

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 | 3 | 6.0 | 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. Ambassadors undertaking any social media posting will be provided with media training |
| 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 (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. In the eventuality of this risk occurring we will work together with Board and Senior Management |

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| No | Risk | Im | Li | RR | Possible Effects | Preventive/reactive Measures |
|-------------------------------|---|----|----|-----|--|--|
| | | | | | | Team to ensure the content of public messaging is aligned. |
| 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, employment regulations and governance responsibilities ie in appointment of trustees, production and filing of accounts and companies and charity returns | 4 | 1 | 4.0 | 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 are SSSC Registered Managers and are experienced in service</p> |

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| No | Risk | Im | Li | RR | Possible Effects | Preventive/reactive Measures |
|----|---|----|----|----|---|---|
| | | | | | | <p>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 the scope of the charitable objects | 3 | 2 | 6 | Legal challenge raised by a member/service user/funder or group of members, or by someone with whom DbS contracts | <p>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.</p> <p>Annual General meeting is being held to vote on resolution to extend our remit from adults only to working across all age groups including with children. Only scoping work on families and children will undertaken until any agreed changes to Arts and Memos at AGM and OSCR alerted of changes.</p> |

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| No | Risk | Im | Li | RR | Possible Effects | Preventive/reactive Measures |
|----|---|----|----|-----|--|--|
| | | | | | | |
| | External Changes | | | | | |
| 6. | Other Sensory Impairment organisations widen their scope causing a duplication of DbS work. | 4 | 1 | 4.0 | <p>Members/Service users/funders see DbS as now being unnecessary/irrelevant or funding portion is shared more widely.</p> <p>Public sector bodies, government officers and MSPs etc disregard DbS input as the other bodies become more established and resourced</p> | <p>Review and established a new innovative, growth focused 5 year strategy which builds upon DbS unique authoritative position within the sector.</p> <p>Strategy is reviewed regularly with members/board/executive.</p> <p>Involve as many as key 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> |

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|----|---|----|----|----------|--|---|
| | Operational | | | | | |
| 7. | Local Authorities reduce commissioning due to the need for financial savings or increase personal contribution percentage | 3 | 3 | 9 | <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.</p> <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> |

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| No | Risk | Im | Li | RR | Possible Effects | Preventive/reactive Measures |
|----|--|----|----|-----|---|--|
| 8. | 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>Ensure adequate remuneration for G/Cs, build an organisational culture where staff feel valued and have clear career pathways, thus reducing the need to develop their own private practice.</p> |
| 9. | Fall in member/service user motivation and involvement | 3 | 1 | 3 | <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>Build effective processes for lived experience involvement in shaping and growing the work of DbS.</p> |

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|-----|---|----|----|-----|--|---|
| | | | | | | <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 and enjoyable</p> |
| 10. | Turnover of specialist staff and recruitment challenges | 3 | 3 | 9.0 | <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</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>Creation of a Fair Work Environment with new 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</p> |

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| | | | | | | <p>sharing challenges, successes and 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 | Preventive/reactive Measures |
|-----|--|----|----|-----|---|--|
| 11. | Inability to deliver contracted services due to sickness or staff shortages (Covid 19) | 3 | 2 | 6.0 | <p>Vulnerable adults could be left without access to vital supports *this is particularly relevant during flu season or when Covid 19 rates form peaks in transmission.</p> <p>Remaining staff become overburdened with higher workloads.</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>Test and Protect protocols paused and isolation guidance reduced in line with Scottish Government legislation informed by prevalence rates.</p> <p>Health and safety guidance issued to all staff. Access to Covid 19 booster and flu vaccines is</p> |

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| | | | | | | promoted and encouraged where Government makes this available. |
| 12. | 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; 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> |
| 13. | Service Delivery during supply chain disruption in respect of fuel shortages. | 3 | 2 | 6 | <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</p> | <p>Maintain vigilance in respect of information which may affect supply chains and alerting staff and deafblind members of any issues.</p> |

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| | | | | | impairment equipment and sundries (hearing aid batteries) | |
| Employment | | | | | | |
| 14. | Employment actions contravene good practice and employment law | 3 | 2 | 6.0 | <p>Loss of effective members of staff</p> <p>Reduction in morale, wellbeing and organisational loyalty.</p> <p>Compensation claims/cost</p> <p>Time and Resources spent on resolving issues to the highest standard (beyond reasonable adjustments) to prevent litigation.</p> <p>Under performing staff, pre-senteeism, absenteeism whilst resolving issues through long drawn out procedures.</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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|-----|-----------------------------|----|----|-----|---|--|
| | | | | | | Tribunal/legal fees insurance coverage. |
| | Finance | | | | | |
| 15. | 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. |
| 16. | Fraudulent use of funds | 4 | 1 | 4.0 | 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. |
| 17. | 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 |

