

## **AGENDA**

THANK YOU JAYNE AND GOOD MORNING EVERYONE.

SO A LITTLE ABOUT ME, AS WELL AS A VOLUNTEER FROM THE CRANFIELD TRUST, I CURRENTLY WORK AS A CONSULTANT IN THE BUSINESS CONTINUITY WORLD FOR CLEARVIEW CONTINUITY. PREVIOUSLY I RAN MY OWN CONSULTING BUSINESS AND SPENT 30 YEARS IN VARIOUS GLOBAL, EUROPEAN AND UK EXECUTIVE AND MANAGEMENT ROLES WORKING FOR IBM. I HAVE A PARTICULAR INTEREST IN CHANGE WITHIN ORGANISATIONS, MENTORING AND COACHING AS WELL AS CYBER AND BUSINESS RESILIENCE. I ALSO AM A TRUSTEE AT TWO CHARITIES AND ACT AS A LAY REPRESENTATIVE AT A STRATEGIC HEALTH AUTHORITY HERE IN WALES.

BEFORE I START THROUGH THE CHARTS, THERE ARE COUPLE OF COMMENTS I'D LIKE TO MAKE TO GIVE CONTEXT TO THE NEXT 40 MINUTES OR SO.

I WILL SPEND MOST OF THE TIME TALKING ABOUT SOME PRACTICAL SUGGESTIONS FOR YOU TO THINK THROUGH WITH REGARDS BRINGING YOUR STAFF, VOLUNTEERS, BENEFICIARIES AND CUSTOMERS BACK TO PHYSICAL PLACES OF WORK OR CONTACT.

I WILL, HOWEVER, ALSO SPEND A LITTLE TIME BROADENING THE DISCUSSION TO INCLUDE ASKING YOU TO THINK ABOUT WHAT HAS CHANGED AND WHAT NEEDS TO CHANGE IN TERMS OF YOUR SERVICES AND METHODS OF DELIVERY, AS THESE HAVE AN IMPACT ON ACTUALLY WHAT YOU WILL DO WHEN REOPENING OR AS IN MANY CASES EVEN RESTARTING.

I WOULD ALSO LIKE TO HIGHLIGHT THAT THERE IS A LOT OF GREAT GUIDANCE ALREADY IN THE PUBLIC DOMAIN,

ALTHOUGH IT CAN BE SOMETIMES A CHALLENGE TO WORK THROUGH TO IT,

SUCH AS WORKING SAFELY DURING THIS PANDEMIC, SOCIAL DISTANCING AT WORK, CLEANING ROUTINES AND MANY OTHER AREAS.

I HAVE USED CONTENT FROM BODIES SUCH AS THE HEALTH AND SAFETY EXECUTIVE, PUBLIC HEALTH ENGLAND, WALES, SCOTLAND AND NORTHERN IRELAND, ADVICE FROM UK AND DEVOLVED GOVERNMENTS, UNIONS, VARIOUS NHS BODIES, THE W.H.O., FROM THE US THE C.D.C AND INDUSTRY EXPERTS AND CONSULTING FIRMS TO DEVELOP THE CONTENT OF THIS WEBINAR AND ALSO THE CHECKLIST THAT WILL

BE AVAILABLE AFTER THE SESSION. I HAVE ADDED A SLIDE WITH SOME OF THE LINKS AT THE END.

TO GIVE AN EXAMPLE OF WHAT IS AVAILABLE, THE NEXT FEW MINUTES ARE DIRECTLY TAKEN FROM THE GOV.UK CORONAVIRUS GUIDANCE AND SUPPORT WEBPAGES. THEY GIVE 5 STEPS TO WORKING SAFELY. THE FIRST ITEM DIRECTS YOU TO “Make sure you read all the guides relevant to your workplace. Each guide has specific actions for businesses to take based on these steps. Further guidance will be published as more businesses are able to reopen.”

IT THEN GOES ON TO COVER THE 5 STEPS. AND THESE ARE:

1 CARRY OUT A COVID-19 RISK ASSESSMENT

BEFORE RESTARTING WORK YOU SHOULD ENSURE THE SAFETY OF YOUR WORKPLACE BY:

- CARRYING OUT A RISK ASSESSMENT IN LINE WITH THE HSE GUIDANCE
- CONSULTING WITH YOUR WORKERS OR TRADE UNIONS
- SHARING THE RESULTS OF THE RISK ASSESSMENT WITH YOUR WORKFORCE AND ON YOUR WEBSITE

THEN

## 2 DEVELOP CLEANING, HANDWASHING AND HYGIENE PROCEDURES

YOU SHOULD INCREASE THE FREQUENCY OF HANDWASHING AND SURFACE CLEANING BY :

- ENCOURAGING PEOPLE TO FOLLOW THE GUIDANCE ON HAND WASHING AND HYGIENE
- PROVIDING HAND SANITIZER AROUND THE WORKPLACE, IN ADDITION TO WASHROOMS
- FREQUENTLY CLEANING AND DISINFECTING OBJECTS AND SURFACES THAT ARE TOUCHED REGULARLY
- ENHANCING CLEANING FOR BUSY AREAS
- SETTING CLEAR USE AND CLEANING GUIDANCE FOR TOILETS
- PROVIDING HAND DRYING FACILITIES – EITHER PAPER TOWELS OR ELECTRICAL DRYERS

FOLLOWED BY

3 HELP PEOPLE TO WORK FROM HOME

THEN

4 MAINTAIN 2M SOCIAL DISTANCING, WHERE POSSIBLE

AND 5 WHERE PEOPLE CANNOT BE 2M APART,  
MANAGE TRANSMISSION RISK

SO THAT IS THE GOV.UK WEBSITE WHICH APPLIES TO  
ENGLAND, IN WALES, SCOTLAND AND NORTHERN  
IRELAND WHILST THE STEPS AND RECOMMENDATIONS  
ALL AIM TO PROTECT THE WORKFORCE BE AWARE  
THAT THERE MAY WELL BE DIFFERENCES IN THE  
ADVICE AND LAWS.

SO, AS I SAID, THAT WAS AN EXAMPLE, LETS TRY AND  
BUILD ON THAT THROUGHOUT THIS SESSION

OK, LETS GET GOING. WE HAVE A PRETTY SIMPLE  
AGENDA, THE BULK OF OUR TIME WILL BE SPEND IN  
THE THIRD PART AND I HOPE WE WILL HAVE TIME FOR  
QUESTIONS OR A DISCUSSION AT THE END.

I WOULD ALSO NOTE, MUCH OF WHAT I WILL COVER  
WILL BE IN THE FORM OF A QUESTION TO YOU - DO  
YOU , WILL YOU, SHOULD YOU, HOW DO YOU  
ETCETERA

SO, IT DEPENDS. IT IS AN ANSWER WHICH HAS BEEN  
CONSTANTLY SPRINGING TO MIND AS I HAVE HAD  
DISCUSSIONS WITH CLIENTS AND COLLEAGUES OVER  
THE LAST FEW WEEKS AND MONTHS. BUT WHY DOES  
IT DEPEND?

