



# A Practical Guide to Reopening after Covid Closedown



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## How we can help – critical friends & trusted advisors

### Short Term Support

- Peer to Peer Exchanges
- Cranfield Trust On-Call - support with immediate problems and challenges
- HRNet – tailored HR advice and guidance
- Links to resources and guidance
- Informative themed webinars

### Long Term Support - all of the above plus

- Management Consultancy Project:
  - Charity governance and building an effective trustee board
  - Strategy development and business planning
  - Developing financial information for business planning
  - Developing performance tools and system
  - Marketing and communications
  - Organisational structure
  - Merger and collaborative working



# Agenda

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- It depends!
- What is normal anyway?
- Considerations and guidance
- The strategic view



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## Simple Question



How do we do to  
return to normal  
operations?



It depends!...



on...

Geography, Country  
Government, State  
Culture, Industry Sector  
Nature of Operations  
Size and Scale

Conversations with clients, prospects, colleagues

Where you are now – paused, minimal operations, shut down, operating as normal

Virus does not respect boundaries – and not the same for every company and for multi site, multi national, multi everything will be different in different parts

No one size fits all solution or playbook for getting back to normal

In this session we can offer only considerations and guidance – but it will need to be interpreted, applied in context

Is there a rush to return? Do you need to be trailblazers?

Examples of differences – freedom to choose vs government control, adoption of tracking and tracing applications are a good example

## What is normal anyway?

- Business As Unusual
- The “New” Normal
- The only certainty is uncertainty
- Recovery through agility and flexibility
- Timeline / subsequent waves
- The role of testing and vaccines



Not binary return

Plotting through uncertainty

Phases, traffic lights, sine wave – interim normal – will be many interim

Has the potential to impact us for many years and change the business landscape

Set out a framework to manage, not a plan on reopening – set triggers on specific points

## What is normal anyway?

- Maintaining and enhancing physical distancing
- Continued focus on hygiene
- Awareness of symptoms and prompt response
- Active surveillance, case finding, contact tracing and quarantining
- Shielding of at-risk groups



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Continued societal vigilance

Personal responsibility

Vulnerable could be in this for the long haul

# Considerations and Guidance

## Starting a conversation

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## Key Areas

- Customers & Beneficiaries
- Workforce
- Facilities
- Technology



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These are our key heading for considerations, people first..... But lets actually start with .....



## Beneficiaries, Clients and Customers

- Predict Demand Over Time
- Which Products and Services?
- Your Customers or Your Customer's Customer?
- Customer Visits and Meetings
- Public Areas
- Protective Measures
- Clear and Regular Communication
- Review Event Calendar

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Customers - Might not naturally be the remit of BC for all, informs for all the other areas

What products and services will be in demand, what can you stop or reduce, B2B or B2C

Opening up banking halls, public access points, customer visits to you

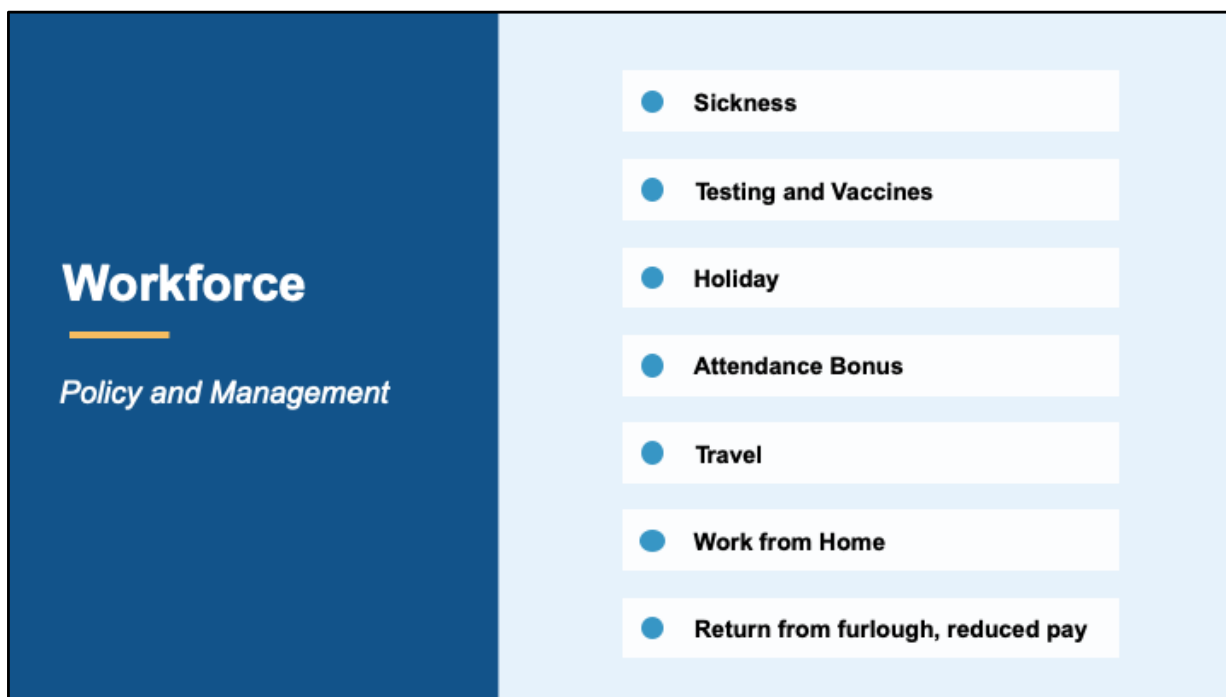
If these have been shut, look at retail that has remained open, what can you learn, adopt for your environment

