

Carmichael.

Ready and Returning

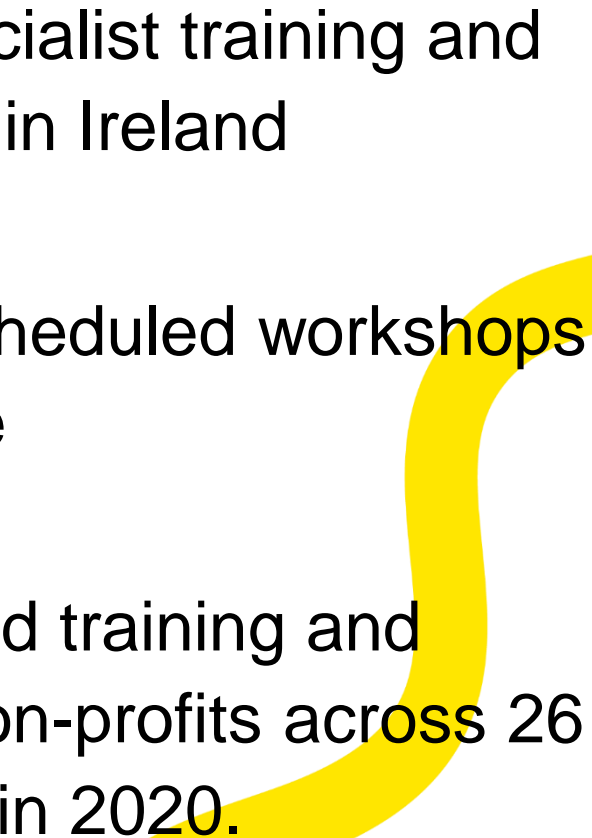
Liam Scollan

23rd Sept 2021

Guiding nonprofits
carmichaelireland.ie



About Carmichael

- Carmichael is a leading specialist training and support body for non-profits in Ireland
 - We facilitate about 40-45 scheduled workshops every year – currently online
 - We also provided customised training and consultancy, working with non-profits across 26 counties – 223 such events in 2020.
- 

Session overview

Section 1

- * Government policy and the shift to personal judgement
- * Exercising care, re-building and judgement in smaller groups

Section 2

- * Reviewing the Response Plan
 - * Protective measures
 - * Dealing with a suspected case
 - * Prevention and control; Communication

Section 3 - New tools

- * Health and wellbeing; Consultation
- * Working from home; Cyber security;
- * Right to disconnect
- * Vaccination

1A

Transition from regulation to personal/local judgement

Recent Government Guidance

COVID-19 Resilience & Recovery 2021 The Path Ahead

P1#y1



Rialtas na hÉireann
Government of Ireland



Rialtas na hÉireann
Government of Ireland

Reframing the challenge Continuing our recovery and reconnecting

Prepared for the Government of Ireland
2021



Rialtas na hÉireann
Government of Ireland

Work Safely Protocol

COVID-19 National Protocol for Employers and Workers

16. 09.2021

Calendar of change

Date	Policy change
20 th Sept 2021	Further easing of restrictions on indoor and outdoor group activities
22 nd Oct 2021	Removal of restrictions with some continued safeguards

Guidelines: 20th Sept to 22nd October 2021

See Reframing the Challenge: Continuing our Recovery and Reconnecting; Section 2; Immediate Term Easing of Public Health Restrictions

<https://www.gov.ie/en/publication/3361b-public-health-updates/>

Removal of restrictions post 22nd Oct 2021

- * Formal requirements/mandates for physical distancing;
- * Formal requirements/mandates for mask wearing outdoors and in indoor private settings;
- * Limits on numbers that can meet in private homes/gardens;
- * Limits on numbers at outdoor events and engaging in sporting activities outdoors;
- * Restrictions on indoor sports activities and other indoor leisure/community activities;
- * Restrictions on religious or civil ceremonies;

Removal of restrictions post 22nd Oct 2021

- * Certification of immunity or testing as a prerequisite for access to, or engagement in, any activities or events (with exception of international travel);
- * Restrictions on high-risk activities (i.e. nightclubs);
- * Requirement to work from home allowing a return to physical attendance in workplaces on a phased and cautious basis appropriate to each sector.

