



BUSINESS RECOVERY PLAN COVID-19

2020 is the year when we all realise that a Business Continuity Plan would have been useful! however we are in the midst of this Pandemic and the important thing is to steer our way out of it. By now you will have made decisions on Furloughing staff, finding ways to reserve cash, established working at home practises and identified the status of your market going forward.

Creating a Continuity Plan is not the thing to do now as it is about scenario planning and pre-empting certain situations, so it is too late as the Pandemic is here. It is more important to take the time to develop a critical pathway forward having written and delivered many strategic plans I am happy to share the successful formulas I have developed.

Step one LEADERSHIP RISK ASSESSMENT

All key decision makers need to gain a full understanding of the current situation across all aspects of the organisation. Funding/Finance, Stakeholders, branding/reputation, volunteers, operational controls, customer, suppliers, and people. Working together the “risks” of the current climate need to be defined, then collectively these can be rated identifying those that are very critical against those that can be dealt with in the longer term. Attached is the format of leadership Risk assessment I have always used, it helps bring clarity, set the correct priorities, and ensures the Leadership team are all communicating on the same level. These risks, of course, should also include new opportunities.

Decision makers need to be realistic about what can be achieved in the timescales defined and with the resources available. There is a balance to be had here and it is important that targets are realistic and achievable.

This is the most critical part of the pathway ahead and if time and planning are not committed here then the outcome will simply be the “sticking plaster” option.

Many organisations often focus on one key area e.g. financials or perhaps marketing and whilst significant cannot be looked at in isolation. All disciplines across the organisation must be aligned if you are to create a successful, agile, and future proofed business.

This exercise will identify the key priorities and will define the next steps. Secondary benefit is that the key decision makers are all having the same level of understanding of what needs to be done, along with clear direction and focus.

Step Two- HOW TO ACTION.

Taking the documented risk assessment, the decision makers need to identify what needs to be done, who is going to do it and when it is going to be done by. This exercise creates a clearly defined and documented plan of action which needs to be communicated across both internal and external teams.

A final schedule of actions ranked against their risk assessment can be completed with most urgent being implemented first, timescales may need to be daily (e.g. managing cashflow), weekly (e.g.) communication especially linked to brand/ funding, monthly and quarterly actions will also be in place.

I would normally recommend no more than 3 key objectives; the risk assessment will have helped define these. These objectives can be managed under the “monitoring” aspect of your plan



Step Three – MONITORING PERFORMANCE

Having identified the actions in Step two along with timescales then it is vital to ensure that progress is monitored properly. Having created the action plan then there are clear targets and timescales to be met. MD/CEO needs to have a mechanism to monitor these so as soon as a timescale shows signs of slipping remedial action can be taken.

This method allows you to keep a “finger on the pulse” and ensure that your agreed action plan gets implemented. It also builds in the ability to do several things:

- Respond to change more quickly
- Act as soon as it becomes clear that the objective is not working
- The ability to move onto the next objective if any of the key ones get completed early.
- Provide mechanisms to report on performance to all stakeholders

I know from first-hand experience that this approach works but I also understand the work and commitment from Leadership teams to implement these processes. The investment is really worth it and eventually it becomes ingrained practise in the business.