COVID-19
Response Pack

This document, together with the associated templates, have been designed to provide you with a simple set of tools that you might need to co-ordinate your tactical and strategic response activities, assess the risks to your business, manage the appropriate actions on a day-to-day basis and to communicate effectively both internally and externally.

We at CBO believe that the guidance and templates can be hugely helpful if applied correctly and we'd be happy to provide both the templates and a level of pro-bono support to you and your organisation to get these quickly and efficiently set up and working for you.

Key steps

Below are the four key steps that we recommend are implemented, as a minimum, in every organisation to help them respond to COVID-19. The rest of the document provides more information on each of these.

- **Establish a Crisis Management Team (CMT)**
  This should be the primary source of information and communication across the organisation so there is a common and collective understanding of the key messages. This needs to have suitable representation across the business and the delegated authority to make the big decisions.

- **Identify and assess the risks**
  Conduct analysis across the organisation to identify the key risks and issues. Determine the relative risk rating to enable prioritisation and agree the appropriate responses.

- **Create and execute a Communications Plan**
  Identifying who needs to be communicated with, when and how is a critical activity, recognising the need to communicate internally to your people and externally to your clients and suppliers. Setting this out into a simple but coherent plan will ensure that the right messages are delivered to the right people, in a timely manner.

- **Define and deliver Response Plan**
  Identify the actions required to address the risks and the communications activity and lay these out in a high-level plan with agreed owners and deadlines and ensure this is managed and monitored on a daily basis.
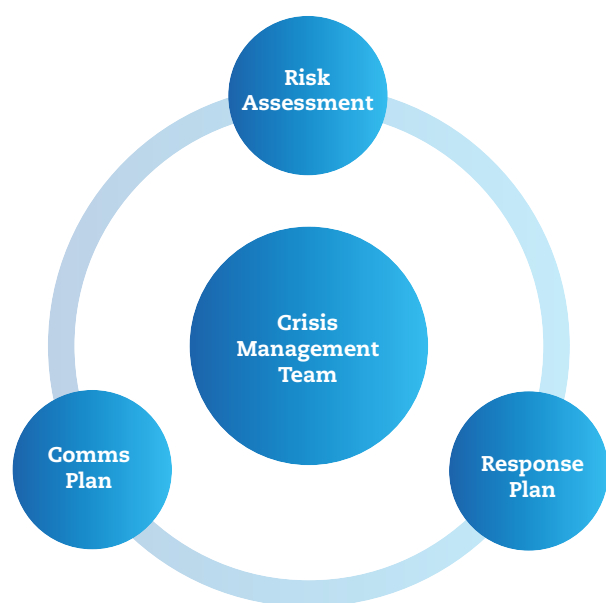
Establish a Crisis Management Team

- Your CMT needs to be a cross functional team of senior roles (e.g. heads of Operations, HR, IT, Compliance, Facilities, Marketing, Client Delivery).

- You will need to select the best qualified team member to lead the CMT.

> **Top Tip:** Ensure everyone understands the role of the CMT and their own individual roles and responsibilities within it.

- Agree a fit for purpose and effective operating agenda and cadence for the CMT.

- Focus any CMT meetings on outputs and decisions, don't just have meetings for the sake of meetings.

Identify and assess the risks

- Agree which member of the CMT is responsible for leading the risk management activity.

- Start by asking the CMT to identify the key risks across the business and capture these in the Risk Assessment template available **Download here**

- Test this initial log with wider group of key stakeholders   (i.e. functional / operational leads etc.) to get their validation and input, updating the template throughout.

> **Top tip:** Conduct initial assessment of the risks to identify the 'High' risks so that these can be quickly discussed, and appropriate actions put in place (see also Response Plan), updating the template throughout.

- Complete assessment of remaining risks and update the template – ensure this is managed at the appropriate cadence with regular CMT review.

Create and execute a Communications Plan

- Agree which member of the CMT is responsible for managing the communications plan.

> **Top Tip:** Conduct a high-level assessment of all of your stakeholders (internal and external) and determine what general and specific communications each will require.

- This coupled with the risk assessment and associated activity will help flush-out the one-off and recurring communications required which can be captured in a simple communications plan.

- The plan needs to set out
  + The target audience;
  + The key messages / subject to communicate
  + The type / mechanism to deliver the messages
  + The person responsible for that communication
  + The timing of the communication

- The Communications Plan template available **Download here** will allow you to quickly determine what communications activities are required by when and this can be tracked and managed centrally to ensure that these activities are completed in a timely manner.

Define and deliver the Response Plan

- Agree which member of the CMT is responsible for managing the overall response plan.

- This should provide a simple oversight of all the key activities required (risk management activities, communication activities and all other general response activities) – set out in an easy to follow and easy to manage delivery plan.

- Note that this response plan should include activities related to the mitigation of active issues, tracking ongoing and planned actions which need to be implemented.

- This Response Plan should be updated, monitored and reviewed daily by the owner and the CMT.

- All activities should have clearly defined owners and timelines and any overdue items should be escalated to CMT immediately.

- The Response Plan template, available **Download here** has been set-up for a generic organisation with some suggested work streams i.e. Finance, IT, HR, Compliance, Operations, Supply Chain etc. You should create workstreams as appropriate for your specific business.

> **Top tip:** Don't just focus on fighting fires to address the short-term challenges with tactical solutions. It is important to continue to review your risks and continue to deliver the plan with a longer-term strategic perspective. The potential impacts and time to recover could be significant so it's important to address those strategic challenges now.

Using the templates

- The three templates referenced above are all available via our website as a single downloadable Excel file **Download here** with each of the templates included as a separate tab on the spreadsheet.

- They are free for you to use and for you to adopt and adapt as appropriate to your specific needs.

- We can also make these available to you as templates via our SmartSheet subscription which is a cloud-hosted platform (this may offer you more collaboration functionality – but you'll need to consider your own Data Protection and Information Security policies).

How can CBO support you?

- We are mindful of the significant impact that Covid-19 is having on our clients and all other local businesses and charities.

- We are a local business and we want to help our community where we can.

- We'd like to offer our help, relevant skills and content during this crisis to support the business and third sector community.

- We truly believe that the guidance and templates can be helpful if applied correctly so please feel free to use them to help you and your business or charity manage your response to COVID-19.

- We'd be happy to provide an appropriate level of pro-bono support to you and your organisation to get these set up and working for you. That might involve spending some time with members of the CMT walking through the templates, or helping facilitate the initial discussions to go through the risks etc.

- If you think we can help, and you'd like to discuss further, we'd love to hear from you – please contact us at **covidresponse@cboprojects.com**