Visitor / Customer meeting policy linked to phases / state and triggers, integrated into facilities processes

Clear and regular comms on status, contact methods, procedure and process changes – setting out clear expectations

Industry, customer events – review, postpone, virtualize

It maybe that you don't need to trailblaze a return to continue what is a priority.....



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**Revisit Sickness Policies,**

**Has the policy supported the employee and business through the process. Are there needs for change looking forwards - need to re-affirm the need for caution – no sickness heroes**

**If & when a vaccine is available, will there be a business policy regarding its use. What will the business policy be vis a vis anti-vax position**

**If & when anti body testing becomes readily available what will the business policy be regarding return to office & work**

**Revisit Holiday Policies,**

**Review status and take appropriate steps to clarify holiday day status across the organisation - look at carry forward policies for those that have not taken holiday - what about those furloughed?**

**Extended PTO for those who were/are impacted**

**Revisit Attendance bonuses,**

**Where in place, do they reflect need of lockdown and drive the wrong behaviours from employee ? Is there a need to review and revisit**

**Revisit Travel policies,**

**Are there necessary changes to travel policies as economies re-open.  
Revert to previous policy position or adapt / adopt new and updated  
guidelines**

**How does the business ensure social distancing when booking seats on  
public transport ( aircraft, railways )**

**What is the policy the business adopts if employees refuse to travel due  
to perceived risk**

**Commuting and Work from Home guidelines and policy intersections  
allied to employee risk management reviews**

**Policy related to personal & business travel and return to work – will  
there be a need to include a quarantine period**

**Return to country of origin for ex pat workers that may have returned /  
been called back**

**Furlough / Pay**

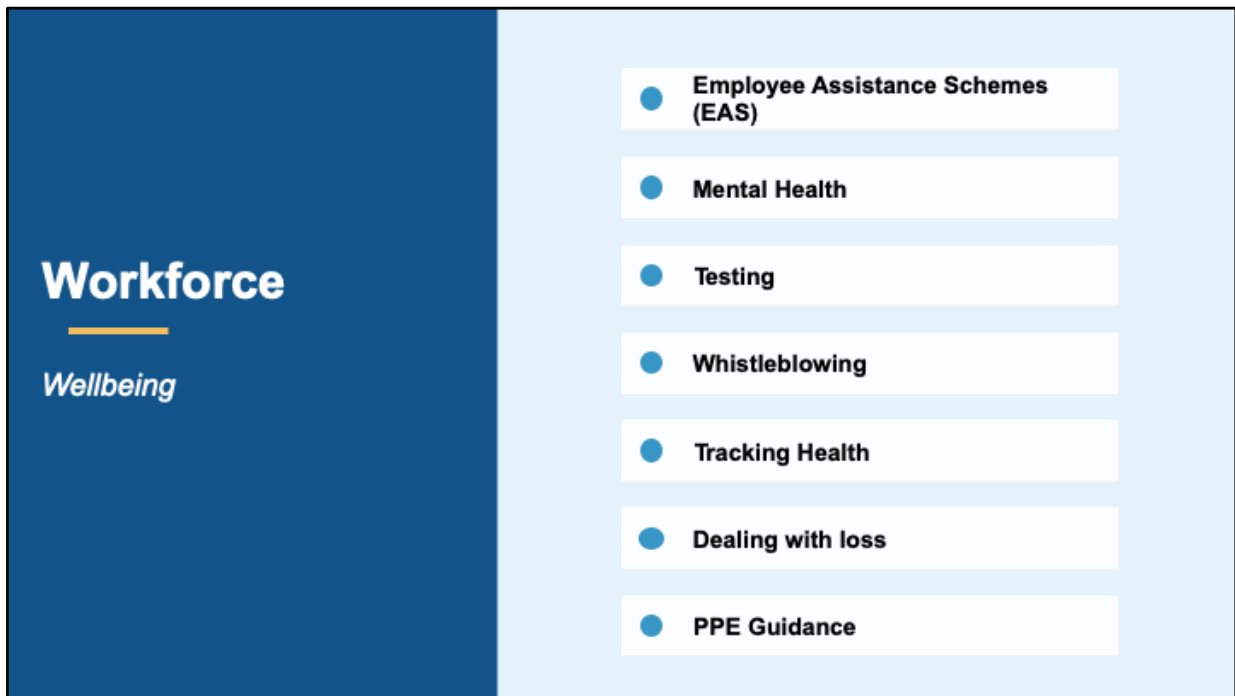
**Strategies for employees that have been on reduced pay or furloughed  
and setting expectations – how do we / do we need to unwind these  
provisions for all**