The shift in policy and what it means

Government policy

- Covid no longer seen as an “exceptional threat”
- From regulation and restriction to personal responsibility and judgement
- Emphasis on protecting the most vulnerable
- Continued emphasis on certain protection practices but without the legislative cover

Not-for-profit challenges

- Continued responsibility for exercising judgement
- Responsibility towards vulnerable people
- No one response is enough. Need for agile response mechanisms.
- Rebuilding teams and services in a more complex environment

Autumn/Winter 2021 and Covid

- * The currently unknown impact of vaccines on transmission and the impact that variants may have remains uncertain,
- * Opportunities for transmission increase during winter months when people are closer together indoors in poorly ventilated spaces,
- * If the same level of social distancing measures are not in place, other respiratory infections will be in greater circulation, potentially placing a double pressure on the health service, and
- * Growing levels of fatigue with covid health measures and consequent lower levels of adherence.

Focusing attention and judgement

Suspected Covid symptoms

Face coverings



Hygiene

Physical distancing

Ventilation

Communication

1 B

Exercising care and judgement



from lockdown to look in, look around

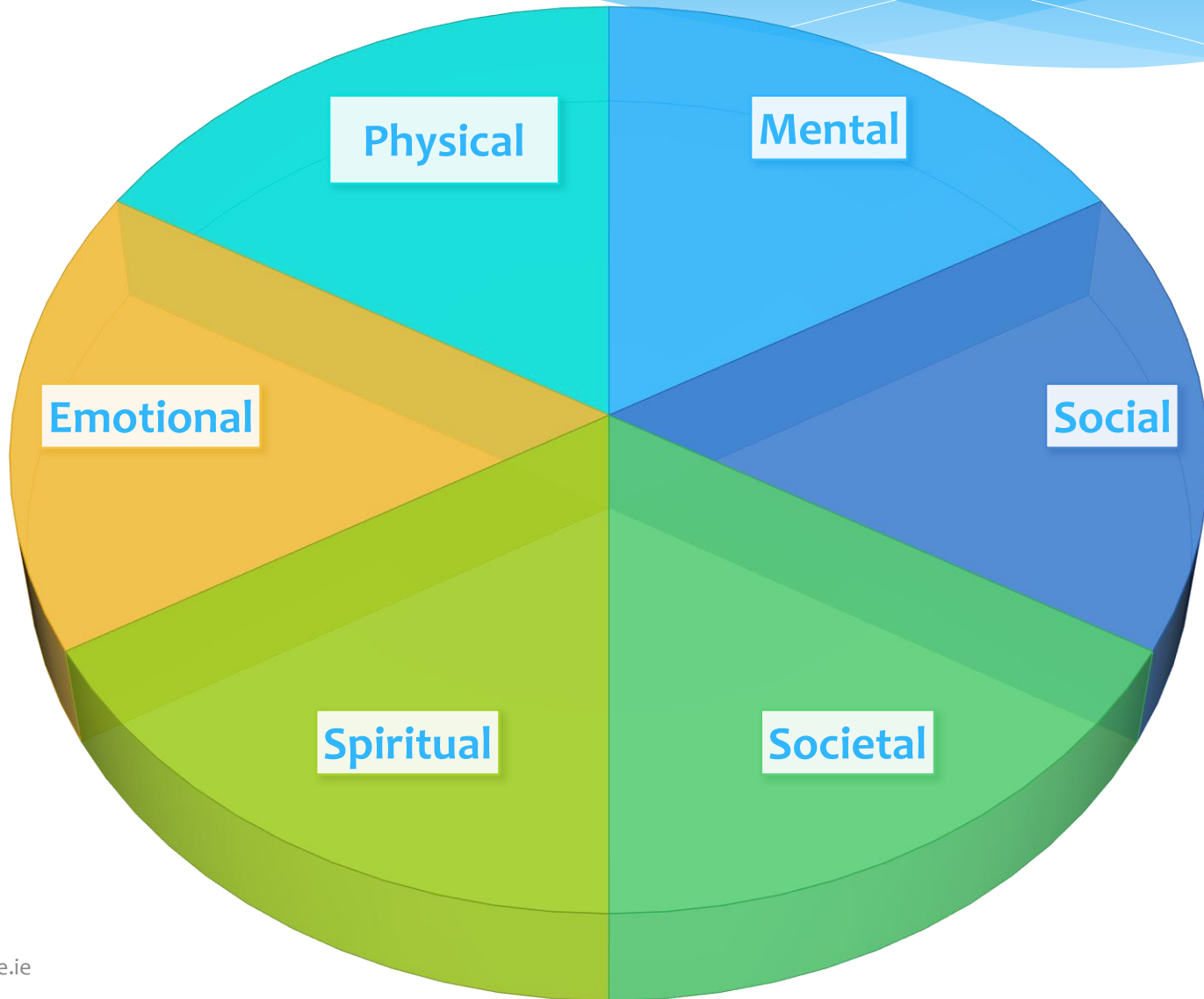
...and look up! 😊

Artist
Clare Lynch



**Ask the same important human
questions... and more ...
In 2021**

WELLBEING



Assessing caution in my group

Question	Yes	No	Score
I belong to a very high or high risk group	Yes = 10	No = 0	
I am fully vaccinated or am covid immune	Yes = 0	No = 7	
I am in regular close contact with a person who is categorized as “vulnerable”	Yes = 7	No = 0	
I am in regular close contact with a person who is not vaccinated	Yes = 6	No = 0	
My own estimate of the degree of personal caution I wish to exercise	Score between 1 and 10, with towards 10 indicating high caution and towards 0 indicating low caution.		
My own estimate of the degree of caution I feel my group should exercise	Score between 1 and 10, with towards 10 indicating high caution and towards 0 indicating low caution.		
Total score	Will be between 0 and 50		

Categories of caution

Example: 1 person

Caution level	Low	Medium	High
Individual score	0 to 12	13 – 30	31 -50
Colour code	up to 24%	Between 25 and 60%	Over 60%

Example: group of 5

Person	1	2	3	4	5	Total	% of max score of 250
Scores	42	23	19	39	45	168	67%

Safety measure	Application of protocols		
	Low caution	Medium caution	High caution
Physical distancing	None	Respect physical distance more than normal	1 or 2m
		No pods	Pods of 6
