



THIRD SECTOR
Dumfries and Galloway

Being prepared: planning for a crisis

Tool kit

Introduction

Following the country wide COVID 19 lockdown in March 2020, businesses and organisations recognised that their reaction to the situation had ensured the service continued, adapted and recovered. From this crisis many lessons were learnt on how to react successfully as well as hindsight showing how things could have been done more effectively. Therefore this tool kit has been developed to support any future crisis and help identify actions which need to be considered at different stages of the crisis.

Importantly this toolkit will highlight things you can do before a crisis happens to help you prepare. This includes embedding good practises into the business, making sure your people are as prepared as possible and you have essential information to hand.

The tool kit sets out actions to consider in a crisis similar to COVID 19 which would impact on where the service was delivered from, as well as how it was delivered. But this tool kit or elements of it can also be used in different crises such as an office building being unavailable to use.

Stages of the Crisis

The tool kit sets out recommendations for each stage of the crisis:

- **Business as usual**

The period where there is no crisis expected and processes can be embedded into the organisation that would help support any crisis that did occur

- **Response stage**

The initial stages where actions are needed to keep the service / team operational. This could be prior to the crisis starting if the crisis is known or in the initial 1 – 2 weeks

- **Resilience & recovery stage**

Developing and adapting the service / team to meet the newly emerging requirements and keep the service running throughout the crisis. Moving into planning for return to normal business delivery, taking into consideration this may be different in the future.

Disciplines to be considered

The tool kit is set out as a series of checklists which show the questions you should ask about your organisation and the actions you can consider taking.

The key elements of the service include:-

- 1. Business management & administration**
- 2. Governance**
- 3. People wellbeing**
- 4. People skills**
- 5. Partnerships and clients**
- 6. IT and technology**
- 7. Accommodation**
- 8. Communications**

1. Business management / administration - any support activities needed to run the business

Stage	Things to consider	Action to take	Action
Business as usual period	Do we have all our key processes and procedures agreed and documented?	Develop RACI for each process and policy documents for financial and HR procedures. A RACI is a list of tasks needed to complete a process and the people involved (see annex 1 with full explanation)	
	Do we have key information available and easily accessible, for example team contact details, guidance documents, insurance policies, service contracts?	Develop a centralised document folder or filing system	
	Do we have clear and robust recruitment and induction processes for volunteers to ensure they are working safely and delivering what the business needs (e.g. training, ID, line management)?	Develop role descriptions and document recruitment & induction processes	
Response stage	Do we know what the expected volume of work is likely to be in the crisis and what type of work this will be?	Take time to review current business plans to identify priorities and take time to discuss with partners and stakeholders what the likely increase in work will be	
	Do we know what business as usual work can stop and which needs to continue because it is critical?		
	Do we know how much resource (people) we have available taking into account people who may not be able to now work due to personal circumstances or accessibility issues?	Seek the views of our people to inform what can be changed	
		Re-plan based on what is known about the expected work and the staff available. This will show gaps and issues	
	Have we identified all the activities we have already planned (conferences, training sessions, meetings); review how or if they can progress and make necessary changes?	Need to cancel and contact attendees where relevant	
Do we need anything new in place if we increase the number of volunteers – additional insurance, increased training, ID badges and line managers?	Refer to recruitment and induction process checklist we have developed		

	Are the current employment, operational and Health and Safety policies still fit for purpose in the crisis or do they need enhancing?	Review and amend policies and communicate to our people as needed	
	Do our people have all the information they need to deliver a changed service i.e. how to claim expenses, working from home guidance?	Issue relevant documentation to our people	
	Do we have the right level and type of insurance in place for a change in service delivery?	Review and amend	
	Are all our people correctly accredited for any new work they are doing- i.e. PVG checks	Review existing accreditation	
Resilience and recovery stage	Are our processes continuing to meet changing needs?	Review RACI's and amend as needed, communicating to those who need to know	
	Is it possible or appropriate to start any work which we stopped at the start of the crisis?	Review workloads and discuss with the team	
	Do we still need all the additional people we took on at the start of the crisis?	Review resource requirements and communicate plans to the people concerned	

