

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	Preventive/reactive Measures
	Reputational					
1.	Member(s) prominently express views on behalf of DbS that are not in agreement with agreed DbS position	2	1	2.0	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/Chair. Trustees/Senior Management Team to be kept fully informed.
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	1	2.0	Effectiveness of representation undermined Trust of members/service users/funders undermined and commitment tested Possible need to find new person or people in short time from a small pool to continue/rescue activities	Care is taken in appointing Trustees/staff and spokespeople until we know them a little. However there is trust in the recruitment process to have taken references and recruited wisely. Trustee recruitment process to be updated following Arts & Memo review to ensure alignment with values of the organisation. In the event of it happening we will work together with Board and Senior Management Team to ensure the content of public message aligned.
3.	Reputational impact of any of the risks in other sections	4	1	4.0	Effectiveness of representation undermined Trust of members/service users/funders undermined and commitment tested	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

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
					Possible need to find new trustees/staff in short time from a small pool to continue/rescue activities	representations to, such as MSPs/commissionaires/regulators, informed of the position and how we are dealing with it to maintain our effectiveness.
Legislation/Compliance						
4.	Failure to meet constitutional or statutory requirements, such as: regulator standards, employment regulations and governance responsibilities ie in appointment of trustees, production and filing of accounts and companies and charity returns	4	1	6.0	DbS prevented from operating, or required to hand over trusteeship	<p>Company Secretary/Chief Executive tasked with ensuring all necessary steps are taken before deadlines, 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 at as SSC 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</p>

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						through training, supervision and quarterly development sessions. Professional firm engaged as independent auditors.
5.	Operating ultra vires – (beyond our legal power or authority) undertaking operations/contracts beyond the scope of the charitable objects	3	1	3.0	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 reviews activities with constitution where there is doubt.
External Changes						
6.	Other Sensory Impairment organisations widen their scope so as to duplicate what DbS is doing	4	1	4.0	Members/Service users/funders see DbS as now being unnecessary Public sector bodies, government officers and MSPs etc disregard DbS input as the other bodies become more established and resources	Review strategy with members/board/executive regularly, involve as many as possible in DbS activities. Carry out DbS's role effectively so that no gap or weakness is perceived. Build and maintain reputation as deafblind specialists through high quality service provision, expert public affairs messaging and influence.

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						Build lived experience leadership to create authentic Deafblind expertise.
7.	Growth of all-sensory approach among organisations makes a low incidence facing organisation redundant – or other changes in sector make mission redundant	4	1	4.0	Members/service users/funders see DbS as now being unnecessary Public sector bodies, government officers and MSPs etc disregard DbS input as the other bodies become more established and resources and are seen as more relevant	Ensure that DbS operates in a way that recognises the environment in which it is working to provide a valuable DB viewpoint in that context, and good support to those living with and /or providing DB services either exclusively or as part of a broader mix.
Operational						
8.	Las reducing commissioning/involvement or withdrawing services due to the need for financial savings Complete closure of service or inability to provide the service	4	1.0	4.0	DbS ceases to provide support in Las' work on DB and becomes only a charity organisation not delivering services. Significant impact on service users? Significant reduction in income.	Strive to find ways of ensuring local authority understand the work of DbS and ensure that what DbS does provides something that the public sector find to be of value to citizens.
9.	Sub-set of GC's forming a break-away service	4	1	4.0	Reduction in income Reduced effectiveness of SAGOD, consultations etc Confusion of messages to DB people	Ensure that DbS strategy serves the needs of all members/service users. Ensure that policy stances taken are broadly shared/consensual.

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
10.	Fall in member motivation/service user and involvement	3	3	9.0	<p>Reduction in income</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 reduce high levels of isolation. *Of particular relevant during Covid 19 pandemic.</p> <p>Ensure that policy stances taken are broadly shared/consensual.</p> <p>Ensure that participative activities are useful to member/service users, attractive and enjoyable</p>
11.	More general fall in membership/service users	3	1	3.0	<p>Reduction in income</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 proactive approaches to reaching out to deafblind people across Scotland through building local partnerships, communications and presence.</p> <p>Raising the profile of Deafblind Scotland amongst partners, potential referrers and the public as a whole.</p>

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						<p>Ensuring that services are eligible for referrals through being approved/included within national and local frameworks and being informed of opportunities through membership of relevant procurement sites and networks.</p> <p>Ensure that participative activities are useful to member/service users, attractive and enjoyable</p>
12.	Rapid turnover of specialist staff	3	2	6.0	<p>Loss of knowledge and highly specialist skills</p> <p>Loss of momentum and continuity</p> <p>Impact of member/service user relationships</p> <p>Loss of relationships to public sector etc</p> <p>Impact on workload and wellbeing of remaining staff.</p>	<p>Regularly review terms and conditions striving to achieve a competitive and attractive package that emphasises the value placed on specialist roles.</p> <p>Support individuals to be motivated to stay with DbS by sharing challenge, success and common purpose and effectively involving staff in planning.</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</p>