## **SIMPLE QUESTION CHART**

PARTIALLY IT DEPENDS BECAUSE OF WHERE YOUR ORGANISATION IS TODAY.

HAVE YOU PAUSED SOME SERVICES, HAVE YOU SHUT DOWN?

ARE YOU RUNNING MINIMAL OPERATIONS FROM THE OFFICE OR SITE, IS EVERYONE WORKING FROM HOME OR ONLY PAID STAFF

ARE VOLUNTEERS ACTIVE OR PAUSED. ARE YOU OPERATING AS NORMAL

AND THEN IT DEPENDS ON WHAT YOU ARE GOING TO DO NEXT AND YOUR PLAN TO RESUME OR RESTART.

WE KNOW THAT THIS VIRUS DOES NOT RESPECT BOUNDARIES, AND THE IMPACT AND RULES, LAWS AND GUIDELINES COULD BE DIFFERENT IN DIFFERENT PARTS OF THE UK AS I HAVE ALREADY INDICATED

AND YOU COULD HAVE 4 LOCATIONS ONE IN EACH OF WALES, ENGLAND SCOTLAND AND NORTHERN IRELAND, BUT THE RULES MAY WELL BE DIFFERENT IN EACH, SO HOW DO YOU MANAGE THAT COMPLEXITY?

ONE SIZE DOES NOT FIT ALL, SO IN MY VIEW THERE IS NO SINGLE PLAYBOOK OR SOLUTION FOR GETTING BACK TO NORMAL, BUT I HOPE THAT THIS SESSION WILL GIVE YOU FOOD FOR THOUGHT THAT CAN THEN BE INTERPRETED AND APPLIED IN YOUR CONTEXT.

ONE QUESTION YOU CAN BE ASKING IS THIS.

DO YOU NEED TO TRAILBLAZE? IS THERE A RUSH TO RETURN TO AS IT WAS BEFORE FEBRUARY?

THERE ARE MANY EXAMPLES OF ORGANISATIONS THAT HAVE HAD TO ADAPT AND CHANGE QUICKLY, BUT THAT NOW FIND THEMSELVES ASKING WHETHER REVERTING – SOME MIGHT SAY “GOING BACK TO NORMAL” – WHETHER THAT IS IN FACT THE RIGHT THING TO DO.

BUT, AND THIS IS AN INTERESTING POINT, WHAT IS NORMAL ANYWAY?

**WHAT IS NORMAL ANYWAY?**

I THINK WHAT HAS BECOME EVER INCREASINGLY CLEAR OVER THE LAST FEW WEEKS IS THAT WHATEVER WE THOUGHT WOULD HAPPEN AS WE EMERGE FROM LOCKDOWN PROBABLY NEEDS SOME ADJUSTMENT. FOR SURE THIS WILL NOT BE A BINARY OR *OFF TO ON* ACTION AND THE CHALLENGE WE ALL FACE IS HOW WE PLOT A PATH THROUGH THE UNCERTAINTY THAT WILL PREVAIL FOR SOME TIME.

NONE OF US KNOW WHAT IS GOING TO HAPPEN OVER THE COMING MONTHS OR EVEN YEARS

BUT PREPARING AND PLANNING

WITH A VIEW TO BEING FLEXIBLE AND AGILE IN RESPONSE TO CHANGING CIRCUMSTANCES AND RESTRICTIONS DRIVEN BY THE PANDEMIC

MUST BE KEY IN BRINGING SOME CERTAINTY TO HOW WE PROVIDE THE SUPPORT AND BENEFITS OF THIS SECTOR TO THE POPULATION AND SOCIETY.

WE HAVE SEEN THE RAPID INCREASE IN TESTING AND TESTING CAPACITY GIVING US ALL A MORE ROBUST SUPPORT SYSTEM AS WELL AS THE RAPID DEVELOPMENT AND TRIALS OF TREATMENTS AND VACCINE. EACH OF THESE HAS A CENTRAL ROLE TO



PLAY IN MOVING US TO THE NEXT AND SUBSEQUENT PHASES.

## **WHAT IS NORMAL ANYWAY 2?**

WHAT IS ALSO BECOMING CLEAR IS THE VIEW THAT THERE WILL BE EVEN DEEPER FOCUS ON PERSONAL RESPONSIBILITY AROUND HOW WE MANAGE AND MAINTAIN PERSONAL HYGIENE AND SOCIAL DISTANCING. THERE ARE QUESTIONS YET TO BE ANSWERED AS TO THE IMPACT OF COVID-19 TO PREVIOUS SOCIETAL NORMS IN THESE AREAS.

AS THE GUIDANCE HAS BEEN CHANGING OVER THE LAST WEEK OR SO AND LOCKDOWN AND GUIDANCE HAS BEEN EASING AT DIFFERENT RATES IN EACH COUNTRY, THERE ARE CLEARLY QUESTIONS TO BE ASKED AND ANSWERED WITH REGARDS THE WORKPLACE. MY RECOMMENDATION WOULD BE TO REFER YOU BACK TO YOUR OWN RISK ASSESSMENTS FOR YOUR WORKPLACE AND WORKFORCE. ADJUST THEM AS APPROPRIATE AND NECESSARY BUT BE CLEAR ON HOW THE ASSESSMENT IS CARRIED OUT AND ANY REASONS FOR CHANGE. KEEP CLEAR AND OPEN

COMMUNICATION WITH STAFF SO THAT ALL UNDERSTAND HOW ADJUSTMENTS ARE BEING MADE

THERE IS CLEAR OPINION THAT CONTACT TRACING AND THE USE OF TECHNOLOGY COMBINED WITH FAST ACTION RELATED TO QUARANTINING IS GOING TO CONTINUE TO GROW IN IMPORTANCE – SUBJECT OF COURSE TO SOCIETY ACCEPTING THE USE OF SUCH METHODS AND TECHNOLOGY AND ITS ADHERENCE AND, ADOPTION AT HIGH ENOUGH LEVELS.

TO SHOW HOW RAPIDLY WE ARE CHANGING IT WAS ONLY LAST WEEKEND THAT I THOUGHT THROUGH THE COMMENTS TO MAKE ON THE LAST BULLET HERE, BY MONDAY THAT COMMENTARY HAD CHANGED AS GUIDANCE IN ENGLAND AND WALES WAS MODIFIED.

SO, I THINK THAT THERE WILL BE MANY NEW AND INTERIM NORMALS OVER THE COMING MONTHS. BUT, PRACTICALLY.... WHAT AREAS SHOULD WE BE THINKING OF AS WE REOPEN?