2. Governance – any activities and processes which are in place to control and monitor the work of the organisation. For example, the Board, planning, risk management and financial management

Stage	Things to consider	Action to take	Action
Business as usual period	Do we have a robust and documented decision-making process in place? This should show who is accountable for making decisions, who should be consulted, who should be informed	Develop and document a clear decision-making process and identify steps that could be adapted to improve / speed up decision making if needed	
	Could this decision-making process be adapted in a crisis?		
	Do we have a rigorous risk and issue identification and management process in place which helps identify areas to focus on? Good risk management processes and skills make a business more responsive in a crisis	Introduce risk register and issue log (see annex 2 & 3) as normal business practises and embed risk management discussions into team and Board meetings	
	Do we have good business planning and monitoring embedded into our business? Having documented business plans gives a clear understanding of priorities if a crisis emerges	Involve all our people in business planning and develop a plan which is regularly maintained	
	Do we know what the key deliverables are – without which the organisation would fail if not undertaken?		
	Do we routinely reflect on how new projects or core business has been delivered? Do we look for lessons learnt to ensure good practises are repeated and mistakes can be avoided?	Embed a culture of lessons learnt into the business using a Lessons Learnt Log to use as future reference (see annex 4)	
	Are we aware of the skills our Board Members may have that could be used in a crisis?	Undertake and maintain a Board skills audit	
	Do we have robust financial planning and monitoring in place?	Develop a robust process and ensure we have expertise in place	
Response stage	Do we have enough funding to deliver a different or enhanced service during the crisis – extra staff, equipment, overtime etc?	Develop a new finance forecast alongside the crisis plan	
	Do we know what activities we need to deliver and how much resources we need?	Establish a high level delivery plan and finance forecast and start detailed planning	
	Do we know where we can secure additional funding?	Discuss options with TSDG and with existing funding streams	

	Can we use existing funding to pay for the crisis work?	Identify if there will be any surplus funding (i.e. core work has stopped) and discuss options with the funding provider	
	What can the Board do to help us in this crisis?	Call an emergency meeting to update Board and identify their role and the support they can give	
	How will we continue to communicate with the Board and other governance forums?		
	Do we have any new risks which need to be managed?	Hold an emergency risk workshop with the team and other key stakeholders to identify risks and the associated responses	
	Are we tracking decision made during the crisis especially as decisions are made quickly and often outside of formal decision making processes such as meetings?	Set up a decision log and allocate responsibility for maintaining this (see annex 5)	
	Have we identified all the key areas of work during the crisis? Appoint leads for each area, giving an outline of responsibilities and communicate this to all the team. For example, ownership of new data collection processes or ownership for complaints	Develop job outlines and responsibilities for each key area of work. Use the skills audit to identify who would be best placed to lead work especially new pieces not previously done	
	Do we need more volunteers and what do we need them to do?	Review resource needs against new service delivery plans Develop new job descriptions if needed and amend current ones to include crisis information	
	Where can we find new volunteers?	Contact TSDG to share volunteering needs and help secure new resources	
Resilience and recovery stage	Are our delivery plans and finance forecasts reflecting the changing needs to the business and helping us deliver?	Continue to use good governance practises such as planning, risk management and issue logging	
	Are we focusing our work on the areas of greatest concern?		
	Are we effectively identifying and resolving problems and issues quickly?		
	Do we have enough people for the work we have?		