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						<p>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>
13.	<p>Inability to deliver contracted services due to sickness or staff shortages</p> <p>Remaining staff become overburdened with higher workloads.</p>	3	2	6.0	Vulnerable adults could be left without access to vital supports *this is particularly relevant during Covid-19 pandemic.	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

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						<p>knowledge and practical skills in working with deafblind people.</p> <p>All service staff adequately trained, supported and provided with adequate PPE to keep them safe during Covid-19.</p> <p>Risk assessments in place during covid-19 for all contact with service users that includes health and safety of staff.</p> <p>Wellbeing of staff protected through enhanced support and supervision during covid-19.</p> <p>Test and Protect protocols in place and staff supported to self isolate is required.</p> <p>Health and safety guidance issued to all staff.</p>
14.	Service Delivery during holiday periods	3	2	6.0	<p>Vulnerable adults could be left without access to vital supports.</p> <p>Remaining staff could be overburdened with higher workloads</p>	<p>On public holidays when there is an abridged service, priority is given to: Those deafblind people who are most vulnerable, living alone;</p>

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						<p>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.</p> <p>Some interruption to normal holiday arrangements has occurred as a result of covid-19 such as furloughed staff retaining annual leave which can now be taken over a two year period. SMT are queuing with staff to plan leave to limit pressure points.</p>
	Employment					
15.	Rapid turnover of staff/Board	3	4	12.0	<p>Loss of specialist knowledge and expertise</p> <p>Loss of momentum and continuity</p> <p>Impact on member/service user/funder relationships</p> <p>Impact on workload and wellbeing of remaining staff</p>	<p>Careful recruitment</p> <p>Support through an annual appraisal at which workloads etc are reviewed</p> <p>Co-opting Board Members, active recruitment.</p>

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
16.	Employment actions contravene good practice and employment law	3	1	3.0	<p>Loss of effective members of staff</p> <p>Reduction in morale, wellbeing and organisational loyalty.</p> <p>Compensation claims/cost</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>
Finance						
17.	Financial mis-management	3	1	3.0	<p>Sudden or gradual loss of funds/income</p> <p>Reputational impacts/service closure</p>	<p>Management accounts report cash level and deviations from Budget. FSC held monthly to review management accounts. Auditors secured for annual audit of accounts.</p>
18.	Fraudulent use of funds	4	2	6.0	<p>Sudden or gradual loss of funds/income</p> <p>Reputational impacts/service closure</p>	<p>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</p>

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						by a Trustee would require collusion by Secretary/finance manager.
19.	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
20.	Loss of Financial Viability	4	1	4.0	Inability to provide services Staff redundancies Requirement to support service users to identify alternative providers.	Comply with reserves policy of holding a minimum 3 times operating costs in reserves.

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
					<p>Adverse emotional, social, practical, health and financial impacts on service users, members and staff.</p> <p>Potential closure</p>	<p>Fundraising strategy is diversified reducing risk of losing 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>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 timely, ethical and legally compliant way.</p>
21.	Las implementing SDS concurrent with the need for financial savings	4	1.0	4.0	<p>DbS ceases to deliver support on individual Las' contracts and becomes a deliverer of individual direct payment services only.</p> <p>Significant increase in credit control and ultimately unit cost of service delivery.</p>	<p>Strive to find ways of involving local authority people in the work of DbS and ensure that what DbS does provides something that the LA's find to be of value.</p>

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						Negotiate assertively with LA's on hourly rates and advocate for the best possible appropriate service level for service users.
22.	Loss of membership/service users/funders, through one or more of the operational risks listed	3	1	3.0	Restriction on income and therefore activities, and gradual loss of funds	Preventive actions as listed under operational risks Reactive measure would be a revision of the fee structure/contracts and level and review of expenditures and activities.
23.	Inability to pay creditors	4	1	4.0	Insufficient cash available to meet financial commitments.	Effective payment process management with regular review of aged creditors listing and supplier statements Extensive use of preferred suppliers with bank account details and payment terms incorporated into Sage Account Software. Effective Cash flow forecasting
24.	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.	Effective collection process management with regular review of aged debtors listing. Prompt action required initiating overdue letters itemising all relevant