# Workforce

*Right Sizing*

- Who do we need?
- In what roles?
- When do we need them?
- Contractors
- Re-allocation
- Reflecting new priorities

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**Employee Assistance schemes,  
Mental health support,**

**Help to manage additional anxiety, concerns over age differences due to risk**

**Testing & Social Distancing Mgmt. Align to Health Service, Government, State, County guidelines**

**Personal privacy concerns need to be managed if safeguarding measures for those at higher risk through pre-existing conditions feel exposed to risk and public knowledge of their conditions**

**Support for individuals when returning to work / offices if they feel colleagues are not abiding to social distancing requirements. Managers training and additional skills needed, Open door type policies required.**

**Ongoing tracking employee health**

**Dealing with loss, if staff have been impacted, or loss of a colleague, recognising, remembering**

**PPE advice & Guidance**

**Ensure clear PPE use and guidance is available, supplies and access**

# Workforce

*Work Location Strategy*  
*Location Transition*

● Split Processing

● Staggered Working

● Specific Site Based PPE

● Return of Assets

● Secure Disposal

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**Split Processing, working practices ( staggered working hrs )**

**Build out a workforce plan that maintains the business restart approach aligned to the Government or State guidelines for lockdown relaxation policies**

**Divide critical process teams and spread them out to work in specific areas of the building to ensure that critical processing can continue. If one group is exposed the others can continue.**

**PPE advice & Guidance particular to location**

**Paperwork, Assets, non system based assets**

**Return of business assets to site / business**

**Secure management of paper assets and disposal processes as appropriate**

# Workforce

*Communication*

- **Cadence**
- **Tones**
- **Certainty NOT Ambiguity**
- **Reflecting Leadership**
- **Setting Clear Expectations**

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## Facilities

● Deep Cleaning

● Accelerate Maintenance

● Visitor and Staff Management

● Social Distancing Measures

● PPE

● Prepare to Revert

**Deep clean sites, air con and other infrastructure restart or build to full load**

**Physical infrastructure accelerated maintenance activity as loads increase**

**Ongoing maintenance & management procedures of facilities & infra**

**Cleaners training, materials use**

**Visitor and staff mgmt.**

**Isolation procedures, temp checking ( people ), building routes ( one way systems, lifts to limited floors, numbers in lifts )**

**Social distancing measures, use of lifts and other building facilities such as canteens, bathrooms, showers and changing rooms**

**DO we need additional protection measures**

**Plastic protection screening**

**One way systems of travel in offices**

**PPE supply & use, sanitizers & supplies provision**

**Reversion to office closures should a hotspot outbreak occur. How to deal with the sine wave effect**

# Technology

● Restart Infrastructure

● Restart Patching

● Information Security

● Securing the New Perimeter

● Continued Homeworking

● Capacity for Change

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## Technology

### IT infrastructure, InfoSec & Capacity review

Deep technical review of IT infrastructure, cyber security position, patching and maintenance actions. Alerts and capacity management, Backup and DR policy testing. Increased focus on data loss prevention.

Relaxed controls

### Endpoint reflecting new business perimeter

Is it necessary to review endpoint security & provision as business perimeter is now broadened to Home and external sites following office/business premises closures

### Homework Vs Office

Review business policies and procedures and update as necessary

### Capacity for Change

Projects & Programmes

People, Process, Tech, Tools

Increased focus on data loss prevention

## The Strategic View



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Not typical of many BC activities

Where is your head at

move from today to tomorrow

Interim normal

Horizon scanning

Possible Outcomes over time

Revisiting business plan

Demand, Product and Services

Assets

Cash / Capital

Accelerate digital transformation

Align the work force

Will need to re-visit continuity

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Stop

Slow

Start

Speed Up

Scan

## Summary

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- One size does not fit all
- Remember it depends!
- Protect the workforce
- Be bold and clear in decisions
- Be flexible
- Continue your BC activity



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# Q & A

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# