



**BCM Risk Solutions**  
Reducing Risk • Building Resilience

## **Business Continuity**

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# **COVID-19 Pandemic Planning Guidance** *Recovery Phase*

*April, 2020*

# COVID-19 Recovery Plan Triggers

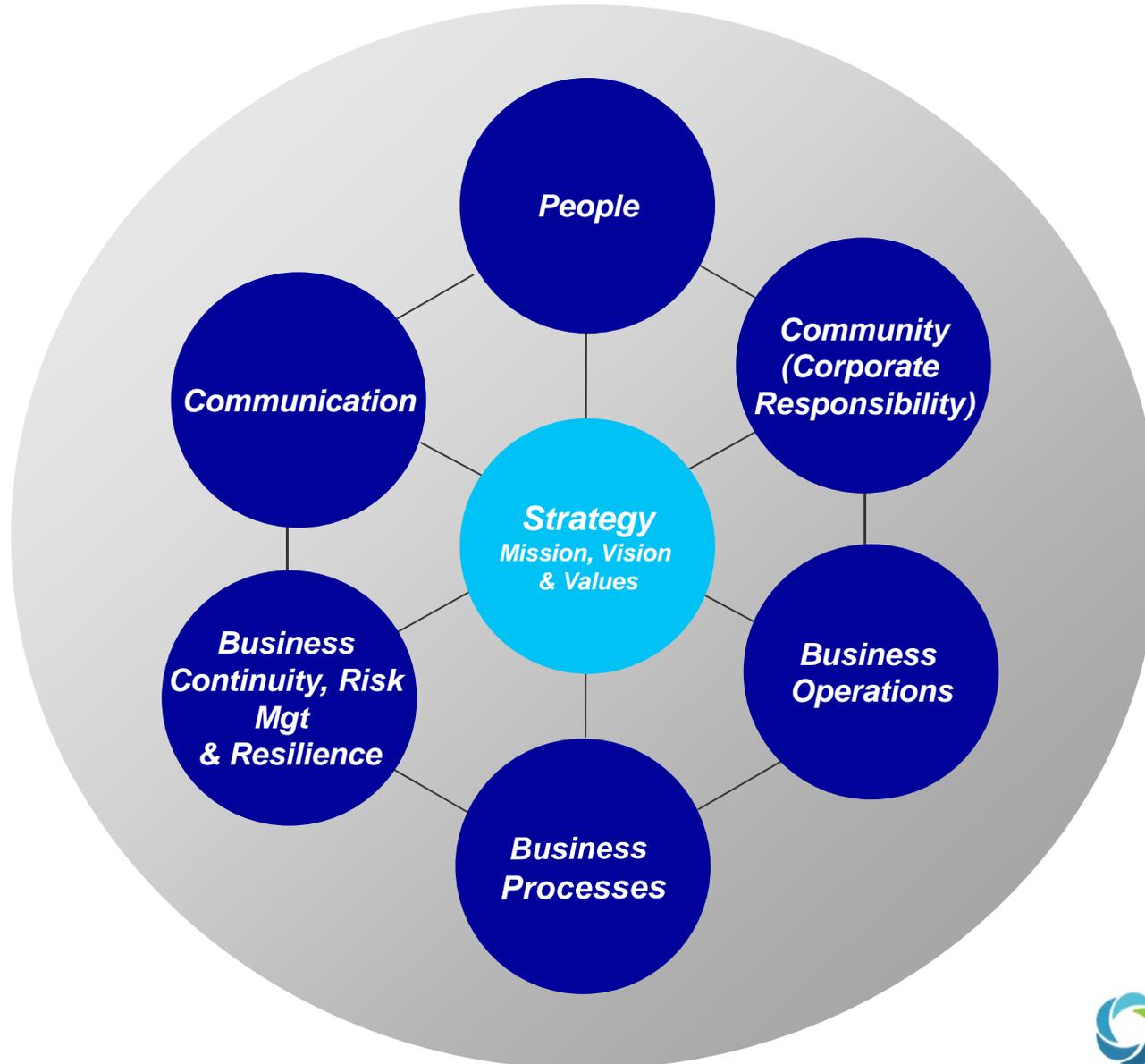
Phase	Recovery Phase (De-escalation) Triggers
<b>3. Pandemic Phase</b> (peak-period & 'cocoon' phase)	<ul style="list-style-type: none"> <li>Widespread cases in our region with localised community transmission (<i>current status as of early April 2020</i>)</li> </ul>
<b>4. Initial Recovery Phase</b>	<ul style="list-style-type: none"> <li>Cases confirmed has significantly reduced in our area over past days</li> <li>Public Health restrictions have been relaxed but widespread restrictions still remain in place</li> </ul>
<b>5. Main Recovery Phase</b>	<ul style="list-style-type: none"> <li>Sustained decline in confirmed cases in our area over past weeks</li> <li>Schools have re-opened in region</li> <li>Multiple public health restrictions have been removed although some restrictions remain</li> </ul>
<b>6. Post-Response Phase</b>	<ul style="list-style-type: none"> <li>Transformative medical treatment has been developed and implemented widely to reduce the impact of COVID-19</li> <li>Vaccine has been developed and widely deployed</li> <li>Absenteeism levels return to normal</li> <li>Transition to 'Business-as-Usual'</li> </ul>

