

# Social Business Wales

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## Journey to Re-Opening Your Social Business



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## Journey to Re-Opening Your Social Business

Covid-19 has transformed the environment for businesses, with forced closures, social distancing restrictions and new ways of working. Some businesses have been able to continue trading, while others have had to pivot or offer reduced services and even close completely. The prospect of re-opening and exploring what the new norm will look like for your business may feel overwhelming. Social Business Wales have developed this guide to help you navigate your individual route to re-opening. It will aid you as a social business to consider the key implications to re-starting your business and signpost you to key resources and sources of information. Enabling you to plan and prepare for the journey ahead and be in a position to reopen your social business as soon as government restrictions allow.

The tool is split into 3 stages, with a digestible workbook for each stage:

**Stage 1: Planning your journey** – dealing with the essential things to consider before you are able to re-open such as premises, staffing and new safety requirements. Starts below.



**Stage 2: Calculating the best route** – considers using new ways of working such as technology and communication techniques that can aid your business as well as financial considerations.

**Stage 3: Diversions Ahead** – identifies some of the potential road blocks your business may face such as going back into lockdown and mission drift. Helping you to develop strategies to become more resilient and adaptable.

The situation with Covid-19 is ever changing. The toolkit will be updated as new government regulations are announced and updates released. The toolkit is intended to signpost you to useful information and resources. Many of the links in this document are to external websites, we share them in good faith, but we have no control of their content or accuracy.



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## STAGE 1: Planning Your Journey

As with any journey, planning and preparation are key. Covid-19 has changed the way we will all work and live in the coming months and beyond. The imposed restrictions and closures have brought many limitations but equally lots of opportunities for doing things differently, built stronger community cohesion and re-focused upon values.



Knowing where to start preparing for re-opening can be daunting, Welsh Government have produced a guide for employers and employees on how to return to work safely: <https://gov.wales/keep-wales-safe-work> The UK Government have begun to issue sector specific guidelines on returning to work <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19>.

We expect Welsh Government to develop similar guidelines soon. Keep up to date on new announcements for your sector.

Within this stage we will break down key considerations, allowing you to work through each topic and build plans and new procedures, developing your 'new normal'. Remember to consider how your day to day delivery, ability to deliver your social outputs and the longer-term financial viability will be affected.

## Physical Distancing

**In a nutshell:** Your business will need to comply with the current physical/safe distancing guidelines. In Wales this is a legal requirement. Businesses need to take reasonable measures to ensure 2 metre



distancing is observed, there are a few exceptions such as care services, where implementing the guidelines would impede services. Please check with up to date guidelines ( <https://gov.wales/taking-all-reasonable-measures-maintain-physical-distancing-workplace>). Not having a big enough space or money will not be a justification for not implementing the safe distancing guidelines.



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As a business you will have to think about how you can operate your business, services and premises safely while implementing the 2m rule. In practical terms this will take thought and planning.

## Consider:

- Walking through your premises measuring out your space. Use measuring tape and drawings to calculate how you could change the layout of the space.
- Remember to include entrances, corridors, loos and kitchen areas too thinking about safety and capacity.
- Consider how implementing the 2m ruling will affect the number of staff, customers or clients you can accommodate at one time.
- Can you change how you operate to limit the number of people within your premises at any one time?
- Can you extend operating hours to enable you to service more people?
- Can you stagger appointments, reducing the need for so many people to be in the premises at the same time?
- Can you introduce new shift patterns for staff to stagger start and finish times?
- Can you rotate who needs to be in the building and offer home working for part of the week?
- Can you implement a one-way system around the premises?
- Do you need to mark out your areas with tapes & posters? Where should they be positioned?
- Who will be responsible for ensuring everyone adheres to physical distancing rules?

## Action Points:

- Document how you plan on adapting your premises and way of working to comply with physical distancing regulations.
- Develop a risk assessment specifically for implementing physical distancing,
- Inform your staff and customers how you will be enacting the physical distancing guidelines. This could be done by providing maps of new layouts, putting up signs and posting on social media. Consider an induction session on the new system, rules and layout for all staff returning to work.



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- Communicating how you plan to implement safe distancing is key to getting buy in and compliance from staff and a crucial part of rebuilding staff and consumer confidence.
- Keep up to date with any changes to the legislation and implications. Review on a regular basis.