3. People wellbeing – this relates to paid staff as well as volunteers

Stage	Things to consider	Action to take	Action
Business as usual period	Do we know what specialist equipment our people need – chairs, IT screens, risers?	Undertake a DSE assessment	
	Do we hold all contact details of our people in an easy to access but confidential format?	Maintain a spreadsheet updated with any changes. Ensure it is saved in a format easy to access remotely if needed and by more than one person, while maintaining data security	
	Do we hold all personal details of our people in an easy to access but confidential format – salary details, hours of work, annual leave records		
	Do we have regular one to ones in place with each person which helps to build a picture of ongoing requirements, skills and situations?	Introduce a one-to-one process between each person and the appointed line manager	
Response stage	Do any of our people have health concerns which may impact on the type or amount of work they can do during the crisis– are they likely to become ill?	Review and amend working pattern and role looking to fill the gaps via other people	
	Do any of our people have caring commitments which may impact on the type or amount of work they can do during the crisis i.e. childcare?		
	Will the working location (home or office) of our people impact the type or amount of work they can do i.e. reliance on public transport, poor wifi for home working	Review and amend working pattern or workload	
	Will our people be able to work safely from another location (home or another office) if needed?	Each person to complete a health and safety checklist (see annex 6). Provide suitable equipment if not already available	
	Do our people have all the information they need to keep safe if working practises change?	Issue health and safety guidance for working at home	
	Do we have a process for keeping in touch with each person to help identify emerging issues and to provide support?	Line managers to continue one to ones or set these up if not in place	
	Do our people understand what is expected of them during the crisis and are we providing reassurance and support especially in relation to mental health?	Undertake regular two-way communication with staff in the form of well-being surveys, newsletters, all team calls and personal one to one calls from mangers	

	Are all our volunteers still willing to volunteer and are they prepared to undertake new work or work at different times?	Discuss with individuals what they are able and willing to continue to do. Identify areas of work volunteers are able to take on or not	
Resilience and recovery stage	Are our people taking time off to help reduce their stress and ease their workload?	Ensure people are taking annual leave and/or occasional days off	
	Are our people still managing to work from home effectively?	Continue to review staff wellbeing through regular line management discussions	
	Do we need to look at additional support for our people to maintain resilience and reduce stress?		
	Are we communicating to all our people together to maintain team support?	Set up whole team meetings	
	Are we valuing our staff and making them feel appreciated?	Look for ways to show value to staff – bonus, thank you letters	

4. People skills – this relates to paid staff as well as volunteers

Stage	Things to consider	Action to take	Action	
Business as usual period	Do we know the range of skills our people have beyond what they use in their current roles?	Undertake and maintain a staff skills audit for delivery of services		
	What new roles or work could our people pick up if needed?			
	Are we aware of any skills gaps or which skills need to be enhanced / refreshed?	Develop a training plan based on skills audit		
	Do we know what training our people will need to fill these gaps			Identify training options available
	Do we need to recruit new people if training would not fill the gaps?			
	Do our people have the skills needed to work from home?	Maintain an audit of home working requirements in line with organisations health and safety policy		
	Are we clear about what roles or work a volunteer is permitted to do and which should only be undertaken by paid members of staff? For example, line management or IT security	Develop role descriptions clearly showing tasks that cannot be undertaken by volunteers		
	Are we aware of the demographics of our volunteers and do we need to consider expanding this (without discrimination)? For example, do we need to target recruitment at a different age group or geographical location?	Review demographics of volunteers identifying any gaps		
	Do we have work processes documented which would allow others to pick these up or would show steps which should or could be changed in a crisis?	Develop process descriptions and RACI for each key task		
	Do we have more than one person able to do each key task or do we know how to access these skills from contractors or other sources in an emergency (in case the key person is unavailable)?	Undertake an analysis of all work and priorities key deliverable		
Do we know what mandatory training or accreditation our people need and is this up to date – PVG checks, DSE assessments?	Identify all key requirements and include this on individual training plans			
Response stage	Do we know what key skills will be needed and do we have enough of those skills with the people we have available? Particularly specialist skills such as IT	Seek the views of our people to inform what can be changed		