# COVID-19 Recovery Planning Template

Phase	Recovery Planning Actions (What will we do to plan, prepare and initiate recovery?)
<b>3. Pandemic Phase</b>	3.1 Establish a Pandemic Recovery Team (reporting to the Executive Crisis Management Team) (if possible use personnel not directly involved in the Pandemic Response Team)
	3.2 Prepare a detailed recovery plan including actions, responsibility, timing & controls <i>(see the recovery planning framework, challenges, opportunities and considerations outlined in subsequent slides)</i>
	3.3 Secure management approval for the recovery plan and communicate where and when appropriate
	3.4 Start drafting the 'lessons learned' report for the organisational response to the pandemic (90% of the learning will be lost if it is not captured live)
<b>4. Initial Recovery Phase</b>	4.1 Implement the recovery actions identified by function / by area appropriate for this response phase
	4.2 Ramp up planning activities with increasing level of detail
	4.3 Update situational awareness, monitor progress closely and provide regular reports to Executive Crisis Management Team
<b>5. Main Recovery Phase</b>	5.1 Implement the recovery actions identified by function / by area appropriate for this response phase
	5.2 Complete a detailed risk assessment around key aspects of the recovery plan and monitor controls closely. Report progress widely.
	5.3 Stand-down the Executive Crisis Management Team and transition responsibility for day-to-day response to the tactical team. Transition executive team focus from response to recovery.
	5.4 Start catch-up activities for those non-time critical processes / projects that were put on-hold during the escalation phases of the pandemic
<b>6. Post-Response Phase</b>	6.1 Stand-down all response team(s) from across the organisation
	6.2 Complete the 'lessons-learned' report on the organisational response and identify the corrective actions that will be implemented as a result
	6.3 Determine the long-term strategic changes required such as acceleration of digitalisation, overhaul of supply chain and the adaption of new policies and procedures to reflect required new behaviours
	6.4 Transition pandemic recovery planning activities to within the normal business-as-usual operational structure and stand-down the Pandemic Recovery Team

# Pandemic Recovery Planning Framework

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# COVID-19 Recovery Planning Guidance