## **CONSIDERATIONS AND GUIDANCE**

OK, SO LETS MOVE TO THE MEAT OF THE SESSION

## **KEY AREAS**

THE NEXT PART OF THE DISCUSSION IS GOING TO FOCUS ON DISCUSSING SOME OF THE CONSIDERATIONS TO BE MADE AS WE BRING CONTACT BACK INTO THE WORKING DAY. THE CONTENT RELATED TO THE NEXT CHARTS IS SET OUT IN THE HANDOUT FROM CRANFIELD TRUST IN A CHECKLIST FORMAT TO BE USED AS A MEMORY JOGGER OR TOOL TO INITIATE YOUR THINKING ON AREAS APPLICABLE TO YOUR CHARITY, YOUR WORKFORCE, VOLUNTEERS AND BENEFICIARIES, VISITORS, CUSTOMERS AND CLIENTS. IT SHOULD BE USED TO SERVE AS AN ADDED RESOURCE TO THOSE TRUSTED BODIES GUIDANCE I REFERED TO EARLIER ( GOVERNMENT, PUBLIC HEALTH ETCETERA )

## **CUSTOMERS**

THINKING OF YOUR CHARITY, WHO OR HOW DO YOU SERVE AND SUPPORT?

AS YOU ENTER THIS NEW, OR INTERIM NEW, NORMAL, WHICH OF YOUR PRODUCTS OR SERVICES ARE GOING TO BE IN DEMAND,

DO YOU NEED TO OPEN UP ADDITIONAL CAPACITY TO MEET INCREASED DEMAND IN ONE AREA AND AT THE

SAME TIME DO YOU NEED TO REDUCE OR SLOW DOWN ELSEWHERE.

WHAT IS IT YOUR BENEFICIARIES OR FUNDERS ARE EXPECTING OF YOU?

AS YOU DO OPEN BACK UP, WHERE AND HOW WILL YOU INTERACT WITH VISITORS, CLIENTS, CUSTOMERS OR SUPPLIERS?

HOW DO YOU DEAL WITH PUBLIC ACCESS POINTS TO YOUR LOCATIONS – DO YOU RESTRICT ACCESS AND IF SO HOW?

ALL OF THE PUBLIC BODIES I HAVE REFERENCED CONTINUE TO EMPHASISE THE NEED TO MAINTAIN PHYSICAL DISTANCING, SO IT REMAINS REALLY CRITICAL THAT AS YOU REOPEN YOU UNDERSTAND HOW YOU CAN REASONABLY MAINTAIN A SAFE DISTANCE FOLLOWING THE APPROPRIATE GUIDELINES

ARE THERE LESSONS TO BE LEARNED FROM RETAIL FOR EXAMPLE WHERE THEY HAVE REMAINED OPEN DURING THIS PERIOD, PARTICULARLY THEIR USE OF PROTECTIVE SCREENS, CUSTOMER ROUTING, ACCESS RESTRICTIONS AND OTHER INITIATIVES.

HOW DO YOU DEAL WITH PUBLIC AREAS SUCH AS A WAITING ROOM?

MARK OUT SOCIAL DISTANCED SPACING,

REDUCE THE NUMBER OF CHAIRS OR SEATS,

RESTRICT THE NUMBER ALLOWED IN THE BUILDING OR ROOM AT ONE TIME,

PROVIDE ALCOHOL BASED HAND SANITIZER ON ENTRY.

HOW OFTEN DO YOU CLEAN THAT PUBLIC AREA?

WHO DOES THAT CLEANING AND WHEN? HOW DO YOU DEAL WITH WASTE?

WHAT ABOUT MEETING OR INTERVIEW ROOMS WHERE STAFF WOULD MEET A MEMBER OF THE PUBLIC?

SHOULD YOU OPERATE A SYSTEM OF SAY RED AND GREEN? RED BEING THE ROOM HAS NOT BEEN CLEANED AFTER USE AND CANNOT BE USED, GREEN BEING IT HAS BEEN CLEANED (TO THE STANDARD YOU HAVE SET OUT) AND IS READY TO BE USED AGAIN.

DO YOU PROVIDE VISITORS PPE?

ALIGNING HOW YOU THINK OF HOW PEOPLE VISIT YOUR SITES AND LOCATIONS, WITH YOUR POLICIES AND PROCESSES CONNECTED TO FACILITIES OPERATIONS COULD BE VERY PRUDENT.

IT IS ALSO KEY THAT YOU SET OUT CLEAR EXPECTATIONS OF HOW YOU AND YOUR STAFF AND COLLEAGUES INTERACT WITH VISITORS, AND, THAT YOUR VISITORS HAVE A CLEAR UNDERSTANDING OF YOUR EXPECTATIONS OF THEM.

ASK YOURSELF WHAT THAT COMMUNICATION LOOKS LIKE, HOW IS IT DISSEMINATED BOTH INTERNALLY AND EXTERNALLY

REGULAR COMMUNICATIONS PROVIDING CLEAR UPDATES ON THE STATUS OF THE CHARITY AND ITS LOCATIONS, METHODS OF CONTACT, AS WELL AS ANY PROCEDURES AND PROCESSES TO BE USED WILL REMAIN CRUCIAL FOR SOME TIME TO COME.

A FURTHER AREA TO CONSIDER ESPECIALLY AS LOCKDOWN RELAXES ARE INDUSTRY AND CUSTOMER EVENTS.

ARE THEY STILL APPROPRIATE OR EVEN STILL, ARE THEY ON? DO YOU HAVE PLANS FOR HOLDING OR

ATTENDING ANY? HAVE YOU REVIEWED TIMING AND METHOD OF DELIVERY SHOULD THEY BE POSTPONED OR POSSIBLY VIRTUALIZED?

AS I MENTIONED EARLIER, IT MAY WELL BE THAT YOU DO NOT NEED TO BE A FIRST MOVER OR TRAILBLAZE TO CONTINUE OR TO OPEN. DOES BEING FIRST WARRANT THE RISK?

WITH THAT, LETS MOVE TO WORKFORCE

## **WORKFORCE 1 - POLICY & MANAGEMENT**

AS WE REEMERGE INTO THE NEW OR INTERIM NORMAL, IT IS WORTHWHILE TESTING WHETHER YOUR POLICIES AND APPLICATION OF THOSE POLICIES HAS BEEN EFFECTIVE FOR THE WORKFORCE, PAID AND VOLUNTARY, AS WELL AS THE ORGANISATION.

TAKE A LOOK AT YOUR SICKNESS POLICIES,

HAVE THEY SUPPORTED THE ORGANISATION AND WORKFORCE OVER THE LAST MONTHS,

ARE THERE AREAS WHICH NEED REVIEW AND POSSIBLE CHANGE?

CERTAINLY THERE WILL BE A NEED TO RE-AFFIRM CAUTION TO THE WORKFORCE, WHAT NO-ONE NEEDS IN THIS CLIMATE IS SICKNESS HEROES AND THAT MAY ALSO NEED A CULTURAL SHIFT IN THE ORGANISATION? DO YOU KNOW IF THAT IS THE CASE?

IT WOULD ALSO BE PRUDENT TO WORK THROUGH YOUR POLICY AND RESPONSE SHOULD SOMEONE FALL ILL AT SITE.

ARE THE CHANGES TO HOW YOU RESPOND AND ARE THEY CLEARLY UNDERSTOOD IN THE ORGANISATION. HAVE YOU TRAINED YOUR FIRST AIDERS TO RESPOND DIFFERENTLY

IF AND WHEN A VACCINE BECOMES AVAILABLE, WILL THERE BE A POLICY REGARDING ITS USE IN THE WORKFORCE? HOW WOULD THAT OPERATE AND WHAT WOULD YOUR POSITION BE WHEN THINKING ABOUT THE ANTI-VAX MOVEMENT?