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						outstanding sales invoices. Copy of debtors letter to be incorporated within Customer Account detailed in Sage Software.
25.	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 collections and payments processes. Annual and Five Year plan forecasting of income. Regular cash forecasts and reviews.
26.	Unexpected rise in operating expenses	4	2	6.0	Strain on operating budgets	Timely monthly reporting and regular budget holder reviews. Finance Committee review of the monthly variances to date. Covid-19 related increased expenses such as PPE anticipated and built into budgets or reclaimed from LA's.
27.	Registrant Credit Card Record Fraud/Theft	2	1	2.0	Strain on resources	Weekly credit card payment reconciliation. Tight procedures adhered to on usage of Credit facilities. Compliance with credit card storage standards.
28.	Unauthorised payments to Suppliers – Mis-signing of cheques/bacs payments	4	1	4.0	Strain on cash flow with steps to recover payment	Two signatures for payments, all invoices individually authorised for payment

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
29.	Unauthorised payments to personnel	4	1	4.0	Adverse impact on cash flow	Effective expense claim and payroll authorisation processes. Regular audits.
30.	Late submission of Annual Accounts/Annual Report to Companies House/Oscar	3	1	3.0	Fine and reputational risk	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.
31.	PAYE/NI Compliance, Furlough compliance due to Covid-19	2	2	4.0	Monthly payroll process delayed due to software failure and key members of staff due to absenteeism	<p>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.</p> <p>Processes in line with Government guidelines/calculations with regard to Covid-19 to be followed. Government online calculation form to be used to complete claims in line with guidelines</p>
32.	Pension Regulations	2	1	2.0	Non compliance will result in prosecution	<p>Ensure Pension Regulations are adhered to, check through internal and external audit process</p> <p>Processes in line with Government guidelines/calculations with regard</p>

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						to Covid-19 to be followed. Government online calculation form to be used to complete claims in line with guidelines.
Business						
33.	Insurable risks	1	1	1.0	Financial loss	Full suite of business insurances suitable to DbS activities in place Reviewed and agreed with insurers during Covid-19. Including unused premises.
34.	Loss of data	2	2	4.0	Temporary difficulty in operation and compliance	Full regular backup of all computer files including correspondence Home working protocols out in place during Covid-19 pandemic to ensure safe and compliant working practices.
35.	Cyber Security breach of information IT Systems	2	2	4.0	Disruption of Computer Network, data and systems. Impact of Security breach to financial, reputational and legal implications to the organisation.	To ensure processes are in place for identifying, analysing, evaluating and addressing cyber security threats to the organisation's IT infrastructure. Prioritise and respond to the risks associated with cyber breaches.

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						In line and in partnership with external IT Supplier undertake and complete a risk assessment for cyber Essential Accreditation (yearly application) which is a, government accredited scheme protecting organisations from the most common cyber security attacks.
Governance						
36.	Trustees with appropriate knowledge, skills and motivation are not forthcoming.	3	2	6.0	<p>Likelihood scoring of several of the compliance, operating and business risks increases</p> <p>DbS loses direction and impetus</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 participative activities are useful to member, attractive and enjoyable and build leadership potential.</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> <p>Actively look for trustees that fill knowledge and skills gaps.</p>

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						Review Trustee recruitment processes to ensure candidates alignment with the vision, strategy And values of DbS.
37.	Staff/Trustees act out with the bounds of what has been agreed as policy and in Trustees meetings	2	2	4.0	DbS credibility undermined, loss of trust in DbS on the part of members/service users/funders Governance/compliance called into question	Ensure Trustee agendas cover all business Chair/chief executive reacts promptly and proportionally to any sign of this happening Trustee recruitment and induction processes robust.
38.	Infectious diseases	4	2	8.0	Potential of cross contamination and risk of illness to vulnerable/sick or elderly adults and the workforce.	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. During Covid-19 polices were updated in relation to contingency , Infectious Disease control and health and safety updated. Staff trained and supported to fully comply with new procedures such as social distancing, hygiene and PPE.

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						Full risk assessments on Centre, Services and Charity Shop undertaken and consulted on with staff guidance developed and implementation plans put in place.
	Covid-19					
38.	Potential outbreak of Covid-19 at Training Centre amongst employees/guide communicators.	4	2	8.0	<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 COVID-19 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 with elimination/engineering controls and administration controls whereby limiting the hazard/virus and the impact of an outbreak within the Charity.</p> <p>Members, staff and Trustees using centre asked to sign to agree compliance with Covid-19 Health and Safety measures. Induction provided to all using centre.</p>
39.	Potential Outbreak of Covid-19 Service User/membership	3	2	6.0	Inability to deliver contracted services due to sickness. Vulnerable adults left without access to vital support.	Full information and advice in accessible formats from appropriate