Area of Activity	Challenges & Opportunities	Recovery Plan Considerations
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Fundamental shift required in business strategy to address new challenges or exploit opportunities – for 2020 and beyond?</li> <li>• Need to re-evaluate what we do?</li> </ul>	<ul style="list-style-type: none"> <li>• Reassess strategic priorities and objectives</li> <li>• Detail and communicate strategic imperatives for 2020</li> <li>• Set clear management guidance / direction on the constraints, parameters and priorities for the recovery phase</li> </ul>
<b>Business Operations</b>	<ul style="list-style-type: none"> <li>• Demand for products and services</li> <li>• Inventory levels and location</li> <li>• Manufacturing and supply capability</li> <li>• Resource availability &amp; allocation</li> <li>• Cash flow and financial challenges</li> <li>• Capital and product/service development projects – need to change portfolio, scope &amp; timing?</li> </ul>	<ul style="list-style-type: none"> <li>• Generate revised demand forecast by sector / by product / by geography and monitor closely</li> <li>• Revise operations plan and reallocate resources as required</li> <li>• Build in as much flexibility as possible into operational plans</li> <li>• Reset business travel guidelines and face-to-face meeting schedules on a phased basis</li> <li>• Create detailed financial analysis for 2020 (if possible prepare a new budget)</li> <li>• Address financial shortfalls and elevated debtor levels</li> <li>• Reprioritise capital spend and development resources</li> </ul>
<b>Business Processes</b>	<ul style="list-style-type: none"> <li>• What business processes should not go back to the way they were but take advantage of the new way of ‘doing’? What will we do differently?</li> <li>• What will we do the same?</li> </ul>	<ul style="list-style-type: none"> <li>• Optimise operations and leverage the legacy from the crisis as possible</li> <li>• Make permanent improved processes / procedures where appropriate such as streamlined workflows, cross-functional teams etc.</li> <li>• Identify those processes that need further improvement and make it happen early during the response</li> </ul>
<b>Business Continuity, Risk Mgt. &amp; Resilience</b>	<ul style="list-style-type: none"> <li>• Need for recovery planning</li> <li>• Pandemic response phase likely to continue for some time – need to maintain focus and endurance</li> <li>• Longer term impact of the crisis?</li> <li>• Need to start planning the recovery phase now</li> <li>• What aspects of the Business Continuity need to be improved?</li> </ul>	<ul style="list-style-type: none"> <li>• Activate Pandemic Recovery Planning Group</li> <li>• Phased process to stand-down the Pandemic Response Team</li> <li>• Re-evaluate the impact assessment of the crisis on critical businesses, processes and activities over the short/long term</li> <li>• Detail the recovery phase planning and append to the Pandemic Response Plan</li> <li>• Start writing a ‘lessons learned’ review of the organizations response to the crisis and identify what aspects of business continuity planning need to change</li> <li>• Re-evaluate business / functional / process priorities based on the recent experience</li> </ul>

# COVID-19 Recovery Planning Guidance

Area of Activity	Challenges & Opportunities	Recovery Plan Considerations
<b>People</b>	<ul style="list-style-type: none"> <li>• Timing for employees to return to work and restart all operations</li> <li>• Staff work locations</li> <li>• Recognition programme for exceptional effort</li> <li>• Potential for virus transmission going forward and the need for long-term mitigation controls and restrictions to protect staff</li> <li>• Personnel policies and procedures – return to original set, maintain revised set or establish a hybrid mix?</li> <li>• Employee wellbeing – physical, mental or financial impact on individuals &amp; families</li> </ul>	<ul style="list-style-type: none"> <li>• Detail a revised staffing &amp; resourcing plan for 2020 &amp; start implementation</li> <li>• Reallocate resources as required</li> <li>• Include recognition (say a bonus?) for those on-the-job employees who had to work at site every day compared to those who could work from home or were not working during the disruption</li> <li>• Engage 1-to-1 support for staff such as Employment Assistance Programme (EAP) to help employees address personal issues that have arisen in a confidential manner</li> </ul>
<b>Community (Corporate Responsibility)</b>	<ul style="list-style-type: none"> <li>• Long term impact on local businesses may be severe especially small retail, tourism and service businesses</li> <li>• Many charities and NGOs will have seen a serious reduction in income and charitable giving</li> </ul>	<ul style="list-style-type: none"> <li>• Identify at least one local community project that the company can support through funding and/or volunteer support</li> <li>• Consider modifying / deferring procurement rules and facilitate increase in the level of spend with local businesses</li> <li>• Encourage local businesses by inviting them to advertise to staff in the company newsletter or through other company channels</li> <li>• Increase the level of charitable giving for 2020 to local associations</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>• How should the nature of communications change as it moves from the crisis to recovery phase?</li> <li>• Likely to be a high level of anxiety and uncertainty around the local, national and international business environment</li> </ul>	<ul style="list-style-type: none"> <li>• Create a recovery phase communications plan / matrix – content, format, when, through which channels and to what audience (stakeholders)</li> </ul>