AS SEEMS MORE LIKELY IN THE SHORT TERM A MORE FREELY AVAILABLE ANTI-BODY TEST WILL BE AVAILABLE, WHAT WILL BE YOUR POLICY ON TESTING AND PRIVACY WITH RESPECT ANY RESULTS?

THINKING ON HOLIDAY STATUS, REVIEWING THE POSITION ACROSS THE ORGANISATION, AND TAKING



STEPS TO CLARIFY THE POSITION OF HOLIDAY ENTITLEMENT ACROSS THE ORGANISATION WILL BE IMPORTANT. LOOK AT YOUR CARRY FORWARD POLICY AND HOW YOU WILL MEET YOUR ORGANISATION NEEDS, THE EMPLOYEE NEED AND GOVERNMENT POLICY POSITION. ARE THERE DIFFERENCES FOR ANYONE WHO MAY HAVE BEEN FURLOUGHED?

SOME ORGANISATIONS HAVE AN ATTENDANCE BONUS POLICY AND PAYMENT, IN THE CIRCUMSTANCES OF THIS PANDEMIC DOES THAT POLICY DRIVE THE RIGHT BEHAVIOUR OUTCOME AND SHOULD IT BE REVISITED?

WHAT ABOUT TRAVEL, TO AND FROM WORK OR FOR THE NEEDS OF THE ORGANISATION AND THE SERVICES PROVIDED?

WILL YOU PROVIDE PPE?

WHAT WILL BE THE GUIDANCE REGARDING USE OF PUBLIC TRANSPORT?

WILL YOU REIMBURSE ANY EXCESS COSTS OF TRAVEL?

DO YOU HAVE SAFE COMMUTING GUIDELINES FOR YOUR STAFF?

DOES YOUR EXISTING POLICY SUFFICE OR IS THERE A NEED FOR IT TO BE REVISITED?

HOW DO YOU ENSURE SOCIAL DISTANCING FOR YOUR STAFF WHEN THEY ARE TRAVELLING – SAY ON A TRAIN WITH A BOOKED TICKET?

GIVEN THE DISCUSSION OVER THE LAST FEW DAYS REGARDING QUARANTINING WHAT DO YOU DO IF YOUR EMPLOYEE TRAVELS OUT OF COUNTRY FOR WORK OR SAY HOLIDAY

WILL YOU HAVE A RETURN TO WORK QUARANTINE POLICY, WILL IT DIFFER TO GOVERNMENT GUIDELINES AND INSTRUCTIONS.

THERE WILL BE OTHERS FOR SURE, BUT ONE FINAL TO THINK ON, IF STAFF HAVE BEEN FURLOUGHED OR ON REDUCED PAY, HOW DO YOU UNWIND THOSE PROVISIONS?

## **WORKFORCE 2 – RIGHT SIZING**

WE HAVE ALREADY SEEN IN MANY COUNTRIES AND ACROSS MULTIPLE INDUSTRIES AND SECTORS BUSINESSES MAKING CHALLENGING DECISIONS THAT AFFECT THE WORKFORCE.

IN MY VIEW, THIS WILL CONTINUE, AND FOCUSING ON RIGHT SIZING THERE ARE THE QUESTIONS OF WHO, WHAT AND WHEN.

NOTE IN THIS CONTEXT RIGHT SIZING MEANS FLEXING THE WORKFORCE BOTH OR EITHER OF UP AND DOWN.

WHO DOES THE ORGANISATION NEED WITH WHAT SKILLS, IN WHICH ROLES AND WHEN WILL THEY BE NEEDED (THINK BACK TO THE CUSTOMER, PRODUCT AND SERVICE DISCUSSION A LITTLE EARLIER).

HAS YOUR ORGANISATION CHANGED SUCH THAT THE SKILLS MIX AND STAFF SIZE MUST BE ADJUSTED.

WHAT ARE THE PRIORITIES OF THE ORGANISATION -- HAVE THEY CHANGED AND DOES THIS MEAN THAT A CHANGE IN THE WORKFORCE MIX IS NEEDED?

VIEWING THE WORKFORCE AND ITS PRIORITIES FROM YESTERDAY, DOES THE BUSINESS NEED TO RE-BALANCE AND RE-ALLOCATE SKILLS THROUGHOUT ITS ORGANISATION STRUCTURE.

HOW IS THIS BEING MANAGED, WHO IS LEADING BASED ON WHAT DATA, DECISIONS AND DEMANDS?

ONLY YESTERDAY BORIS JOHNSON COMMENTED THAT THERE MAY WELL BE A SIGNIFICANT NUMBER OF JOB LOSSES FOLLOWING THE PANDEMIC. WHILST NONE OF US WANT THAT TO BE THE CASE, IT COULD WELL MEAN THAT THERE ARE MANY HIGHLY MOTIVATED AND SKILLED INDIVIDUALS LOOKING FOR ROLES. IS THIS AN OPPORTUNITY TO ENHANCE YOUR WORKFORCE OR ADD SKILLS TO YOUR TRUSTEE BOARDS ?

AS MOST WILL KNOW, IN MANY CASES ORGANISATIONS MAY HAVE RELEASED CONTRACTORS AS AN IMMEDIATE REACTION TO THE CRISIS.

ASK -- ARE THOSE SAME (OR OTHER) CONTRACTORS NOW NEEDED AS THE ORGANISATION ACCELERATES INTO THIS NEW NORMAL? IS THERE A COMPETITION FOR THOSE SKILLS THAT WAS NOT THERE BEFORE?

WHAT ABOUT STAFF OR WORKFORCE WELLBEING?

## **WORKFORCE – WELLBEING**

SO, THROUGHOUT THE LAST FEW MONTHS, THERE HAS BEEN A HUGE FOCUS ON THE WELLBEING OF FRIENDS, FAMILY AND COLLEAGUES AND UNDERSTANDABLY SO.

AS WE START EASING BACK INTO THE NEXT STAGE OF THE PANDEMIC, THAT FOCUS WILL AND SHOULD CONTINUE.

HAVING AN EMPLOYEE ASSISTANCE SCHEME AVAILABLE HAS PROVEN ITS VALUE OVER TIME AND REVISITING THE SCALE AND SCOPE OR WHETHER YOUR ORGANISATION PROVIDES ACCESS TO ONE IS A VALUABLE EXERCISE.

IT HAS ALSO BEEN WIDELY REPORTED, AND AS MANY ON THIS CALL WILL RECOGNISE GIVEN THE ROLE YOU PLAY, MENTAL HEALTH HAS HAD A LOT OF FOCUS AND WILL CONTINUE TO DO SO. WE WILL ALL NEED TO BE MINDFUL OF OUR OWN, OUR FRIENDS, FAMILIES AND COLLEAGUES AND FOR THE ORGANISATION, HAVING OR PROVIDING SUPPORT FOR INCREASED ANXIETY, RETURN TO THE OFFICE CONCERNS AND THE IMPACT OF THE VIRUS ON DIFFERENT GROUPS SHOULD BE PART OF THE THINKING AND SUPPORT STRUCTURE BEING DEPLOYED OR DEVELOPED.