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<b>Physical Distancing Checklist:</b>	<b>Completed</b>	<b>Date</b>	<b>By</b>
Measure out premises / work areas			
Work out how staff and customers can enter our premises and move around it safely.			
Know how many people can enter our building at a time.			
Clearly mark out spacing and areas that are not used.			
Display posters, signs & walkways			
Train staff on how to implement the physical distancing requirements.			

## Useful Links & Resources:

**Social Business Wales** have produced a summary of the implications on businesses:

<https://wales.coop/wp-content/uploads/2020/06/Safe-distancing-factsheet-Eng-v2.pdf>

**Welsh Government** have produced a detailed guide and template signs and posters to use in your workplace: <https://gov.wales/taking-all-reasonable-measures-maintain-physical-distancing-workplace-supplementary-guidance>

<https://gov.wales/safety-and-physical-distancing-signs-employers-coronavirus>



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## Cleaning & Safety Precautions

**In a nutshell:** In line with physical distancing, there will also be additional cleaning and safety responsibilities upon almost all organisations. These are to protect staff and customers and to minimise the spread of the Covid-19. Some sectors will also have to adhere to stringent safety precautions including the use of PPE Personal Protective Equipment when they re-open. You will need to check if you fall into one of these categories.



<https://www.hse.gov.uk/coronavirus/ppe-face-masks/index.htm>

At the very least every business will need to consider how they keep their work areas and equipment clean and provide additional cleaning stations and facilities.

### Consider:

- Are there any additional or sector specific cleaning procedures you need to follow?
- Will your employees need PPE to safely do their jobs?
- Will your customers require face coverings or PPE to enter your premises?
- Are there extra precautions you will need to follow, such as putting up protective screens?
- Where can you locate cleaning stations for use by staff and customers?
- What areas will need cleaning, and do you have high use/risk areas?
- When will you need to clean & who will be responsible?
- How will you record where you have cleaned?
- What products and equipment will you need, how much will they cost and where can you buy them?

### Action Points:

- Develop a cleaning plan detailing the new procedures.
- Source the new cleaning products and any PPE needed.
- Inform staff of the new procedures and provide training where required.



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<b>Cleaning &amp; Safety Precautions Checklist</b>	<b>Completed</b>	<b>Date</b>	<b>By</b>
Identify the appropriate cleaning processes			
Know who will be responsible for cleaning and how it will be documented			
Source the products and equipment needed			
Inform & train staff on new cleaning requirements			

## Useful Links & Resources:

**Health & Safety Executive** have issued guidance on cleaning and the use of PPE:

<https://www.hse.gov.uk/coronavirus/cleaning/index.htm>

<https://www.hse.gov.uk/news/using-ppe-at-work-coronavirus.htm>

## Staff

**In a nutshell:** Furlough and remote working have enabled most organisations to maintain their current staffing levels. As lockdown is eased and people begin to think about returning to work there is a requirement on employers to assess their staffing levels, the suitability of employees to return to work and health and safety requirements.



### Consider:

- What staffing levels will you need to operate your business for the next 6-12 months?
- How many staff can be in the premises at the same time?



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- Is home working or remote working an option for some or all of your staff?
- If yes, do you need any extra equipment or changes?
- Can you afford to sustain your staffing levels with predicted income levels?
- If not, what roles are at risk and what processes/timescales should you follow to lay off staff members?
- Do you have any high risk or vulnerable staff members?
- Could you re-deploy any staff members?
- Are there any additional staffing or skills needed?
- Are there additional health and safety requirements for staffing and training needs?
- Have you engaged with staff about the future and new ways of working following the Covid outbreak?
- How are you managing and supporting staff homeworking?

## Action Points:

- Identify how many staff you will need to re-open and how you will manage them.
- Speak with your staff about how they feel about returning to work.
- Identify if you have any vulnerable, high risk or shielding members of staff unable to return and considered alternative roles and arrangements where possible.
- Devise a return to work plan.
- Share the plan with your staff.
- Consider the businesses ability to cover wages.

