

COVID-19: ORGANIZATIONAL RESILIENCE RECOVERY CHECKLIST

COVID-19 has impacted every part of society. People’s health, the economy that they live and work in and the social fabric that underpins society have all suffered negative consequences. At the onset of the pandemic governments implemented social and behavioural interventions to protect lives and livelihoods by disease containment and delay. As these measures start bring the health impacts under control, it is the turn of business to get the economy moving.

However, in doing so business need to not simply get back to work – but back to growth – whilst continuing to protect against the spread of the disease.

Below is a checklist designed to help businesses enhance their organisational resilience to achieve this:



PROVIDE SAFETY NET FOR NEW PRIORITIES

“Only 25% of organisations expect to remain unchanged” (BCI, May 2020)

Post-pandemic changes:

- Increased digitalisation
- Supply Chain rethink
- New health protocols

Priority Resilience Actions:

- Identify new priorities & dependencies
- Assess new Risk Appetite
- Update contingency measures to match new priorities
- Crisis Leadership development



PREPARE WORKPLACE

“Coronavirus is creating novel and unprecedented challenges that need to be dealt with” (BESA, May 2020)

Partial moth-balling challenges:

- Need to maintain site according to regulatory requirements yet ensure quick readiness for full occupancy.

Priority Resilience Actions:

- Maintain sites according to Planned Maintenance & Mothball and Reactivation standards (e.g. SFG20 & SFG30)
- Enable social distancing
- Access restriction and control
- Touch reduction and hygiene



PREPARE LEADERSHIP & WORKFORCE

“In the near term, the degree of social contact within the population continues to serve as a proxy for the transmission of the virus; the fewer contacts, the lower the risk” (UK Govt., May 2020)

Return to work challenges:

- Need to balance increasing workplace contacts with other risk management measures.

Priority Resilience Actions:

- Enhance cleaning & personal hygiene policies
- Stagger working hours & encourage continued remote working
- Consider contact logging



SUPPORT A PRECARIOUS LOCKDOWN EXIT

“The Great Lockdown: Worst Economic Downturn Since the Great Depression” (IMF, March 2020)

Exit path challenges:

- Economic Recession, uneasy consumers, potential future pandemic waves

Priority Resilience Actions:

- Put greater focus on financial risk management to maintain liquidity/cash flow
- Enhance ICT resilience to reduce operational risk exposure
- Work with suppliers and distributors to increase supply & demand resilience