Masks	None	Only when moving around or	Adults, at all times except when eating or for other medical reasons
		At individuals discretion	
Ventilation	Normal levels	Windows open	Entry and exit doors remain open
Cleaning actions	Normal routines	Heightened levels	Regular cleaning of frequently touched spots
Customer facing roles	Observe basic covid etiquette always.	Observe basic covid etiquette always. Wear masks and observe social distancing until 9 th Nov 2021 and check with users/customers thereafter if they wish to observe these protocols.	Observe basic covid etiquette always. Wear masks and observe social distancing as a norm and check with users/customers if it is ok to discard these measures.
Hand hygiene	Normal good hygiene	Availability of sanitizer	Availability of hand sanitizer on entry
Induction/ training in covid safety	Yes	Yes	Yes

Agile application of protocols

Safety measure	Low caution	Medium caution	High caution
Legionella	Normal health and safety precautions	Normal health and safety precautions	Normal health and safety precautions
Online or face-to-face?	Face-to-face	Face to face but with vigilance around covid safety measures above.	Consider blended options where some events or meetings are online. For face-to-face exercise the covid safety measures above.
Movement of people	No covid rules	Respect social distance	Separate entry and exit
		Wear masks when moving	
Respiratory hygiene	Observe covid-19 cough and respiratory etiquette	Observe covid-19 cough and respiratory etiquette	Observe covid-19 cough and respiratory etiquette
RADT Testing	No	Consider for use in higher risk environments	Consider introduction when available
Return to work form/questions	Leave to personal judgement	Leave to personal judgement but clearly display the questions	Verbally check if it's a "no" or "yes" to the return to work questions

Agile application of protocols

Safety measure	Low	Medium	High
Suspected case	Implement emergency protocols immediately	Implement emergency protocols immediately	Implement emergency protocols immediately
Temperature testing	No	No but review if high risk situations are likely	Consider use of temperature testing If not, review if high risk situations are likely
Tracing logs (CI)	Recommended	Yes	Yes
Travelling in groups	Operate at 100% capacity. Continue additional hygiene measures (cleaning and availability of sanitizer)	Operate at 100% capacity. Continue additional hygiene measures (cleaning and availability of sanitizer) Encourage face masks where permitted and ventilation where possible.	Operate at 75% capacity. Continue additional hygiene measures (cleaning and availability of sanitizer) Wear face masks where permitted and ventilation where possible.

