



COVID-19

Business recovery checklist

The on-going spread of COVID-19 is having far reaching effects and is continuing to cause business uncertainty. When planning your organisations recovery from COVID-19, or any incident, it is important to consider the short, medium- and long-term recovery requirements for your business.

Ricardo's 3 recovery streams of restoration, rehabilitation and rebuilding seek to ensure a coordinated, effective recovery for your organisation.

A coordinated, effective and well-planned response will enable your organisation to look after its people, operations, assets and, ultimately, protect its reputation in these challenging times. In the long term this will ensure your organisation can bounce forward into a new, more resilient state, ready to face the challenges of the new normal. Here we have outlined a main scenario, but there are a wide range of other scenarios, as well as many unknowns which need to be considered as your organisation navigates its recovery.

Easing of restrictions with one or more subsequent wave(s) of infection and restrictions reintroduced.

With various countries taking different national and regional measures to reduce the spread of COVID-19, you need to think about your critical activities and under which conditions they may need to cease, and what restrictions need to ease for them to come back into operation.

It is important to use any easing of lockdown as a window of opportunity, and undertake activity so that your organisation is in a better state of readiness for any subsequent wave. This may entail physical adaptations to premises, adaptations to business processes or equipping staff so that they can work from home on a long-term basis more effectively. You may find significant interdependencies, such as in your supply chain, and you must ensure suppliers can return to business in line with, or before, you restore any services.

This checklist provides some high-level actions to consider as part of this process and offers some guidance in planning your recovery.



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A COVID-19 recovery plan should include the following:

Restoration – bringing services back to operation	
Action	Complete
Review critical functions listed in the business continuity plan (BCP) – determine conditions under which these can be restored.	<input type="checkbox"/>
Map critical functions to ensure interdependencies are fully recognised and can be restored in order to support critical functions.	<input type="checkbox"/>
Ensure worksites are adapted in line with local and government guidelines to create a safe operating environment.	<input type="checkbox"/>
Consider adaptations to services or activities which can be undertaken now to prepare the organisation to any future wave.	<input type="checkbox"/>
Communicate your recovery plans and progress to key stakeholders. Tell your Covid-19 success stories.	<input type="checkbox"/>
Work with facilities and security teams to design and enforce protocols for safety and health checks, building reception, shipping/receiving, elevators and visitor policies.	<input type="checkbox"/>

Rehabilitation – bringing people back to operation	
Action	Complete
<p>Work with HR and occupational health teams to develop and continually assess your “return to work” programme. This should consider:</p> <ul style="list-style-type: none"> • Flexible working arrangements to meet ongoing childcare arrangements or carer duties. • Support with local and international travel arrangements (i.e. workers not wanting to use public transport, emergency repatriation, communication with overseas employees etc.). • Mental health support required as a result of additional restrictions. • Mental health support to deal with anxiety about return to work. • Support for the senior management team who have had to coordinate the crisis and take tough decisions on furlough/redundancy. • Additional equipment and resources required for home working. 	<input type="checkbox"/>
Provide assurance on safe working practices which are being deployed to maintain the safety of workers – this may include return to site inductions, shift work, continued home working, social distancing measures and the use of personal protective equipment (PPE).	<input type="checkbox"/>
Consider any reputational impacts of your furlough decisions.	<input type="checkbox"/>
Collaboration with facilities, maintenance and cleaning teams to ensure business premises are ‘fit for purpose’, with any adaptations required such as social distancing, reducing touch points, and increasing cleaning.	<input type="checkbox"/>

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Reconstruction – build back better and bounce forward	
Action	Complete
Re-assess strategic vision and priorities, and how those may have changed as we move into a 'new	<input type="checkbox"/>
Undertake extensive debriefing to ensure the organisation learns lessons from its handling of the	<input type="checkbox"/>
Establish a system to implement agreed steps, and action lessons learned quickly.	<input type="checkbox"/>
The debriefing process should also look into new business practices developed as part of Covid-19	<input type="checkbox"/>
Undertake a scenario-based planning exercise to determine the future operating environment of the	<input type="checkbox"/>
Prioritised supply chain assessment with clear timescale requirements for supply recovery and alternative supply sources identified.	<input type="checkbox"/>
Establish working groups such as Covid-19 monitoring teams, reputational risk monitoring groups	<input type="checkbox"/>

Checklist completed by:	Date
Name: _____ Job title: _____	
Checklist version number: _____	

If you think your organisation could benefit from Ricardo's crisis management support, then please contact us:

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Why Ricardo Crisis Management?

In today's highly interconnected and complex global economy, organisations face numerous threats to their people, environment, assets, and reputation (PEAR). This elevates the importance of having appropriate incident management, crisis management and business continuity plans in place to ensure an organisation's resilience.

Ricardo recognises this priority for its clients and has a team of crisis management experts with industry-leading experience, who provide services to enhance our clients' resilience and support them in protecting PEAR. This provides clients with the skills to mitigate corporate risk, and respond to increasing regulatory burdens.

Our team of experts develop solutions that match a client's specific requirements and organisational pressures. This enables a robust and long-lasting culture of resilience to be established. The expertise within the team is broad and stems principally from international experience working in the public and private sectors. Ricardo places great value on the skills of its staff and the relationships they cultivate with clients.

Ricardo's crisis management experts are available to provide bespoke support to your business as it navigates its recovery. Our COVID-19 business preparedness and recovery toolkit (available separately) also offers detailed advice and templates to begin your recovery planning.

If you think that your organisation could benefit from Ricardo's support, then contact us.

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