CHECKLIST: MANAGING THE OPERATIONAL IMPACTS OF COVID-19

NON NEGOTIABLE ACTIVITIES AND BEHAVIOURS	HOW DO I RESPOND NOW TO PROTECT CORE BUSINESS AND PEOPLE?	WHAT DO I NEED TO RECOVER BY BECOMING AN ADAPTING AND CONTINUOUSLY LEARNING ORGANISATION?	HOW WILL I EMERGE AS A STRONGER OPERATOR?	ACCOUNTABILITIES	RESPONSIBILITIES
	Undertake effective and timely communication to all employees and stakeholders Demonstration of Leadership Implement command, control and coordination activities Prioritise the Safety and Wellbeing of your employees and customers Align response, recovery and emergent activities to organisations values and norms				

Internally Focused Priorities

	HOW DO I RESPOND NOW TO PROTECT CORE BUSINESS AND PEOPLE?	WHAT DO I NEED TO RECOVER BY BECOMING AN ADAPTING AND CONTINUOUSLY LEARNING ORGANISATION?	HOW WILL I EMERGE AS A STRONGER OPERATOR?	ACCOUNTABILITIES	RESPONSIBILITIES
EXECUTIVE COMMITTEE	☐ Activate and empower Business Continuity/Crisis Response Command Centre ☐ Activate and communicate Communications Plans & Strategies ☐ Stay informed with Credible Source and Government guidance ☐ Undertake Scenario Analysis to determine decision making tolerances ☐ Communicate BC Leadership, Alternate and BC Team to the organisation	☐ Continue to monitor all functional units, actions and decisions ☐ Review essential and non essential services as per the attached ☐ Update Business Continuity/Crisis Response plans, policies and procedures ☐ Adopt organizational continuous improvement, learning and adapting practices ensuring all Crisis inspired innovation is captured ☐ Develop a basic internal feedback function reporting on community engagement, ongoing needs of the community, critical function and vulnerable constituents	☐ Update the crisis response management and business continuity plans ☐ Use lessons to improve future response ☐ Undertake routine vulnerability and threat assessments within the organisation and within constituent groups	CEO / General Manager	• Governance & Risk • Communications & Engagement • Counsel • ICT • Infrastructure & Assets • Disaster Management • Environmental Health • Water & Sewerage • Waste Management
WORKFORCE PLANNING & STRATEGY	☐ Implement guidelines on limited face to face working practices ☐ Update Corporate HR Policies on Annual leave, Sick Leave and Carers leave ☐ Consider establishing alternate work teams for office time and resources by staggering shifts ☐ Implement remote working communication protocols ☐ Ensure appropriate hygiene facilities and infrastructure ☐ Understand individual employee and team vulnerability and exposure and respond appropriately to risk ☐ Ensure regular and appropriate cleaning regimes of all shared areas (arrangements for/with cleaners) ☐ Communicate processes for preventing the spread at the worksite/office ☐ Anticipate employee/community fear, rumours and misinformation and plan communications accordingly ☐ Provide information for those at home caring for ill employees ☐ Offer EAP or other assistance ☐ Monitor and plan to take action on investments ☐ Implement new expenditure protocol (if one needed / developed) ☐ Validate cash reserves and free up additional cash if required	☐ Develop and inform staff of new RTW protocols ☐ Ramp up operations ensuring staff and elected members are ready for full workload ☐ Monitor impact of initiating BAU workload and backlog stress ☐ Consolidate extra expenditure and seek to claim or pursue grant funding if possible ☐ Review investment strategies ☐ Review contractor KPIs ☐ Investigate any areas of normal delivery that will cause political or social ramifications to ensure resources are distributed in a way that best supports the community	☐ Integrate implemented protocols to revise organisational norms ☐ Incorporate scenario analysis into strategy setting activities ☐ Develop a crisis ready organisation and talent pipeline ☐ Embrace innovation	CEO / General Manager	• Governance & Risk • Infrastructure & Assets • ICT Water & Sewerage • Waste Management • Procurement • Human Resources • Finance • Environmental Health
ICT AND DIGITAL	☐ Establish sufficient number and secure Virtual Private Network to support WFH arrangements and implement remote work ☐ Develop platforms for communicating status and actions to employees, contractors, suppliers and constituents/community members in a consistent and timely manner ☐ Develop additional training programs to support the increase of in-house work ☐ Optimise and implement protocols for demand increases	☐ Optimise technology in delivering to the community and focus on digital community engagement strategies ☐ Update digital learnings and properties ☐ Utilise digital and social media platforms for active community and stakeholder engagement	☐ Implement digitally enabled future work processes and back up solutions	IT and Tech Team	• Governance & Risk • Business Continuity Leadership • Finance • ICT
BUSINESS CONTINUITY PLANNING	☐ Activate your BCP plan focusing on critical services and operations by location and function ☐ Understand the nature of risk, including exposure and vulnerability in reference to credible and recognised sources of information	☐ Follow resumption actions on BCP ☐ Gradual return to BAU if necessary ☐ Review and debrief with primary stakeholders and community representatives ☐ Consider future debt financing options ☐ Consider rate relief and/or flexible debtor arrangements ☐ Review and exit non-essential services where necessary	☐ Maintain financial forecast models ☐ Undertake stress and resilience testing activities for operating model, financial model and response activities ☐ Build resilience ☐ Capture Black Swan and White Swan events	CEO / General Manager	• Governance & Risk • Business Continuity Leadership • Finance • ICT • Infrastructure & Assets • Water & Sewerage • Waste Management • Environmental Health