Agile application of protocols

Safety measure	Low	Medium	High
Vaccination status	Left to self-discretion	Non-vaccinated advised to exercise caution.	Encourage open discussion about vaccination and exercise high levels of caution
Vulnerable persons	Avoid environments exercising low caution	Exercise high caution	Exercise high caution
Using shared facilities	Call a meeting of all users and reach agreement common protocols across the whole building and protocols for each user organisation.	Call a meeting of all users and reach agreement common protocols across the whole building and protocols for each user organisation.	Minimise attendance at buildings where protocols are mixed or unclear.
Wellbeing	Check in with your team every two months	Rebuild your team. Check in with your team every month.	Rebuild your team. Check in with your team every week. Consciously plan wellbeing activities

Covid management still required

Safety measure	Low caution	Medium caution	High caution
Continue risk management approach	Yes	Yes	
Take reasonable prevention and control measures	Yes	Yes	Yes
Lead team	Yes	Yes	Yes
Lead worker	Yes	Yes	Yes
Revise Covid protocols	Yes	Yes	Yes
Keep up to date with Government Covid guidance and communicate it	Yes	Yes	Yes

Task	Community Centre	Hirer
Cleaning/legionella	Building-wide regular cleaning, sanitization and safety	Clean and sanitize the space after you are finished, noting frequently touched spaces
Communications	Display agreement. Appoint Lead Board member or volunteer	Communicate with Community Centre Lead Member
Contact tracing	Details of hirer	Details of all attendees
Costs	Consider sharing additional costs	Additional contribution to overall building usage costs
Entry/Exit	Ensure availability of separate room entry and exit	Observe protocols for your group and /or for the building
Management	Call meeting of all hirers and agree joined up protocols	Participate in meeting and agree joined up protocols
Respiratory hygiene (coughing/sneezing)	Embed safe culture	Embed safe culture in your group
PPE/Face Coverings	Make spares available	Observe protocols for your group and /or for the building
Hand sanitizer	Make available at entry and exit	Use hand sanitizer provided
Signage	Building wide signage	Any additional signage for your group
Social distance	Retain room social distance capacities	Observe social distance capacities for your group
Suspected case	Provide designated space or equivalent	Immediately isolate suspected cases in designated space
Rostering of usage	Maximise separation for vulnerable groups	Re-adjust to maximize separation for vulnerable groups
Ventilation	Ensure it is possible	Apply it according to your group's needs

Sharing
community
spaces

WORKPLACE QUESTIONNAIRE: WORKING IN COVID-19

Workplace questionnaire

Another approach to dialogue

1 a How comfortable do you feel about returning to work at this point in Covid-19? Please tick the ranking scale number between 1 and 5, with 1 indicating that you are very uncomfortable and 5 indicating that you feel very comfortable.

1	2	3	4	5

1b. If you wish, please explain your reasons for your choice above.

2a. Our organisation has developed our own Returning to Work Safely Protocol. Please rate from 1 to 5 how familiar you feel with the Protocol. Please tick the ranking scale number between 1 and 5, with 1 indicating that you are very unfamiliar and 5 indicating that you feel very familiar with your organisation's work safely protocol.

1	2	3	4	5

2b. Please suggest below (if you think necessary) any actions that could be taken to improve it or to make colleagues more aware of it.

Workplace questionnaire

Another approach to dialogue

3 What changes (if any) would you like to see to help improve your sense of safety or wellbeing?

Heading	Action	Yes	No	Comment
Workplace	Homeworking or a mixture of home and working form base			
	Go back to where I worked from before Covid-19			
	Introduce a home working policy for guidance in case it is required.			
Vaccinations	Consider any changes that may be necessary as regards working practices for people depending on whether or not they are vaccinated.			

4. Covid-19 has been very disruptive for most people. What actions would you suggest we take together to improve how restore our own confidence and team spirit?

5. Other comments

Please add any other comments or suggestions you may have

Name _____

Email _____ and or mobile _____

External communications



■ Contracts ■ Customers ■ Donors ■ Funders



2

Revising your response plan

Assembling leaders

- * Response team
- * Covid-19 compliance officer
- * Lead worker



(1) Responsible people

Response team

Compliance officer

Workers representative

Deputies

(2) Control measures

Reducing risks with prevention and control measures for buildings, things and personal behaviour

Dealing promptly with suspected cases

**Re-opening safely for
voluntary groups**

(4) Documentation

Your plans for 1,2,3

Return to work form

Log sheets

Updated Occupational Health and Safety

Updated first aid

Legionella

(3) Communication

Policy statement

Awareness through all available media

Induction/ training

What is risk?