Staff Checklist	Completed	Date	By
Review staffing levels			
Develop an action plan for return to work/premises			
Conduct staffing assessment to identify high risks members of staff			
Communicate with staff about returning to work			



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## Useful Links & Resources:

**Welsh Government** have produced a risk assessment tool to assess employees suitability to return to work: <https://gov.wales/covid-19-workforce-risk-assessment-tool>

**Acas** have range of resources on working during the pandemic including home working: <https://www.acas.org.uk/coronavirus>

**Joint guide** on returning to work after lockdown: [https://www.som.org.uk/Returning\\_to\\_the\\_workplace\\_COVID-19\\_toolkit\\_FINAL.pdf](https://www.som.org.uk/Returning_to_the_workplace_COVID-19_toolkit_FINAL.pdf)

**Mind** have produced excellent resources including how to help staff and manage wellbeing during lockdown and furlough: <https://www.mind.org.uk/workplace/coronavirus-and-work/>

## Premises

**In a nutshell:** The Covid-19 pandemic has completely changed how most businesses operate. Even when restrictions are eased how we will use our premises may be very different. Organisations need to be proactive and consider the suitability and adaptability of premises to suit current and future needs.



## Consider:

- Are there any functions or operations which you will no longer be able to do given social distancing and the changing environment within your premises?
- Will customers need to visit your premises? Or can you deliver differently?
- Do you need more space to operate effectively?
- Is it feasible to base your staff at home and still operate your service? Or can a percentage of staff be home based?
- Is there too much space?
- Can you sub-let any extra capacity to other organisations?



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- Do you have tenants? Will they still want to use the premises or be able to pay rent?
- Will you still be able to cover the overhead costs?
- Do you need to make any physical modifications to the building, if so, how much will they cost, and who can do them?

## Action Points:

- Carry out a review of the premises and its suitability for the next 12 months.
- Consult with staff and customers for feedback and thoughts on how they view premises.
- Develop a plan of what modifications are required including the associated costs and timescales.
- Calculate the financial viability of your premises.
- Inform staff and customers of changes to premises including updated days & hours.

<b>Premises Checklist</b>	<b>Completed</b>	<b>Date</b>	<b>By</b>
Assess the practical and financial suitability of premises for the next 12 months.			
List modifications needed & associated costs.			
Engage and communicate with staff and customers about any changes to premises.			



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## Risk Assessments

**In a nutshell:** Employers have a legal duty to protect their employees and others from harm. Corona virus has added an extra layer to existing risk assessments. Employers now need to identify what work activity or situations might cause transmission of the virus, think about who could be at risk and decide how likely it is that someone could be exposed. They also need to document how they will act if there is an incidence of the virus in their workplace. Employers with more than 5 staff members have to write up their risk assessments. Although this is not a legal requirement for those with less than 5 employees, it is best practice. <https://www.hse.gov.uk/coronavirus/working-safely/index.htm>



Actions such as implementing social distancing, controlling the number of staff in your premises and providing hand washing facilities are examples of practical actions to be included in your risk assessment.

### Consider:

- Identifying what activities or situations might cause transmission within your setting.
- What you can do to reduce the risk of transmission within your organisation?
- The WHO, WHERE and WHEN of the risks and how you can mitigate those risks.
- WHO could be at high risk? (Tip: Use Welsh Government staff risk assessment tool)
- So, can staff work from home? What's the minimum number of people needed in the workplace? Can you stagger shifts?
- WHERE are the area's most likely to cause risk? i.e. high touch areas.
- How can you improve the cleaning in those areas?
- Will staff need PPE?
- *How can you maintain physical distancing?*
- *You will have already identified a lot of risks in the previous sections and started to put steps in place to mitigate them, the risk assessment is just pulling them all together in one place.*



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## Action Points:

- Carry out a Covid-19 Risk Assessment.
- Document how you will manage your risks.
- Inform your staff, customers and stakeholders how you will be managing your risks, in simple terms explain to them the steps you are taking to help protect them and stop the spread of the virus as they will also play a vital role in maintaining safety.

<b>Risk Assessment Checklist</b>	<b>Completed</b>	<b>Date</b>	<b>By</b>
Carry out a covid risk assessment.			
Write up the risks and how you will manage them.			
Communicate with staff and customers about your responsibilities and theirs.			

## Useful Links & Resources:

**ROSPA** explain in simple terms what you should consider: <https://www.rospa.com/lets-talk-about/2020/May/What-is-a-COVID-19-risk-assessment>

**The Health & Safety Executive (HSE)** have produced a really helpful guide and templates: <https://www.hse.gov.uk/simple-health-safety/risk/risk-assessment-template-and-examples.htm>

**Welsh Government** will be releasing sector specific guidance, so keep up to date with announcements on their website.



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## Working Capital

**In a nutshell:** There may be considerable costs involved in re—opening that you may not have considered. The costs of modifying your premises to accommodate safe working guidelines and need



for additional cleaning supplies are just two examples of costs that the business would not have had before the Covid outbreak. It is important that businesses calculate how much money they will need to re-open so they can ensure they have enough working capital available. With many social businesses having lost a large proportion of their income over the

last few months, ensuring you have sufficient cash available before you re-open is a critical consideration.