THERE ARE MANY RESOURCES AVAILABLE FOR MENTAL HEALTH SUPPORT, JUST TWO EXAMPLES ARE

EVERY MIND MATTERS ON THE NHS UK WEBSITE AND

## LOOKING AFTER YOUR MENTAL HEALTH DURING CORONAVIRUS OUTBREAK FROM MENTAL HEALTH FOUNDATION

THERE ARE MANY MANY MORE

WE HAVE SEEN IN THE NEWS OVER THE LAST FEW MONTHS HOW TESTING HAS BEEN DEVELOPED ACROSS OUR GEOGRAPHY AND ELSEWHERE. IT MAY BE THAT ADDITIONAL TESTING WILL BE APPROPRIATE AT A LOCAL LEVEL OR IN YOUR ORGANISATION.

EXAMPLES OF HOW YOU MAY DECIDE TO PROVIDE SUPPORT TO YOUR STAFF COULD INCLUDE, SCREENING OR TELEMEDICINE SUPPORT.

YOU MAY DECIDE TO SCREEN FOR TEMPERATURE AT SITE, OR AS TIME PASSES EVEN PROVIDE ON SITE COVID-19 TESTING.

IF YOU DO DECIDE ON SCREENING TESTS BEFORE ENTERING PREMESIS, HOW WILL YOU DO THAT AND ARE THERE PRIVACY AND SAFEUARDING CONCERNS?

WITH THE POLICIES YOU IMPLEMENT, HOW DO ENSURE STAFF ARE SUPPORTED IF THEY FEEL OTHER COLLEAGUES ARE NOT FOR EXAMPLE ABIDING BY SOCIAL DISTANCING REQUIREMENTS.

IS THERE A NEED FOR ADDITIONAL TRAINING FOR MANAGERS OR A CHANGE TO INCLUDE OPEN DOOR POLICIES?

WHAT ABOUT STAFF WHO BECOME UNWELL AT WORK?

WHAT POLICIES AND PROCEDURES NEED TO BE CHANGED AND ADJUSTED, WHAT DO YOU NEED TO DO IN A LOCATION OR BUILDING TO MANAGE AN UNWELL COLLEAGUE?

ABSOLUTELY REVIEW GOVERNMENT, PUBLIC HEALTH AND NHS GUIDANCE AND RECOMMENDATIONS IN THE FIRST PLACE.

DO YOU MOVE THAT STAFF MEMBER TO AN ISOLATION ROOM IF THEY ARE UNABLE TO LEAVE THE PREMESIS IMMEDIATELY?

WHAT ARE THE CLEANING PROTOCOLS YOU SHOULD USE? ADDRESSING WHERE THAT PERSON HAS BEEN SITTING AND THE IMMEDIATE VICINITY.

SHOULD YOU EVACUATE THE SITE AND NOT RETURN UNTIL THERE HAS BEEN A DEEP CLEAN? HOW DO YOU ENSURE A TEST IS TAKEN AND THAT THE TEST AND TRACE PROCESS IS FOLLOWED.

WHAT HAPPENS IF THERE IS A POSITIVE TEST AND HOW DO YOU REACT TO CHANGING ANY CHANGED WORKING PRACTICES ALREADY INSTIGATED? DO YOU CLOSE BACK DOWN DURING A PERIOD OF ISOLATION?

GIVEN WHAT HAPPENED YESTERDAY IN THE HOUSES OF PARLIAMENT WHEN ALOK SHARMA FELL ILL, THE REACTIONS OF MPS AND OTHERS AND ACTIONS TAKEN IN THE CHAMBER AND ELSEWHERE ARE INTERESTING

AS AN ASIDE, WHILST WE ARE DISCUSSING A RETURN AND REOPENING, WHAT ARE THE TRIGGERS FOR YOUR RESPONSE IF THERE IS A RE-INFECTION?

HAVE YOU REVEIWD YOUR BUSINESS CONTINUITY AND PANDEMIC PLAN. WHAT WORKED WELL, WHAT DIDN'T AND WHAT LESSONS HAVE BEEN LEARNED. WHAT ADJUSTMENTS NEED TO BE MADE.

SADLY MANY PEOPLE WILL HAVE SUFFERED A LOSS OF A LOVED ONE, FRIEND, FAMILY MEMBER OR COLLEAGUE DURING THIS TIME. IF THIS AFFECTS ONE OF YOUR TEAM HAVING THE RIGHT SUPPORT IN PLACE PERHAPS THROUGH EMPLOYEE ASSISTANCE SCHEMES, RECOGNISING AND REMEMBERING REMAINS CRUCIAL. AGAIN, THERE ARE MANY RESOURCES AVAILABLE AND BEREAVMENT SUPPORT GROUPS AND ADVICE. BE



PREPARED AND UTILISE THE SUPPORT THAT IS AVAILABLE ACROSS THE NETWORK.

MUCH HAS BEEN SAID ABOUT PPE OVER THE LAST FEW MONTHS, AND I HAVE NO INTENTION ON MAKING ANY REMARKS WITH REGARD SUPPLY OTHER THAN TO NOTE THAT **YOUR** SUPPLY CHAIN AND UNDERSTANDING YOUR SUPPLIERS SUPPLIER HAS REALLY BEEN HIGHLIGHTED AS A KEY “NEED TO KNOW” OVER THE LAST FEW MONTHS.

IT IS A VALUABLE EXERCISE TO UNDERSTAND HOW, IN DETAIL, YOUR SUPPLY CHAIN FUNCTIONS AND WHETHER IT IS AS ROBUST AS YOU NEED FOR YOUR ORGANISATION.

WHAT HAS BECOME EVIDENT HOWEVER IS THAT PERHAPS WHAT HAS PREVIOUSLY BEEN SEEN BY AN ORGANISATION AS NON ESSENTIAL PRODUCT ACTUALLY IS CRITICAL.

SO TAKE FOR EXAMPLE, AS WE RETURN TO OFFICES AND WORKPLACES, THE NEED FOR HAND SANITIZER, FACE MASKS AND OR GLOVES.

BEFORE THE PANDEMIC, WERE THESE SEEN AS CRITICAL RESOURCES IN YOUR SUPPLY CUPBOARDS AND SUPPLY CHAIN AND ARE THEY NOW?

IF THEY ARE DO YOU HAVE SUFFICIENT STOCK – WHAT IS SUFFICIENT STOCK AND WHERE OR HOW DO YOU ACCESS ADDITIONAL STOCK AS SUPPLIES DWINDLE.

THINKING ABOUT STAFF RETURNING TO OFFICES AND WORKPLACE, DO YOU SUPPLY THAT PPE OR ARE YOU ASKING YOUR STAFF TO DO IT THEMSELVES,

HOW DO YOU ENSURE QUALITY AND THE RIGHT TYPE ( BASED ON THE CURRENT GOVERNMENT OR REGULATORY BODY GUIDELINES )

DO YOU SEND A CARE PACKAGE OUT TO YOUR STAFF BEFORE THEY COME BACK TO WORK? WHAT DOES THAT LOOK LIKE?