Risk can be defined as a situation involving exposure to danger, or a threat requiring something to be protected

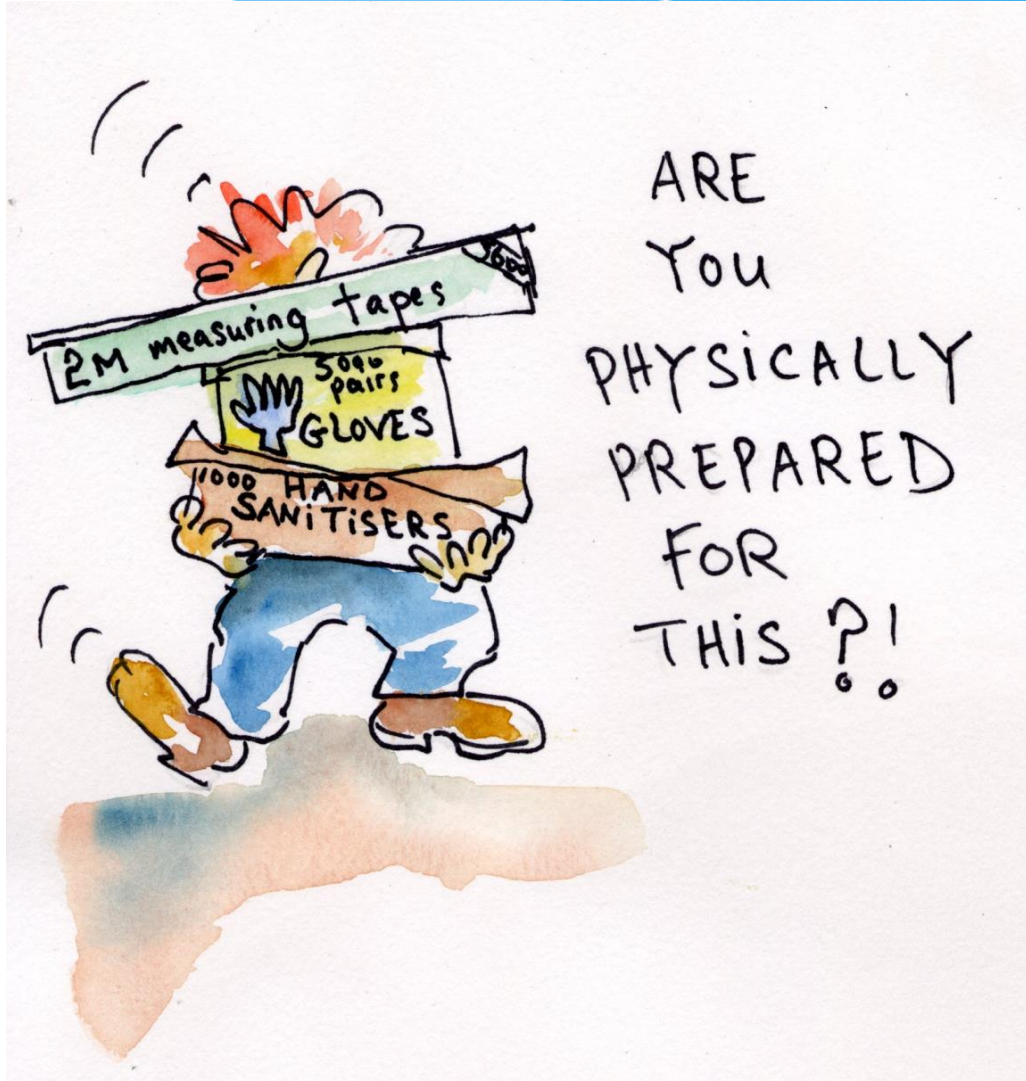


Risk Management

- * What is **likely** to happen?
- * What is the **impact** of that happening?
- * How can we make it less likely or lessen the impact