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
					<p>Potential of cross contamination.</p> <p>Reputational impact/service closure.</p>	<p>Health and Government Sources following up to date guidance. Regulatory bodies ie Care Inspectorate and Scottish Social Services Council (SSSC) on dealing and reporting any incidents in respect of Covid-19.</p> <p>Weekly testing of staff. All staff vaccinated, all members supported to be vaccinated.</p> <p>Suitable levels of stock and supply of Personal Protective equipment available at all times. All employees use PPE appropriately and comply with relevant guidance.</p>
40.	Potential Outbreak of Covid-19 – Charity Shop	4	3	12.0	<p>Reputational impact. So far as is reasonably practicable under the Health and Safety at Work Act 1974 ensuring a safe working environment for all employees/volunteers in line with COVID-19 and legal obligations.</p> <p>Potential cross contamination between employees/members of the public/volunteers specifically extremely vulnerable/shielding group.</p> <p>Operational and business risk increases.</p>	<p>Employees/volunteers are fully updated with relevant Policy & Procedures/operational Risk Assessments in line with Government Guidelines, in accordance with Covid-19 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 Shop.</p>

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
					Potential contamination with handling cash.	<p>Involvement of 3rd party charity retail association in line with Revolve – Zero Waste Scotland to support implementation of infection prevention control measures.</p> <p>Update risk assessment with support from Revolve.</p> <p>Use of contactless payment system to be used for all payments where possible. Staff reminded to wash hands after handling cash, use of hand sanitiser.</p>
41	Effects of Furlough and employees returning to work.	2	2	4.0	<p>Employees de-skilled working from home during Covid-19.</p> <p>Employees demotivated working from home during Covid-19.</p> <p>Employees anxiety returning to work following a period of Furlough.</p> <p>Employees resistance returning to work following Lockdown and period of furlough.</p>	<p>Return to Work Checklist to be completed by all staff to highlight any areas of concern. Re-fresher training to be organised covering mandatory training and identified gaps in learning.</p> <p>Wellbeing resources regularly distributed to all staff. All staff will carry out weekly PCR testing. All Staff have currently received both Covid 19 vaccinations. Monthly team meetings are carried out. Development Days to be</p>

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						<p>implemented to encourage per-support.</p> <p>Employees/volunteers receive updated Health & Safety Guidelines on return to work following Government Guidelines, in accordance with Covid-19 infectious diseases</p>
	Winter Flu Planning					
42.	Potential outbreak of Winter Flu Viruses at Training Centre amongst employees/guide communicators.	4	1	4.0	<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</p>

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						<p>vaccination programme for workers in Social Care environments.</p> <p>Employees using centre require to sign and agree compliance with Covid-19/Infectious Diseases in respect of Health and Safety measures in place. All employees to use PPE appropriately and comply with upto date guidelines. Induction provided to all using centre.</p> <p>Minimise employee movement between service users and implement use of staff bubbles to ensure minimal disruption to services provided.</p> <p>Ensure employees do not undertake work if experiencing symptoms of an infection and obtain Covid 19 testing if appropriate.</p> <p>Ensure that employees who are required to self isolate or experience winter full symptoms are not financially penalised.</p>

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
43.	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>Reputational impact/service closure.</p>	<p>Full information and advice in accessible formats from appropriate Health and Government Sources following up to date guidance. 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 all times. 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>Minimise employee movement between service users and implement use of staff bubbles to ensure minimal disruption to services provided.</p> <p>Ensure employees do not undertake work if experiencing symptoms of an</p>

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						infection and obtain Covid 19 testing if appropriate.
44.	Potential Outbreak of Winter Flu – Charity Shop	4	1	4.0	<p>Reputational impact. So far as is reasonably practicable under the Health and Safety at Work Act 1974 ensuring a safe working environment for all employees/volunteers in line with COVID-19 and legal obligations.</p> <p>Potential cross contamination between employees/members of the public/volunteers specifically extremely vulnerable/shielding group.</p> <p>Operational and business risk increases.</p>	<p>Employees/volunteers are fully updated with relevant Policy & Procedures/operational Risk Assessments in line with Government Guidelines, in accordance with Covid-19 and infectious diseases.</p> <p>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 Shop.</p> <p>Involvement of 3rd party charity retail association in line with Revolve – Zero Waste Scotland to support implementation of Infection Prevention and control measures.</p> <p>Employees and volunteers who are eligible are encourage to obtain Flu Vaccination to maximise uptake of vaccine.</p> <p>All employees/volunteers to use PPE appropriately and comply with</p>

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No	Risk	Im	Li	RR	Possible Effects	Preventive/reactive Measures
						uptodate.guidelines. Induction provided to all using Charity Shop.
	Brexit Planning					
45	Brexit Planning	3	2	6	Supply of PPE Supply chain disruption of essential medication, food supplies, sensory impairment equipment and sundries (hearing aid batteries)	Ensure PPE stocks are logged, and sufficient supplies are available in addition contingency stocks maintained. DbS maintaining vigilance in respect of information which may effect supply chains and alerting Deafblind members to any issues.

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

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Out of hours		07715421388
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10. Crisis Management Group

Position	Name	Contact number
Co-chair	Issy McGrath	Available on request
Co-chair	John Owens	Available on request
Trustee	Colin Smith	Available on request
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.