	Do we need to recruit and secure additional people and/or different skills for the crisis?	Discuss with individuals what they are able to do. Ensure that any changes to people working conditions or hours are agreed with the person involved and recorded	
	Can we increase the hours our existing people work?		
	Will the crisis require service provision outside of the normal core office hours (evenings or weekends) or normal locations?		
	Can we change the type of work our existing people do?		
	Do we have people available who could be brought into the business – contractors, previous employees or volunteers, other organisations?	Review options available and contact people to discuss	
	Are there any skills gaps which our existing people cannot meet?	Look to recruit people or work with partner organisations who may have the skills you need	
Resilience and recovery stage	Do we still have the skills we need for the work or is the requirement changing?	Review need against the skills audit	
	Can we train any of our people to meet new skill requirements?	Identify any training opportunities	
	Are our people performing to the best of their abilities?	Continue with performance reviews and one-to-ones	

5. Partnerships and clients – any groups or organisations we work with and anyone using our services

Stage	Things to consider	Action to take	Action
Business as usual period	Do we have the right partnership relationships in place and do we understand the influence they have on our business?	Assess all partnership relationships to determine their influence and decision-making impact	
	Are we part of the right decision-making forums / groups?	Identify where you can add value and work to be included in these groups	
	Do we know how to contact all possible partners?	Set up and maintain a stakeholder matrix with contact details	
	Are we managing our partnerships effectively and getting the most out of them?	Appoint a lead person for each relationship and ensure they provide updates on that relationship to all your people who need it	
	Do we know who all our clients are and how to contact them?	Set up and maintain robust and confidential client contact database	
	Do our clients know what services we can provide?	Provide guidance and information to clients either directly or via communication channels such as the website	
Response stage	Do we understand the role our organisation can play in the crisis and where it can add value?	Include this thinking in crisis planning aligning what you can offer with the resources available. Discuss with clients and partners where you can add the best value	
	Have we identified which partners we need to work with during the crisis and who can support our work? Are we working with them?	Make contact with all partners and identify ways of shared working, outlining what our organisation hopes to deliver during the crisis and what you can offer and need from others	
	Are we communicating effectively with partners and using the information gained to adapt and plan our service offering?	Set up two-way communication channels such as virtual meetings and establish key points of contact	

	Do our clients know what services we will continue to provide, will have to stop or new services we will provide during the crisis?	Re-issue guidance but amend to show changes. Update website and other channels. Where suitable hold virtual meetings / information sessions	
	Do we know what our partners and clients need during the crisis?	If enough is known about the crisis at this stage survey / ask users, clients and partners what their emerging needs are	
Resilience and recovery stage	Are any new stakeholders or clients emerging due to the crisis?	Continue to use two-way communication with partners and clients to ensure the organisation is delivering what is needed in the best way possible	
	Are we working together as effectively as we can with our partners?		
	Are our clients' needs changing during the crisis?		

6. IT and technology

Stage	Things to consider	Action to take	Action
Business as usual period	Is vital non- confidential information available to everyone who needs it and can that information be accessed remotely?	Develop a good practise guide for data storage and access.	
	Is confidential information available to those who need it (including deputies in case key people are absent) and can it be accessed remotely?	Introduce centralised information storage	
	Can additional people be added to the system – email addresses created, system access – quickly and easily?	Review and update security protocols introducing practises which allow systems to be used differently but still securely	
	Do our people have the IT skills needed to undertake work they may not normally do, for example using excel data bases	Include in skills audit and training plans	
	Can existing systems be scaled up or used for other purposes in a crisis?	Review systems to understand their capacity and potential beyond normal use	
	Do we have enough people skilled to manage IT systems and to cover in case key people are absent?	Ensure IT system management processes are documented and that additional deputies are trained	
	Do we have the technology needed to switch to remote working if needed? Consider laptops, home wifi access, online team meetings, online training, mobile phones	Undertake an audit of what is available and a review of what may be needed. Determine what can be done to prepare for a crisis	
	Do we have all the IT contracts available and easy to access if needed?	Ensured these are stored online if possible	
	Do our IT service contracts cover changes in working practises such as home working? If not, can they be amended?	Audit existing contracts to ensure they are fit for future purpose or can be enhanced if needed	
	Are our IT systems robust and secure to increase capacity if needed? Additional users or storing more data?	Review existing capacity and security protocols and upgrade if necessary. Introduce data cleaning and archiving processes to stop the system being ‘blocked up’ with unnecessary data	
Response stage	If working from home or another location, have we identified what kit is needed and ensured everyone has it – laptop, phone, adequate broadband, zoom?	Refer to H&S DSE and include in initial one-to-ones with individuals	