WHAT WILL BE YOUR ONSITE REQUIREMENTS NOT JUST FOR STAFF, BUT ALSO FOR VISITORS AND CLIENTS.

WHAT ABOUT HAND SANITIZERS AND WIPES, WHERE ARE THEY PLACED AND HOW DO YOU DEAL WITH ANY WASTE?

DO YOU NEED TO DO ANYTHING DIFFERENTLY WITH WASTE BINS AND THE REMOVAL OF USED PPE,

DO YOU NEED TO TREAT THAT WASTE DIFFERENTLY AND IF SO HOW – WHAT ARE THE GUIDELINES.

IS IT CLEAR WHAT YOUR POLICY IS AND IS GUIDANCE EASILY ACCESSIBLE FOR ALL – I WILL TALK ABOUT COMMUNICATION A LITTLE LATER.

OK, SO CONTINUING THE WORKFORCE DISCUSSION, WE NEED TO ALSO THINK ABOUT OUR LOCATION STRATEGIES.

## **WORKFORCE – LOCATION STRATEGY**

IF I THINK BACK TO MY IT DEPENDS COMMENT AT THE START OF THE DISCUSSION, HOW DO POLICIES NEED TO ADDRESS WORKING ACROSS THE DIFFERENT GEOGRAPHIES, LOCATIONS AND LOCATION TYPES ?

FOR EXAMPLE WILL THERE NEED TO BE GUIDANCE AND ADVICE FOR THE USE OF PPE BY THE WORKFORCE THAT IS SPECIFIC TO AN OFFICE SITE BUT DIFFERENT FOR A CALL CENTER, A SHOP OR A WORKSHOP ENVIRONMENT.

CERTAINLY THE FOUR GOVERNMENTS HAVE DIFFERENTIATED SECTORS AND BUSINESS TYPES AND PROVIDED GUIDANCE SPECIFIC IN THOSE AREAS.

THINKING ABOUT HOW YOU OPERATE - DO YOU HAVE CRITICAL PROCESS TEAMS WHICH CAN BE SPLIT AT A SITE OR ACROSS SITES AND LOCATIONS ALLOWING FOR PROTECTION AGAINST A WHOLE TEAM BEING ILL OR NEEDING TO ISOLATE AND THEREFORE PROTECTING THAT CRITICAL PROCESS.

IF ONE GROUP IS EXPOSED THE OTHERS CAN CONTINUE.

ONCE YOU HAVE IDENTIFIED WHAT WORK IS RESTARTING AND WHERE, YOU WILL ALSO NEED TO IDENTIFY WHAT RESOURCE (BOTH HUMAN AND OTHER) THAT IS NEEDED TO MAKE THAT WORK HAPPEN AT THE SITE AND THEN START ADDRESSING WHAT THAT MEANS TO PEOPLE.

DO YOU BUILD A CHANGED WORK SCHEDULE? SAY ALTERNATE DAYS IN OR FROM HOME. CAN YOU DO THAT BY TEAM ( BLUE TEAM, GREEN TEAM WITH ONE IN, ONE OUT ALMOST LIKE A HOME AND AWAY TEAM MODEL )

WHAT ABOUT STAGGERED SHIFTS IS THAT FEASIBLE OR SENSIBLE.

HOW CAN YOU PHASE RETURN, IS THE SITE ABLE TO COPE WITH THE NECESSARY SOCIAL DISTANCING MEASURES, IF IT IS WHAT DOES THAT DO TO PHYSICAL CAPACITY AT THE SITE?

DO YOU START WITH FACILITIES AND IT STAFF AND PHASING THEIR RETURN ALLOWING FOR THE APPROPRIATE CHECKS ON THE BUILDING, HEATING, VENTILATION, WATER SYSTEMS, AIR CONDITIONING AND IT SYSTEMS?

AS YOU SET UP THE LOCATION FOR THE RESTART, DO YOU CREATE A READY TEAM THAT OWNS THE ACTIONS RELATED TO SINEAGE OR REARRANGING WORKSTATIONS.

WHAT DO YOU DO TO COORDINATE WITH BUILDING MANAGERS AND OTHER TENANTS.

WHO DOES THAT AND HOW DO YOU REACH AGREEMENTS FOR EXAMPLE IN COMMON AREAS.

ONE IMPLICATION OF THE MANY STAFF NOW HOMEWORKING WILL ALSO BE TO THINK ABOUT THE RETURN OF ASSETS TO SITE.

MANY STAFF WILL HAVE TAKEN SCREENS, CHAIRS, PAPERWORK AND OTHER NON-SYSTEM ASSETS HOME TO ENABLE HOME-WORKING. THESE WILL ALL HAVE

TO BE RETURNED (OR IF APPROPRIATE DISPOSED OF FOR EXAMPLE WITH SOME PAPERWORK ASSETS) IN A SECURE, CONTROLLED MANNER. WILL THIS MEAN THAT EACH PHYSICAL ASSET THAT IS RETURNED TO SITE WILL NEED TO BE DEEP CLEANED? WHAT WILL BE YOUR POLICIES AND PRACTISES?

## **WORKFORCE – COMMUNICATION**

THERE ARE NOW SO MANY WAYS WE CAN USE TO COMMUNICATE IN OUR ORGANISATIONS, WHO WOULD HAVE THOUGHT THE USE OF ZOOM, TEAMS OR WEBEX WOULD SUDDENLY HAVE BECOME SO PREVALENT.

BUILD THAT COMMUNICATION PLAN BOTH INTERNAL AND EXTERNAL ENSURING CLARITY WITH THE EXPECTATIONS YOU ARE SETTING AND HOW YOU ARE ALIGNING WITH THE GUIDELINES FROM THE VARIOUS AUTHORITIES. HOW WILL THE PLAN BE COMMUNICATED WHAT MEDIA WILL BE USED? INTRANET, VIDEO, EMAIL, PAPER, TELEPHONE ALL OF THESE? HOW REGULARLY WILL COMMUNICATION BE UPDATED, STICK TO A SCHEDULE.

CREATE CERTAINTY WITH YOUR MESSAGING.

CAN YOU PROVIDE YOUR STAFF OR VISITORS WITH AN INFORMATION PACK BEFORE COMING TO OR ATTENDING SITE SUCH AS A VIDEO OF CHANGED ROUTING AND ENTRY PROCEDURES, OR A VIRTUAL TOUR OF THE SITE SHOWING THE CHANGES THAT HAVE BEEN MADE AND WHERE HAND SANITIZERS ARE SITED FOR EXAMPLE.

USING CLEAR COMMUNICATION SETS A CLEAR EXAMPLE, REASSURES THE TEAM AND CAN REFLECT THE VALUES YOUR ORGANISATION HAS, BUT IT ALSO ALLOWS YOU TO SET CLEAR EXPECTATIONS, AND AS I MENTIONED EARLIER TIES BACK TO THE EVER GREATER SENSE OF PERSONAL RESPONSIBILITY WITH HYGIENE TASKS AND DISTANCING MEASURES.