## Consider:

- What is your current cash position? How much money do you have in the bank or available to you? Do you have reserves or funding you could utilise if needed?
- What will it cost you to re-open your business?
- Do you have additional or increased costs to factor into your cashflow projections?
- Will your product or service cost more to deliver now?
- Do you need to re-stock some or all of your products? Or pay extra staff?
- Have the costs of your essential supplies increased?
- What do you predict your income levels to be in the next 6-12 months?
- What will your costs be over the next 6-12 months?
- Will you be able to break even, make a profit or make a loss?
- Do you have sufficient cash available to cover it?
- Can you access short term funding or grants to support?

## Action Points:

- Calculate how much it will cost you to deliver your product or service under the new way of working.



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- Calculate how much you expect your income to be in the next 6-12 months.
- Calculate what your costs will be for the next 6-12 months under your new normal business model.
- Find out how much money you have available at the bank, from money owing to you and in reserves.
- Review how much money you will need to cover your operating costs and any shortfall for the period, i.e. your working capital requirement.
- Investigate where you can get additional sources of income if required.

<b>Working Capital Checklist</b>	<b>Completed</b>	<b>Date</b>	<b>By</b>
Calculate the costs of re-opening			
Estimate your income levels for the next 6-12 months under your new norm business model			
Produce updated cashflow statements			
Investigate & secure additional working capital if required			

## Useful Links & Resources:

**Business Wales** have good tools on understanding costs and calculating cashflow

<https://businesswales.gov.wales/starting-up/finance>

<https://businesswales.gov.wales/starting-up/managing-your-finances/cashflow-forecast#guides-tabs-0>

**Social Business Wales** have produced guidance on sources of finance <https://wales.coop/wp-content/uploads/2020/05/Finance-factsheet-English-v4.pdf>

**Good Finance** also contains useful information and links to potential social investors

<https://www.goodfinance.org.uk/latest/post/coronavirus-post/funding-and-investment-guidance>



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You are one step closer to re-opening, the first phase of preparation and planning has been completed. Continue onto the next workbooks:

**Stage 2: Calculating The Best Route**

**Stage 3: Diversions Ahead**

**Need more help?** Speak to one of our business advisors on 0300 111 5050 or visit our website for further information, resources and guides:

<https://wales.coop/covid-19-useful-links-and-resources/>

<https://businesswales.gov.wales/socialbusinesswales/>



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## Appendix 1: Checklist Tool

<b>Physical Distancing:</b>	<b>Completed</b>	<b>Date</b>	<b>By</b>
Measure out premises / work areas			
Work out how staff and customers can enter our premises and move around it safely.			
Know how many people can enter our building at a time.			
Clearly mark out spacing and areas that are not used.			
Display posters, signs & walkways			
Train staff on how to implement the physical distancing requirements.			
<b>Cleaning &amp; Safety Precautions:</b>	<b>Completed</b>	<b>Date</b>	<b>By</b>
Identify the appropriate cleaning processes			
Know who will be responsible for cleaning and how it will be documented			
Source the products and equipment needed			
Inform & train staff on new cleaning requirements			



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<b>Staff:</b>	<b>Completed</b>	<b>Date</b>	<b>By</b>
Review staffing levels			
Develop action plan for return to work/premises			
Conduct staffing assessment to identify who is high risks			
Communicate with staff about returning to work			
<b>Premises:</b>	<b>Completed</b>	<b>Date</b>	<b>By</b>
Assess the practical and financial suitability of premises for the next 12 months.			
List modifications needed & associated costs.			
Engage and communicate with staff and customers about any changes to premises.			
<b>Risk Assessment</b>	<b>Completed</b>	<b>Date</b>	<b>By</b>
Carry out a Covid-19 risk assessment.			
Write up the risks and how you will manage them.			
Communicate with staff and customers about your responsibilities and theirs.			



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Working Capital	Completed	Date	By
Calculate the costs of re-opening			
Estimate your income levels for the next 6-12 months under your new norm business model			
Produce updated cashflow statements			
Investigate & secure additional working capital if required			