	If personal phones have to be used, have we agreed how our people will be reimbursed?	Issue expenses guidance and processes	
	Do we have suitable communication channels in place and can everyone access these?	Set up and test channels – zoom, teams	
	Do our people have access to all of the data and information they need if working from a location other than their normal office base?	Determine if any information needs to be uploaded and ensure your people are aware of this	
	Do our IT systems have the capacity to handle increase in usage and/or data generated by the crisis?	Look for ways to increase capacity, either buying more or creating capacity by cleansing the system without losing valuable information	
	Will the crisis introduce any new security risks – additional people using the system or information being shared with new organisations?	Review new work to identify risks and introduce any necessary security measures	
	Do we need a separate ‘crisis’ filing structure set up on the system?	Set up new system and communication to everyone who needs to know	
	Do we need a dedicated ‘crisis’ email box?	Set up new email, communicate to everyone who needs to know and update any documents such as email signatures, website etc	
	Are our IT managers / experts still available to manage the system?	If not refer to skills audit to identify others who can help	
Resilience and recovery stage	Are our systems continuing to deliver at the level we need? Is this likely to change?	Review ongoing need and system capacity	
	Is the IT equipment we have meeting the needs of our people?	Review what they need	
	Have we collected any data during the crisis which needs to be destroyed at some point in the future?	Set out data handling policy for crisis data	
	Have we any temporary staff or any of our people with temporary access to systems which need to be changed once the crisis is over?	Identify and agree dates to do this	
	Has the crisis identified any weaknesses in our systems?	Develop an IT plan going forward	

7. Accommodation

Stage	Things to consider	Action to take	Action
Business as usual period	Do we have the contact details for all stakeholders relating to the building – landlord, utility company, other tenants, cleaning company?	Maintain contact list	
	Do we have all relevant contracts available if needed – lease, cleaning contract?	Ensure they are stored online if possible	
	Do we understand our responsibility under the contracts and do contracts have flexibility which could be used in a crisis? Cancelling at no cost for example	Review contracts and amend if needed	
Response stage	Have we liaised with all the buildings stakeholders to determine what will happen during the crisis? Landlord, other tenants	Set up meetings as needed	
	Have we agreed who is responsible for ongoing building security if the building is empty?		
	Have we agreed protocols for accessing the building during the crisis including when/how tenants and visitors can use the building?		
	Can the existing building be used in any way during the crisis, for example limited staff number?	Agree ongoing use with landlord. Consider how the office needs to be adapted and prepared. Decide which staff are best suited to work in the office rather than at home or establish a rota	
	Is an alternative building available to use as well as or instead of the current building?	Discuss with current landlord and explore opportunities with partner organisations Consider how a new office needs to be adapted and prepared. Decide which staff are best suited to work in a new office rather than at home or establish a rota	
	Have we identified what can stop if the building is not used during the crisis – cleaning services – and taken the action needed?	Review existing contracts	
	Will we need to access the building periodically e.g. for post and who will do this?	Protocol needs to be established in relation to when and how this takes place and this should be communicated to the landlord and other tenants	
Do we need to put up signs to tell visitors about different processes for entering the building or how to get in contact if the building is closed?	Consider other tenants needs and agree any signage needed		

	Can telephones be redirected or does a message need to be put onto the phone?	Determine who telephones are redirected to or agree message	
Resilience and recovery stage	Can we start to return to our usual office accommodation?	Consider all of the activities needed to prepare the office and undertake a risk assessment	
	Do we need to access the office more regularly to continue delivering our service? i.e. hold meetings, collect post	Identify reasons to access the office and set up protocols to do this	
	What are our landlords and other tenants planning for the accommodation?	Set up regular meetings to discuss	
	Are there options to meet with our people or clients in safe alternative places?	Consider what is possible and undertake relevant risk assessments	
	Do we want all our people to return to the office full time or can working from home continue in some way?	Discuss options with people	
	Do we need to continue using the same amount of office space in the future?	Determine the space needed if working from home continues and review building contracts	
	Do we need to make changes to the office space and how long will it take put it in place?	Undertake a risk assessment and investigate options	
	If our people are going back to the office do they have all the information they need to do so safely?	Develop and share new working practice guidelines	
	Are we allowing visitors to the office and if so, how do we want them to behave?		