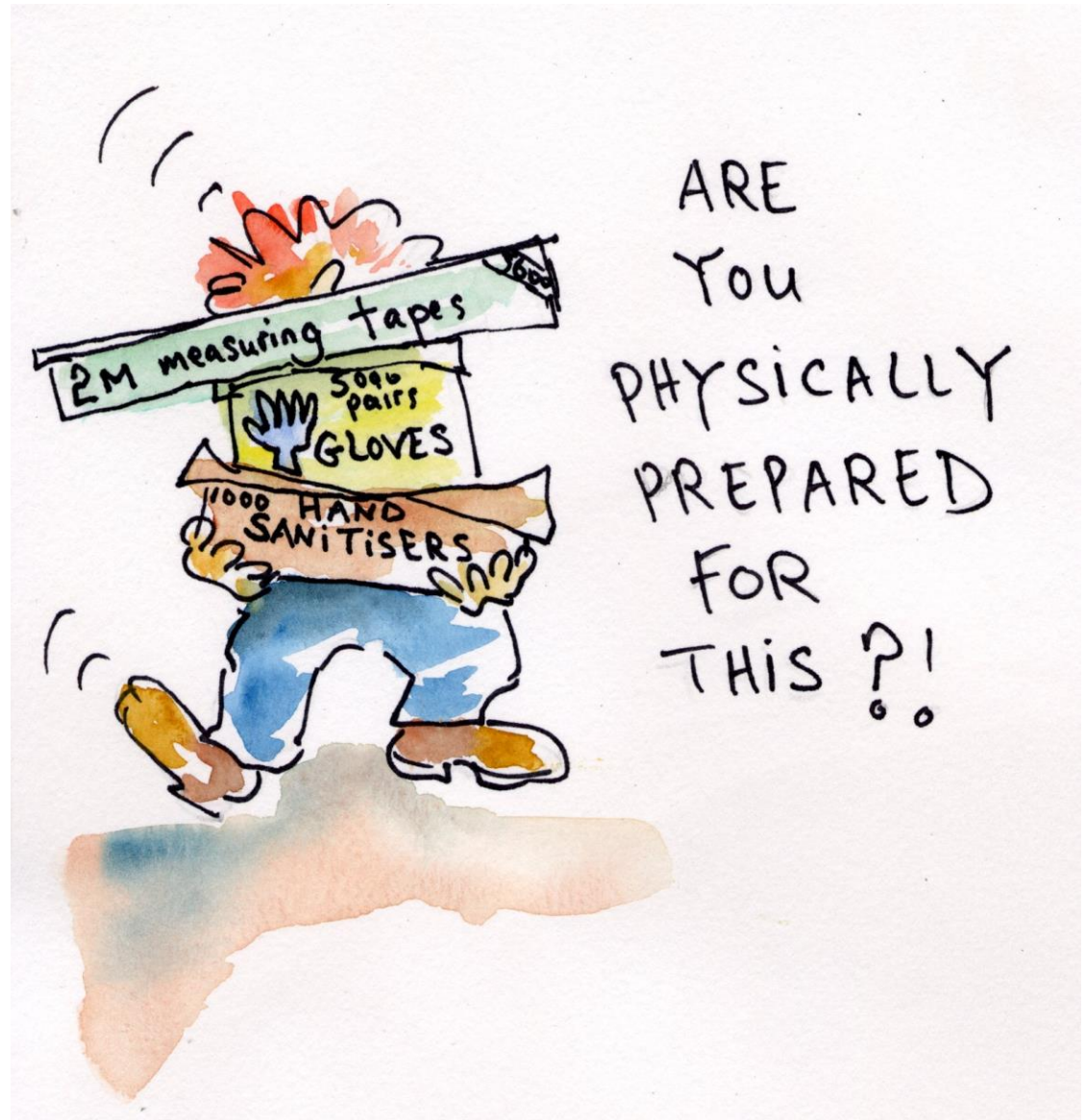
Risk around covid and continuity

Risk likelihood	1	2	3	4	5
Impact					
1					
2			Volunteer gets Covid		
3				Reduced numbers at events	
4		Loss of key worker	30% reduction in income		
5					



*Some
degree of:

Down with
that sort of
thing*



Preventative Measures: Physical

Action	Supplies In position (Qty/ area)	Measures in place	Measures understood	Who	All Yes	All No	Comment
A Hand hygiene							
B PPE (personal protective equipment)							
C Physical distancing and room capacities							
D Movement of staff, visitors and deliveries							
E Respiratory hygiene							
F Cleaning actions							
G Update Legionella and Occupational Health and Safety (OHS)							
H Heating ventilation /Air conditioning (AC)							

Preventative measures: Human resources

	Action	Supplies/resources (Qty/area)	Measures in place	Measures understood	Who	All Yes	All No	Comment
i	RADT testing							
j	Return to Work form							
k	Temperature testing							
l	Re-arranging shift patterns/zones in order to improve social distances for workers							
m	Training							
n	Vaccination information							
o	Working from home							
p	Right to disconnect							
q	Travel for work duties policy							
r	Vulnerable people							
s	Training							
t	Customer facing roles							
u	Contractors/ Visitors and keeping logs							
v	Users of shared facilities							
w	Mental health wellbeing							
x	Sick leave							