Externally Focused Priorities

	HOW DO I RESPOND NOW TO PROTECT CORE BUSINESS AND PEOPLE?	WHAT DO I NEED TO RECOVER BY BECOMING AN ADAPTING AND CONTINUOUSLY LEARNING ORGANISATION?	HOW WILL I EMERGE AS A STRONGER OPERATOR?	ACCOUNTABILITIES	RESPONSIBILITIES
SUPPLY CHAIN	☐ Implement formal communication processes with community and stakeholders (press releases, webcasts, website information portals etc.) ☐ Implement external and internal communication plans and strategies with a focus on accurate and timely information only ☐ Monitor community and political response/reaction ☐ Understand community exposure and support their planning and preparation and response	☐ Review existing strategic and operational plan objectives and deliverables ☐ Identify and seek any available financial assistance support from Commonwealth or State Governments ☐ Leverage local and community outcomes in partnership with relevant Commonwealth and State government agencies and regional collaboration and cooperation	☐ Open communication channels ☐ Embrace innovation to reconsider community engagement model ☐ Involve community stakeholders into business impact analysis ☐ Enhanced organisational and community resilience	Governance & Risk	• Communications & Engagement
CUSTOMER ENGAGEMENT	☐ Identify supply chain and contractor risks and potential disruptions to normal community service ☐ Identify alternate suppliers, contractors and establish memorandum of understanding (MOU) ☐ Identify suppliers of critical functions, stores and develop arrangements (MOU) ☐ Activate BCP and initiate alternative supply, contracting and delivery methodology ☐ Prioritise the use of critical supplies	☐ Collaborate with suppliers and customers to synchronise ramp up operations ☐ Communicate continuity or otherwise of essential and non-essential services ☐ Prioritise community services to ensure resources deployed effectively ☐ Restock supplies and re-connect with contractors ☐ Review supplier, contractor and staff KPIs ☐ Undertake a multi-level network supply chain and contractor risk review and threat assessments	☐ Rebuild supply chain networks, contractor relationships, procurement processes with improved resilience ☐ Strengthen contingencies and transparency within community service model ☐ Involve contractors and suppliers into scenario analysis ☐ Clarify expectations (formal and informal)	CEO / General Manager	• Procurement • Procurement Director

We're ready to help. Contact your Account Manager now.