8. Communications

Stage	Things to consider	Action to take	Action
Business as usual period	Do we know who all our key stakeholders / clients / partners are and how to contact them in various ways – email, telephone etc?	Maintain an up to date stakeholder list for every individual / group connected to the business	
	Do we have a communications lead who has the skills needed to deliver crisis communications?	Include in skills audit and training plans	
	Do we have various channels available for communication – online meetings, website – which can be adapted in a crisis?	Review existing channels and set up new ones if required	
	Do we have a business as usual communications plan which can be enhanced and adapted for a crisis?	Develop a communications plan	
Response stage	Do we need to develop a new communication plan for the crisis or can the existing plan be reviewed and amended?	Review current communication plan and work with our people to ensure a 'short term' crisis communication plan is in place with clear action owners	
	Do all the people who need it have contact lists of both our organisation and other stakeholders?	Either issue lists or direct people to where they can be accessed on the system	
	Have we considered what information needs to be added to, deleted from or updated on our website and other social media channels – contact numbers, opening times etc?	Review and amend updated communication channels	
	Do our people have 'lines to take' in relation to the service we will be offering? For example, do they know what to tell clients or partners?	Develop short term messages for our people to have or issue and review and amend these messages as needed	
	Do our people have the crisis messages they need such as new email signatures, new contact details?	Provide new information to all our people with instructions on how to use	
	Have we established new ways to communicate with our people?	Set up regular / daily crisis team meetings, consider issuing a newsletter or bulletin	
	Have we established new ways to communicate with our partners and clients?	Set up meetings, consider issuing a newsletter or bulletin	
	What do we need to change on our current website or do we need to set up a new crisis website?	Review what is currently on the site and also look to link with other information sites – Scottish Govt	

	Will this crisis mean we work with different or new stakeholders and do all our people have their contact details?	Review and update the current stakeholder matrix and contact list	
	Are we providing the urgent communications our clients and partners need at the start of this crisis?	Work with our people to identify need and issue accordingly	
	Do we have the necessary communication equipment (video equipment) for the crisis and is it where we need it (home or office)?	Review what will be needed and either acquire it or move it.	
Resilience and recovery stage	Do we need to develop our communication channels such as website, bulletins, and social media?	Continue to review and update communication plan taking on board the views of clients and partners	
	Do we need new communication channels to deliver our services – online workshops, training and press coverage?		
	As our service delivery changes during the crisis and after the crisis are our communication channels reflecting this?	Review content of channels on an ongoing basis	

Annex 1: RACI

This is a list of tasks which need to be taken to complete a piece of work or process and the person who is either responsible for completing the task, accountable for it being completed, who is consulted as part of that task and who needs to be simply informed about the task taking place.

Setting up training session

TASK	RESPONSIBLE	ACCOUNTABLE	CONSULTED	INFORMED	COMMENTS
<i>Determine if presenter is available and agree date</i>	<i>Training lead</i>	<i>Business manager</i>	<i>Business manager</i>	<i>Strand leads</i>	
<i>Create invite and send out</i>	<i>Communication Manager</i>	<i>Business manager</i>	<i>Training Lead</i>	<i>Strand leads</i>	
<i>Determine how many attendees</i>	<i>Training lead</i>	<i>Business manager</i>	<i>Business manager</i>	<i>Strand leads</i>	<i>If too few consider changing date</i>
<i>Set up meeting to agree content</i>	<i>Training lead</i>	<i>Business manager</i>	<i>Business manager</i>	<i>Strand leads</i>	
<i>Send details of meeting to attendees</i>	<i>Communication Manager</i>	<i>Business manager</i>	<i>Training Lead</i>	<i>Strand leads</i>	<i>At least 2 weeks before event</i>
<i>Etc.....</i>					