Control measures: Suspected Case

	Action	Measures in place	Measures understood	Who	All Yes	All No	Comment
a	Incident response personnel: stabilization, recovery, continuity.						
b	Isolation area <ul style="list-style-type: none"> • Ventilation, i.e. via a window, • Hygiene practice by providing: • Tissues, • Hand sanitizer, disinfectant, • PPE; gloves, masks, • Clinical waste bags. 						
c	Decision: <ul style="list-style-type: none"> • Call doctor or • Go home and continue isolation 						
d	Advice: To unwell person concerning prevention of spread						
e	First Aid (OHS)						

Communications

No.	Action	Yes	No	Who responsible	Comment
a	Consult and communicate internally and externally				
b	Management and lead worker representative(s) and lead users communicate at all stages				
c	Induction training for all staff and volunteers				
d	Occupational health advice for those concerned				
e	Specific training to your designated Compliance Officer				
f	Alert as many people as possible before they visit your site				
g	Display all signs and advices concerning your Covid-19				
h	Communicate all public health advice				
i	Data protection				
j	Internet and cyber security and social media				

3

Additional tools for not-for-profits

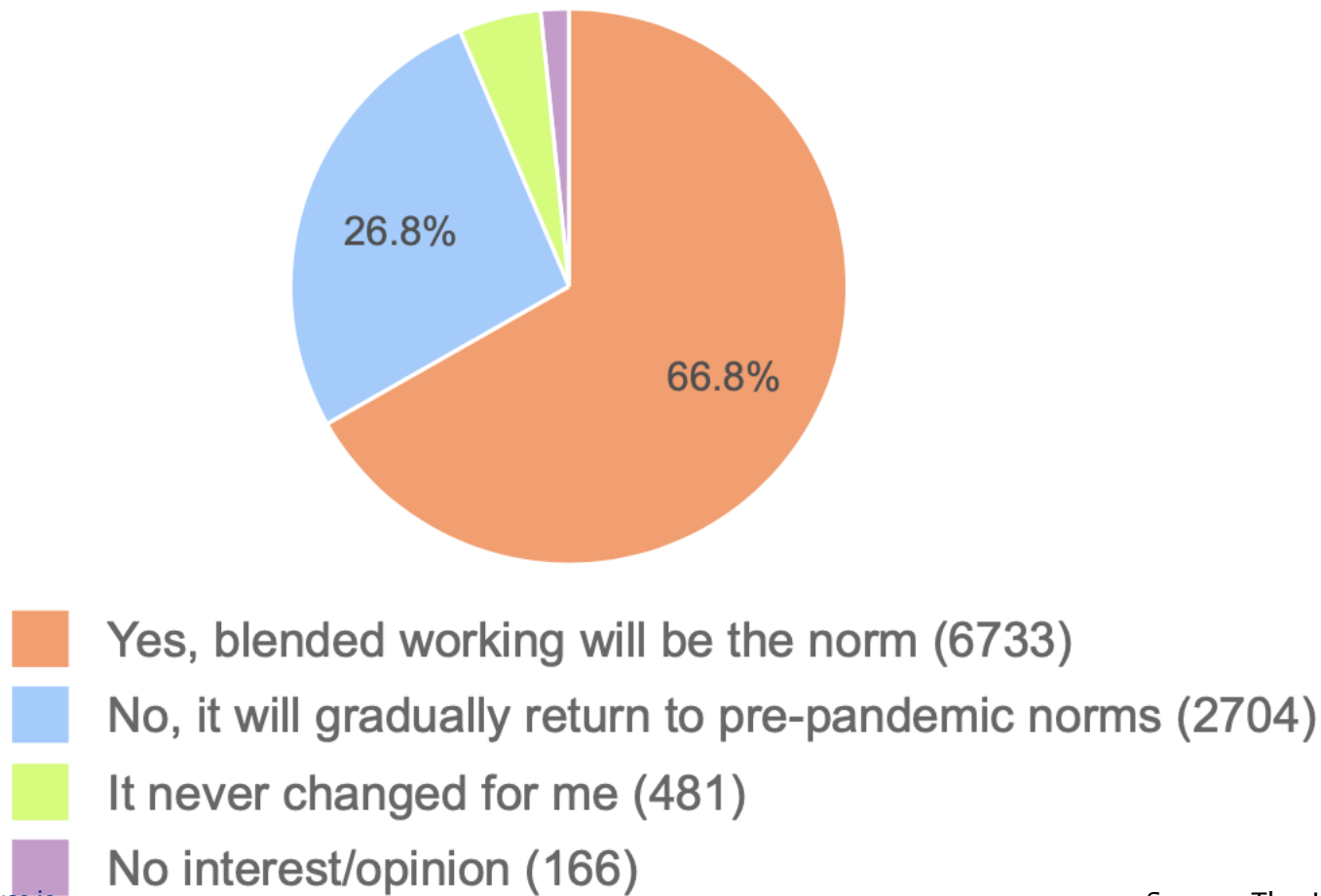
Policies to consider

- * Personal health
- * Consultation
- * Vaccination
- * Working from home
- * Digital security
- * Right to disconnect

Working from home



Do you think traditional office work will change forever post-pandemic?