## **FACILITIES.**

I HAVE ALREADY TOUCHED ON A NUMBER OF AREAS THAT INCLUDE FACILITIES SUCH AS THE PROVISION AND LOCATION OF HAND SANITIZERS OR THE REWORKING OF DESK SPACE OR CLEANING MEETING ROOMS.

THERE ARE A NUMBER OF OTHER AREAS TO THINK THROUGH, AND THESE ARE A FEW.

BEFORE REENTERING, DO YOU COMPLETE A DEEP CLEAN OF THE LOCATION, AND DO YOU SCHEDULE ADDITIONAL CLEANING ACTIVITY OVER AND ABOVE THAT WHICH WOULD NORMALLY BE PERFORMED, FOR HOW LONG?

WITH WATER TANKS POTENTIALLY HAVING STOOD FOR SOME TIME AND HEATING OR AIR CONDITIONER SYSTEMS POTENTIALLY IDLE PERFORMING STARTUP MAINTENANCE OR ACCELERATED MAINTENANCE ACTIVITY WOULD BE PRUDENT.

THE HEALTH AND SAFETY EXECUTIVE SPECIFICALLY HIGHLIGHTS THE RISK OF LEGIONELLA AS WE RESTART ENTERING BUILDINGS

IF YOU HAVE GENERATORS OR BATTERIES AT THE LOCATION CHECKING THESE AND PERFORMING ROUTINE MAINTENANCE (OR ASKING THE MANAGEMENT COMPANY TO DO SO) MAY BE A PRUDENT STEP TO TAKE.

IF THE POWER HAS BEEN OFF DO YOU NEED TO HAVE IT CHECKED BEFORE FLICKING THE SWITCH?



YOU MAY WISH TO SIMPLY ACCELERATE OR BRING FORWARD PLANNED PHYSICAL INFRASTRUCTURE MAINTENANCE ACTIVITIES.

DO YOU NEED TO DEPLOY PLEXIGLASS PARTITIONING IN ANY AREAS, PERHAPS AT RECEPTION OR IN INTERVIEW ROOMS?

DO YOU CREATE AND SIGNPOST ONE WAY SYSTEMS AROUND THE SITE, INDICATE ON FLOORING APPROPRIATE DISTANCING LEVELS USING TAPE OR PAINT.

IF YOU HAVE LIFTS AT THE SITE, DO YOU RESTRICT THEIR USE, CLEAN ON WHAT BASIS?

WHAT ABOUT EVACUATION OF A LOCATION ARE THERE CHANGES THAT NEED TO BE MADE AND HAVE YOU THOUGHT ABOUT DISTANCING WHEN AT AN EVACUATION MEETING AREA.

I HAVE DISCUSSED THE SUPPLY AND USE OF PPE ALREADY, BUT WHAT ABOUT REVERSION SHOULD A HOTSPOT OUTBREAK OCCUR IN YOUR TOWN OR COUNTY? HOW DO YOU RE-EXIT AND THEN RETURN AGAIN AFTER? THERE SHOULD AT LEAST BE A PLAN TO REACT TO THAT SINE WAVE TYPE EFFECT OF INFECTIONS OCCURING.

## **TECHNOLOGY**

THERE WILL HAVE BEEN SOME INTERESTING CHALLENGES FOR COLLEAGUES IN THE IT DEPARTMENT OR CIO OFFICE OVER THE LAST FEW MONTHS I'M SURE, AND THEIR RESOURCES AND PLANS WILL HAVE BEEN IN MANY CASES STRETCHED TO THE MAXIMUM.

AS WE ENTER THE INTERIM AND NEXT NEW NORMALS, THERE WILL BE SOME ACTIONS AND ASSESSMENTS THAT NEED TO BE QUICKLY UNDERTAKEN BUT ALSO DECISIONS MADE WITH LONGER TERM IMPLICATIONS.

AS WITH FACILITIES, IT TEAMS WILL NEED TO ENSURE THE SAFETY AND SECURITY OF THE WORKFORCE AND THE BUSINESS ASSETS. A DEEP CLEAN IF YOU WILL.

ASK, HAVE ALL OF THE SYSTEM PATCHING AND MAINTENANCE ACTIVITIES BEEN CARRIED OUT, AND IF NOT HOW AND WHEN WILL THEY BE. THE RISKS TO EQUIPMENT THAT HAS NOT BEEN MADE BOTH PHYSICALLY AND LOGICALLY SECURE HAVE HEIGHTENED DURING THESE LAST FEW MONTHS.

HAS HOME WORKING EXPOSED THE SECURITY OF THE ORGANISATION AND IS THERE A NEED FOR SPECIALIST

CYBER REVIEW AND TESTING? DO THE ALERTING AND CAPACITY MANAGEMENT MECHANISMS, POLICIES, PROCESSES AND PROCEDURES NEED TO BE REVIEWED?

RELEASED TODAY, THE BITGLASS 2020 REMOTE WORK REPORT SHOWS MANY ORGANISATIONS ARE STRUGGLING TO ADJUST TO REMOTE WORKING. A MASSIVE 41 PERCENT HAVE TAKEN NO ACTION TO EXPAND SECURE ACCESS FOR THE NEW REMOTE WORKFORCE BUT 84 PERCENT SAY THEY WILL CONTINUE TO SUPPORT REMOTE WORKING AS THE LOCKDOWNS EASE.

WORTHY OF NOTE, OF THE RESPONANTS IN THE SURVEY, 63 PERCENT STATED THAT REMOTE WORKING WAS LIKELY TO IMPACT THEIR COMPLIANCE WITH REGULATORY MEASURES AND 50 PERCENT NAMED GDPR SPECIFICALLY

GIVEN THE DATA HELD BY THIS SECTOR IS THERE A NEED TO ENSURE THAT REMOTE WORKING SECURITY MEASURES SECURING DATA IN ANY APP ON ANY DEVICE ANYWHERE SHOULD BE SEEN AS A PRIORITY?

WHAT ABOUT DATA LOSS PREVENTION ACTIONS, DO DR TESTS NEED TO BE RUN? WHAT ABOUT BACKUP AND RESTORE POLICY, MANAGEMENT AND TESTS?

TACTICAL ACTIONS MAY HAVE BEEN TAKEN TO ENABLE HOME OR OFF-SITE WORKING FOR STAFF, IF THIS IS TO CONTINUE DOES THIS AFFECT ENDPOINT AND PERIMETER SECURITY AND IS THERE A NEED FOR REVIEWED AND REVISED POLICY AND MANAGEMENT ACTION? IS THERE A NEW PERIMETER TO YOUR BUSINESS?

AS THE ECONOMIES RE-AWAKEN, AND THE ORGANISATION MOVES INTO THIS NEXT PHASE, WILL THERE BE NEW OR INCREASED DEMAND ON YOUR TECHNOLOGY, INFRASTRUCTURE, PEOPLE AND PROCESSES AND IS THERE CAPACITY TO MANAGE DEMAND?