Annex 2: Risk Register

Risk	Date Registered	Risk Description - Cause	Risk Description - Event	Risk Description - Effect	Probability	Impact	Score	Proximity	Risk Response	Risk Response - recommendation	Action date	Risk Status	Risk Owner
1	01.02.20	Not enough people with IT skills	IT lead is not available and no-one else has skills	Systems cannot be updated or new users added	3 (out of 5)	4 (out of 5)	12 (3x4)	Medium	Reduce	Document all processes	01.04	open	John
										Train deputy	01.04		
										See what IT service provider could pick up	01.05		
2	15.04.20	Reduced staff numbers as can't work at home due to poor IT	The office is not available and staff must work from home	Service cannot be delivered with reduced staffing	3	3	(3x3)	2-4months	Reduce	Do audit of home wifi	01.06	open	Ruth

Probability

1	Very Unlikely
2	Quite Unlikely
3	Likely
4	Quite Likely
5	Likely

Impact

1	Slightly negative
2	Moderately negative
3	negative
4	Very negative
5	Extremely negative

Proximity

1 to 6 days	imminent
1 to 8 weeks	Short Term
2 to 6 months	Medium term
more than 6 months	Long term

Score

1 to 8	
9 to 17	
18 to 25	

Annex 3: Issue Log

ID	Type	Trigger	Issue	Impact	Cause	Recommendation	Date logged	Logged by	Action owner
1	<i>Staff resources</i>	<i>Call from new clients</i>	<i>We do not have enough staff to help new clients</i>	<i>Clients needing help will be unable to get it</i>	<i>People being off sick</i>	<i>To look at what work can stop so other people can help new clients</i>	<i>01.10.20</i>	<i>J Smith</i>	<i>B Green</i>
2	<i>IT</i>	<i>New staff needs email</i>	<i>We don't have any way to issue new email addresses</i>	<i>New staff are unable to work effectively</i>	<i>IT expect on holiday</i>	<i>Check with other groups to see if they can help. Call IT service provider</i>	<i>05.10.20</i>	<i>A Brown</i>	<i>J Smith</i>
3									

Annex 4: Lessons Learnt Log

ID	Category	Lesson learnt	Cause / Trigger	Impact	Recommendation
1	<i>Data gathering</i>	<i>Data handling – how the correct gathering and holding of data at the start can save time</i>	<i>Initial data collected about the crisis was not comprehensive</i>	<i>This took up a significant amount of staff resources to request this additional information.</i>	<ul style="list-style-type: none"> <i>At the start of the crisis take time to identify all of the potential information that may be needed and include this on any requests for information</i> <i>Make fields on any data gathering form mandatory so information cannot be left off (i.e. contact numbers, age)</i>
2	<i>Work prioritising</i>	<i>All work which stops at the start or during a crisis should be formally documented</i>	<i>As the crisis ends it is unclear what the totality of the stopped work is. Therefore an audit needs to be undertaken before recovery planning can be fully completed</i>	<i>More time is needed from across the team to identify work that has stopped to feed into recovery planning</i>	<ul style="list-style-type: none"> <i>As work is stopped there should be a formal process to document what this work is, the amount of resources used and who is impacted by this stopping</i>
3	<i>Processes</i>	<i>No new service is delivered or activity introduced without a clear process being developed, documented and shared</i>	<i>During the crisis several new processes were introduced quickly without time taken to agree the correct way to do it</i>	<i>It took longer to correct mistakes or do rework than it would have done to plan for longer before starting.</i>	<ul style="list-style-type: none"> <i>Do not start a new process without an agreed and communicated RACI and guidance/instructions in place</i> <i>Always have clear ownership and therefore a point of reference for each new process</i>