Working from home



Step 1
Develop a
homeworking
policy



Step 2
Identify and consult
with employees
who will work from
home



Step 3
Identify what
equipment and
resources are
required



Step 4
Use the risk
assessment/checklist
to assess the home
work environment



Step 5
Monitor, review and
communicate with
the employees
regularly

Document control.....	1
Nature of work.....	3
Quarantine and temporary working from home	3
Dedicated space at home	3
Equipment.....	4
Training.....	4
Home-working and stress	4
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Introduction	6
Homeworking risk assessment/ checklist.....	6
Step 1 – Equipment/resources required.....	6
Step 2 – Homeworking risk assessment checklist (non-exhaustive list)	6
Communications.....	6
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Lighting.....	7
Housekeeping	7
Temperature.....	7
Electrical safety.....	8
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Category B – Employees’/volunteer’s responsibilities:.....	8
Fire	8
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Writing a home working policy

Protecting Personal Data When Working Remotely

Devices

Emails

Cloud and network areas

Paper records

Cyber security at home

Threats

Phishing

Vishing

Business email compromise

Remote access threat

Secure password policy

Home router Hardening

Remote conferencing

Work devices Vs home devices

The right to disconnect

- * The right of an employee to avoid routinely performing work outside normal working hours;
- * b) The right to protection from penalization for refusing to work outside of normal working hours; and
- * c) The duty to respect another person's right to disconnect (e.g., by not routinely emailing or calling outside normal working hours).

Right to disconnect policy

Introduction

Definition

Wellbeing

Obligations on Employers and Employees

Joint effort

Employers

Employees/Volunteers

Our managers' role

Working Hours

Introduction

Rostering arrangements

Communications

Introduction

Communications procedures

Holding meetings

Raising Concerns


Vaccination

Employees/volunteers can:

- * refuse to be vaccinated;
- * refuse to disclose their vaccination status to their employer; and
- * refuse to comply with a policy that excludes non-vaccinated employees.

Vaccination and the workplace

- * Legal considerations
- * Encouraging vaccine take up
- * Workplace virus testing
- * Vaccine hesitancy
- * Risk assessments
- * Recording vaccination data
- * Mandatory vaccination
- * Legal Risks - Unfair/Constructive Dismissal
- * Potential Discrimination Issues
- * Employee relations
- * GDPR implications
- * Vaccination policy



A Manual for Not-For-Profit Bodies Returning to Operations

4

A Manual for Not-For-Profit Bodies Returning to Operations

Five functions

- * Clear pathway to follow in returning from Covid
- * Provides tools for both small and larger organisations
- * Helps you build your documentation
- * Provides an outline of some additional policy considerations
- * Full of further reference material

Manual: How to use it

- * Step by step workbook
- * Complete the questions
- * Fill in the gaps
- * Learn more from references provided

Contents

- * Pathway to returning to operations
 - * Before you decide to return
 - * Key responsibilities
 - * Risk management
 - * Prevention and control measures
 - * Communication
 - * Managing key issues

Contents Continued

- * Transfer material from Pathway above
- * +
- * Policy Statement
- * Responsible Persons Task Register
- * Employer information
- * Return to work form
- * Contact Log

Optional content

- * Empowerment: Workplace questionnaire
- * Clarity: Vaccination policy
- * Options for working: Homeworking policy template
- * Security: Cyber and paper file security at home
- * Right to disconnect
- * Fair procedure: Checklist for mitigating against Covid-19 claims
- * Resources and support

Other supports available from Carmichael at this time:

E-Learning

- GDPR Levels 1 & 2
- The Role of the Company Secretary
- The Companies ACT
- Risk Management
- Outcomes & Outputs
- Marketing & Sales
- Employing Staff & Managing Human Resources
- Financial Management
- Business Organisation & Development
- Governance & the Charities Governance Code

Other supports available from Carmichael at this time:

A selection of resources including, templates, guidance documents and podcasts under the following headings:

- Communications
- Finance
- Governance & Compliance
- Human Resources and
- Planning.

<https://www.carmichaelireland.ie/resources/>

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Thank you

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