diseases at Training Centre amongst employees/guide communicators.	3	1	3.0	<p>Reputational impact/service closure. So far as is reasonably practicable under the Health and Safety at Work Act 1974 ensuring a safe working environment for all employees in line with public health advice.</p> <p>Potential cross contamination between employees/members/service users.</p> <p>Operation and business risk increases.</p>	<p>Employees are fully updated with relevant Policy & Procedures/operational Risk Assessments in line with Government Guidelines in accordance with infectious diseases. Levels/measures in place to help with elimination/engineering controls and administration controls whereby limiting the hazard/virus and the impact of an outbreak within the Charity.</p> <p>Covid booster/flu vaccination programme is promoted to all staff and members where appropriate.</p>
38.	Potential Outbreak of Infectious Disease Service User/membership	3	1	3.0	<p>Inability to deliver contracted services due to sickness. Vulnerable adults left without access to vital support.</p> <p>Potential of cross contamination.</p> <p>Reputational impact/service closure.</p>	<p>Full information and advice made available to members in accessible formats from appropriate Health and Government Sources following up to date guidance.</p> <p>Regulatory bodies ie Care Inspectorate and Scottish Social Services Council (SSSC) guidance</p>

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No	Risk	Im	Li	RR	Possible Effects	
						<p>followed on dealing and reporting any incidents in respect of Infectious diseases.</p> <p>Suitable levels of stock and supply of Personal Protective equipment available at times when they are required. All employees use PPE appropriately and comply with relevant guidance when this use is required.</p>
39.	Potential outbreak of Winter Flu Viruses at Training Centre amongst employees/guide communicators.	3	1	3.0	<p>Reputational impact/service closure. So far as is reasonably practicable under the Health and Safety at Work Act 1974 ensuring a safe working environment for all employees in line with Scottish Government restrictions and guidance and legal obligations.</p> <p>Potential cross contamination between employees/members/service users.</p> <p>Operation and business risk increases.</p>	<p>Employees are fully updated with relevant Policy & Procedures/operational Risk Assessments in line with Government Guidelines in accordance with infectious diseases. Levels/measures in place to help eliminate outbreak of Winter Flu. Limited opening of centre by skeleton staff and Office based employees default to working from home to minimise cross contamination of infection between staff. Employees encouraged to obtain Flu Vaccination to maximise uptake of Scottish Governments flu vaccination programme for workers in Social Care environments.</p>

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No	Risk	Im	Li	RR	Possible Effects	
						<p>Suitable levels of stock and supply of Personal Protective equipment available at times when required. All employees use PPE appropriately and comply with relevant guidance</p> <p>Services team operate to minimise employee movement between service users and implement use of staff bubbles when there is an outbreak or higher incidence of flu to ensure minimal disruption to services provided.</p> <p>Ensure employees do not undertake work if experiencing symptoms of a more serious infection such as a high temperature and obtain Covid 19 testing if appropriate. All up to date Government guidance is followed.</p>
40.	Potential Outbreak of Winter Flu viruses. Service User/membership	3	1	3.0	<p>Inability to deliver contracted services due to sickness. Vulnerable adults left without access to vital support.</p> <p>Potential of cross contamination.</p>	<p>Full information and advice in accessible formats from appropriate Health and Government Sources following up to date guidance.</p>

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No	Risk	Im	Li	RR	Possible Effects	
					Reputational impact/service closure.	<p>Comply with regulatory bodies ie Care Inspectorate and Scottish Social Services Council (SSSC) on dealing and reporting any incidents as required.</p> <p>Suitable levels of stock and supply of Personal Protective equipment available at times when required. All employees use PPE appropriately and comply with relevant guidance.</p> <p>Employees encouraged to obtain Flu Vaccination to maximise uptake of Scottish Governments flu vaccination programme for workers in Social Care environments.</p> <p>Services team operate to minimise employee movement between service users and implement use of staff bubbles at times when there is an outbreak or when incidence is higher to ensure minimal disruption to services provided.</p> <p>Ensure employees do not undertake work if experiencing symptoms of a</p>

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No	Risk	Im	Li	RR	Possible Effects	
						more serious infection such as a high temperature and obtain Covid 19 testing if appropriate. All up to date Government Guidance is followed.

8. Recording Incidents

Details of major incidents and action taken will be recorded and monitored . These records will stored securely should they need to be referred to if there is any further investigation and it will also inform future business continuity planning.

9. Key Contacts

Position	Name	Contact number
Chief Executive	Isabella Goldie	0141 777 5820
Head of Operations	Elaine Henson	0141 777 5821
Head of Finance	Margaret Stygal	0141 777 5822
Out of hours		07715421388

10. Crisis Management Group

Position	Name	Contact number
Chairperson	Issy McGrath	Available on request
Trustee	Kyle Bettley	Available on request

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Chief Executive	Isabella Goldie	0141 777 6111
Head of Finance	Margaret Stygal	0141 777 6111
Head of Services	Elaine Henson	0141 777 7774

Handling the Matter

Once a concern has been brought to the attention of the crisis management team they will look into it to assess initially what action should be taken. This may involve an internal enquiry or a more formal investigation. They will instruct a named person to handle the matter, how to contact them and whether any further assistance may be needed. A written summary of concern/s and how the organisation proposes to hand it/them can be requested. If your concerns fall more properly within the grievance procedure, we will tell you.

In the case of a situation under the Safeguarding (Adults / Children) policy, the concern will be handed across to the relevant Statutory Service to investigate.

If you feel that the matter has not been dealt with in accordance with the law, there are other organisations you can contact depending on your concern:

Example:

OSCR/Charity Commission - Governance/Finance issues

Local Authority - Safeguarding Adults or Children

Care Inspectorate – the Regulator of registered care services

While we cannot guarantee that we will respond to all matters in the way that you might wish, we will try to handle the matter fairly and properly.