LOOK BACK TO THE DISCUSSION ON WORKFORCE DO YOU NOW HAVE THE RIGHT SKILLS AT THE LEVEL REQUIRED TO MEET THE CAPACITY WHICH WILL BE DEMANDED – NOT ONLY TO PERFORM THE TACTICAL MAINTENANCE AND CLEAN UP ACTIONS BUT ALSO TO MEET DEMAND FOR NEW PROJECTS AND PROGRAMMES THAT MAY NOW BE STARTING.

AND SO BEFORE I WRAP UP, JUST A FEW COMMENTS RELATED TO THE CAPACITY OF YOUR ORGANISATION TO MANAGE CHANGE AT A TACTICAL LEVEL BUT ALSO IS THERE A NEED TO TAKE A STRATEGIC VIEW

## **THE STRATEGIC VIEW (STEVE)**

SO WHILST MOST OF WHAT HAS BEEN DISCUSSED EARLIER TOUCHES UPON TACTICAL ACTIONS TO THINK THROUGH OR TO TAKE, I ALSO BELIEVE THAT THERE ARE LONGER TERM ACTIVITIES WHICH NEED TO BE CONSIDERED.

ORGANISATIONS HAVE RIGHTLY PRIORITISED KEEPING EMPLOYEES AND CUSTOMERS SAFE, EVEN WHILST FACING SERIOUS CASH FLOW, OPERATIONAL AND SUPPLY ISSUES.

IT IS HOWEVER ALSO IMPORTANT TO LOOK BEYOND TODAY AND IMAGINE WHAT THE NEXT NORMAL WILL LOOK LIKE. IT ALSO IS TRUE THAT THE PATH TO THAT NEXT NORMAL IS UNCERTAIN AND WILL DIFFER BY GEOGRAPHY, COMPANY, SECTOR, BUSINESS AND BUSINESS FUNCTION.

HOW MUCH WILL YOUR ORGANISATION HAVE CHANGED DURING THIS CRISIS, WHAT ABOUT ITS BENEFICIARIES, CUSTOMERS, SUPPLIERS AND WORKFORCE.

WHAT I THINK IS CLEAR IS THAT AN ORGANISATION WHICH IS PLANNING AHEAD AND LOOKING AT

MULTIPLE SCENARIOS IS MORE LIKELY TO SUCCEED AND GROW.

AT A VERY SIMPLE MODEL LEVEL, USING THE 5S VIEW CAN HELP AN ORGANISATION DEVELOP SCENARIOS AND ACTION PLANS TO ADDRESS THE NEXT STEPS.

I HAVE ALREADY MENTIONED SCANNING THE HORIZON AND BUILDING NEW SCENARIOS FOR THE ORGANISATION.

IN LINE WITH THIS AND AS THIS STAGE OF THE CRISIS CHANGES, ARE THERE ACTIVITIES, ACTIONS, PROGRAMMMES AND PROJECTS WHICH CAN BE STOPPED OR PARED BACK – SLOWED DOWN IN THE MODEL? DOES THIS FOR EXAMPLE HELP WITH CASH FLOW OR HELP ALIGN THE WORKFORCE TO DEMAND FOR SERVICES?

WHAT ABOUT ACTIVITIES THAT SHOULD BE STARTED? ARE THERE NEW OPPORTUNITIES, IS THERE NEW DEMAND? HOW DO YOU ACCESS THAT NEW DEMAND AND BUILD SOLUTIONS OR CAPACITY FOR IT?

ARE THERE CONTRACTS THAT NEED TO BE REVISITED FOR EXAMPLE WITH REGARDS BUILDINGS OR ARE THERE TECHNOLOGY SOLUTIONS THAT NEED TO BE READDRESSED NOW?

AND IN THIS MODEL, WHAT ABOUT ACTIVITIES WHICH SHOULD BE ACCELERATED? DO YOU DOUBLE DOWN IN A PARTICULAR AREA TO DELIVER EVEN GREATER BENEFIT TO YOUR AREA OF FOCUS

DOES THE ORGANISATION NEED TO REVISIT ITS BUSINESS PLAN IN LIGHT OF ANY OF MY PREVIOUS COMMENTS.

BRINGING IT A LITTLE CLOSER TO HOME, A REAL EXAMPLE.

AS WELL AS MY ROLE AT CLEARVIEW, I AM ON THE BOARD OF TRUSTEES AT A CHARITY. THIS CHARITY HAS DELIVERED ITS SERVICES TO THE COMMUNITY IN A VERY TRADITIONAL MANNER – FACE TO FACE – WITH SOME TELEPHONE BASED SERVICES. DUE TO THIS CRISIS AND THE LOCKDOWN, WE HAVE HAD TO CHANGE THE SERVICE DRAMATICALLY.

AT THIS TIME THERE IS NO FACE TO FACE IN PERSON CONSULTATION. THE TEAM HAVE MOVED EVERYTHING TO BE DELIVERED BY TELEPHONE OR TECHNOLOGY. DEMAND HAS INCREASED AND THE DEMOGRAPHIC HAS CHANGED WITHIN THAT DEMAND – AND INTERESTINGLY THE ABILITY TO ABSORB THAT DEMAND HAS BEEN REALLY STRIKING

SO WE HAVE HAD TO STOP SOME ACTIVITIES, START NEW ONES AND SPEED UP OTHERS.

WE ARE NOW ASKING WHAT OUR SERVICE NEEDS TO LOOK LIKE IN THE NEW NORMAL AND SCANNING HOW WE TAKE THE BEST OF THE OLD AND COMBINE IT WITH THE NEW.

AND SO MY LAST SLIDE,

### **SUMMARY.**

FIRSTLY, THANK YOU FOR TAKING THE TIME TO LISTEN TODAY, AND MY THANKS TO THE CRANFIELD TRUST TEAM FOR ARRANGING THE SESSION. I HOPE THAT I HAVE AT LEAST PROVIDED YOU WITH SOME AREAS TO THINK ABOUT AS WE ENTER THE NEXT PHASE OF THIS PANDEMIC.

YOUR BUSINESS CONTINUITY PLANS SHOULD HAVE BEEN A VALUABLE TOOL DURING THE LAST FEW MONTHS, AND IF NOT MAYBE NOW IS A GOOD TIME TO PERFORM AN AFTER ACTION REVIEW.

AND REMEMBER, ONE SIZE DOES NOT FIT ALL, ALTHOUGH PRINCIPLES CAN BE APPLIED, AND RETURNING TO NORMAL OPERATIONS REALLY DOES



DEPEND ON WHAT THAT NEW NORMAL LOOKS LIKE,  
AND CERTAINLY TOP OF MIND WILL REMAIN HOW TO  
PROTECT THE WORKFORCE.

AND MY LAST COMMENT, PLEASE REMEMBER THAT  
THERE IS A SIGNIFICANT AMOUNT OF ADVICE  
AVAILABLE FROM TRUSTED SOURCES PLEASE DO  
CONTINUE TO USE THOSE AS YOU START REOPENING  
SO, I THINK I NOW HAND BACK TO ALICE AND WE WILL  
TRY Q&A.....