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|-----|-----------------------------|----|----|-----|---|---|
| | | | | | | <p>organisation and in organisation with which Dbs contracts and reports any matters of potential concern.</p> <p>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</p> |
| 18. | Loss of Financial Viability | 4 | 1 | 4.0 | <p>Inability to provide services</p> <p>Staff redundancies</p> <p>Requirement to support service users to identify alternative providers.</p> <p>Adverse emotional, social, practical, health and financial impacts on service users, members and staff.</p> <p>Potential closure</p> | <p>Comply with reserves policy of holding a minimum 4 times operating costs in reserves.</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>Full cost recovery models adopted in all fundraising efforts including service tendering processes.</p> |

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|-----|----------------------------|----|----|-----|--|--|
| | | | | | | <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 employment for staff where practicable.</p> |
| 19. | 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> |

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|-----|---------------------------------------|----|----|-----|---|--|
| 20. | 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> |
| 21. | Insufficient cash to meet commitments | 4 | 1 | 4.0 | Restriction of income. Non collection of debtors general cash flow problems. | <p>Maintain appropriate level of cash reserves to meet ongoing needs and comply with the Reserves policy. Effective management of collections and payments processes.</p> <p>Annual and Five Year plan forecasting of income. Regular cash forecasts and reviews.</p> |
| 22. | Unexpected rise in operating expenses | 4 | 2 | 8.0 | Strain on operating budgets and projected costs in relation to increase in fuel costs. | <p>Timely monthly reporting and regular budget holder reviews. Finance Committee review of the monthly variances to date. Anticipated fuel costs expenditure being monitored closely for opportunity for savings and where possible apply to Scottish Government for support.</p> |

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| | | | | | | Contingency fund also now in place (£20K) |
| 23. | 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. |
| 24. | 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 |
| 25. | Unauthorised payments to personnel | 4 | 1 | 4.0 | Adverse impact on cash flow | Effective expense claim and payroll authorisation processes. Regular audits. |
| 26. | 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. |
| 27. | 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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|-----------------|---|----|----|-----|--|---|
| 28. | 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 | | | | | | |
| 29. | Insurable risks | 1 | 1 | 1.0 | Financial loss | 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 (Jan 2023) |
| 30. | Loss of data | 2 | 1 | 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> |
| 31. | Cyber Security breach of information IT Systems | 4 | 2 | 8.0 | Disruption of Computer Network, data and systems. Impact of Security breach to financial, reputational and legal implications to the organisation. Implications of high risk | To ensure processes are in place for identifying, analysing, evaluating and addressing cyber security threats to the organisation's IT infrastructure. Prioritise and respond |

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|-------------------|---|----|----|-----|--|---|
| | | | | | of malicious cyber incidents due to world affairs, conflicts. | <p>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> |
| Governance | | | | | | |
| 32. | Trustees with appropriate knowledge, skills and motivation are not forthcoming. | 3 | 1 | 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>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</p> |

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|-----|---|----|----|-----|---|---|
| | | | | | <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>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> <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> |
| 33. | 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> <p>Chair/chief executive reacts promptly and proportionally to any sign of this risk occurring.</p> |

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|---------------------------|---------------------|----|----|-----|--|--|
| | | | | | | <p>Trustee recruitment and induction processes robust and values based.</p> <p>Trustees adhere to and sign code of conduct.</p> <p>Trustee training put in place.</p> |
| Public Health Risk | | | | | | |
| 34. | 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 and Charity Shop undertaken and consulted on with staff guidance developed and implementation plans put in place.</p> |

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|-----|--|----|----|-----|---|--|
| 35. | Potential outbreak of Covid-19 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 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>Covid booster/flu vaccination programme is promoted to all staff and members where appropriate.</p> |
| 36. | Potential Outbreak of Covid-19 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 followed on dealing and reporting any incidents in respect of Covid-19.</p> <p>Suitable levels of stock and supply of Personal Protective equipment</p> |

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| | | | | | | available at times when they are required. All employees use PPE appropriately and comply with relevant guidance when this use is required. |
| 37. | Potential Outbreak of Covid-19 – Charity Shop | 3 | 1 | 3.0 | <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>Potential contamination with handling cash.</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> <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</p> |

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| No | Risk | Im | Li | RR | Possible Effects | Preventive/reactive Measures |
|-----|--|----|----|-----|--|--|
| | | | | | | hands after handling cash, use of hand sanitiser. |
| 38. | 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> <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> |

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| No | Risk | Im | Li | RR | Possible Effects | Preventive/reactive Measures |
|-----|---|----|----|-----|---|---|
| | | | | | | <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> |
| 39. | 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 times when required. All employees use PPE</p> |

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| No | Risk | Im | Li | RR | Possible Effects | Preventive/reactive Measures |
|-----|---|----|----|-----|---|---|
| | | | | | | <p>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 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 – Charity Shop | 2 | 1 | 2.0 | 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. | Employees/volunteers are fully updated with relevant Policy & Procedures/operational Risk Assessments in line with Government Guidelines, in |

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| No | Risk | Im | Li | RR | Possible Effects | Preventive/reactive Measures |
|----|------|----|----|----|--|---|
| | | | | | <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>accordance with Covid-19 and 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> <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> |

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 |
|----------|------|----------------|
|----------|------|----------------|

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| | | |
|--------------------|-----------------|---------------|
| 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 |
|------------------|-----------------|----------------------|
| Co-chair | Issy McGrath | 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

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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.