Annex 5: Decision Log

ID	Key Decision	Work Area	Decision Background including any alternatives considered and rational for decision making	Supporting documents (hold these in a document library)	Decision owner
1	<i>To use staff from partner organisations to undertake normal work during the Covid 19 period</i>	<i>Managing clients</i>	<ul style="list-style-type: none"> • <i>At the start of the crisis in March 2020 it was clear that the existing staff did not have the resources or skills to manage the increased volume of work</i> • <i>A partner organisation had to stop working and had 'spare' staff</i> • <i>It was initially decided to use these individuals to undertake normal work and then used to help recovery work.</i> 	<p><i>Email trail between organisations (1)</i></p> <p><i>Board Agreement minutes (2)</i></p>	<i>John</i>
2	<i>Whether volunteers should wear PPE</i>	<i>Community work – delivering to clients</i>	<ul style="list-style-type: none"> • <i>As part of keeping volunteers safe we followed national safeguarding guidance which was issued to volunteers in the guidance pack.</i> • <i>We also sought additional guidance from the Council to confirm that PPE was not needed for volunteers in the community undertaking the tasks we were asking them to do</i> 	<p><i>Wearing of PPE guidance from NHS (3)</i></p> <p><i>Guidance from NHS on PPE (4)</i></p> <p><i>Email trail showing council recommendation (5)</i></p>	<i>Andrea</i>

Annex 6: Health & Safety Checklist

Staff Self Audit for Homeworking

Working from home on a temporary basis is generally acceptable without thorough risk assessment, however, were it becomes a more regular occurrence then it is sensible to carry out a few checks to ensure the home workplace meets health and safety requirements. Much of this checklist is common sense and may also provide a gentle reminder to fix something, to sit properly and other things we keep meaning to do but then forget!

Is the area being used for work appropriate to the tasks being undertaken?	Consider where possible work equipment being used and how it is set up. Where possible the computer/laptop is set up on a suitable table or desk to allow good positioning FOLLOW PRINCIPLES FROM TRAINING	
Do security measures need to be in place?	Does the work require confidential documents to be stored at home? How are they stored securely?	
Are children/pets likely to be in the work area?	Where possible, children and pets should be kept separate from the work area to avoid injuries or alternatively such issues need to be managed e.g. trailing wires and cables.	
Have monitoring arrangements been agreed with line manager?	This is a welfare issue to ensure that homeworkers are ok and have regular contact with their line manager. It may involve a daily check in or you may see your line manager in meetings online.	
Are there any significant manual handling tasks involved in the work?	Whilst this may be unlikely, all lifting must be carried out in accordance with manual handling guidelines. Smaller loads and several trips may also reduce manual handling issues.	

Has health and safety training been undertaken?	Yes/No	
Are you a new or expectant mother?	A separate risk assessment may be required.	
Is there access to first aid?	Do you have basic medical provisions should you require it?	
Are you aware that any accidents or safety incidents whilst homeworking MUST be reported?	When working from home your home constitutes a workplace and as such you MUST report such incidents in the usual way.	
Is it likely you will be exposed to high noise levels?	If so, you must work away from the source of that noise. For example, continued exposure to drilling, DIY and gardening equipment.	
Is it likely you will be exposed to high temperatures?	In the unlikely event this is the case you need to take measures to reduce the temperature of the heat source or work elsewhere.	
Is there a possibility of being exposed to hazardous materials?	Whilst this is unlikely, there are many hazardous substances in the home environment, and these must be stored safely.	
Is there a possibility of fatigue?	You must take regular breaks as well as breaks away from your computer screen. It is useful to change activities and move around to prevent strains, stiffness etc. Perhaps you might do some work standing up? Perhaps walking around while you are on the telephone? TRY ADOPTING SOME OF THE HINTS AND TIPS FROM TRAINING	
Are there any tripping hazards?	These may include, trailing wires, loose or frayed carpets, items left on the floor or even unsecured rugs on polished or vinyl floors.	
Are power cables up to the job?	Have you conducted a visual check to see that cables, sockets and extension leads are free from damage? Check that extension leads are not overloaded with too many high energy using devices.	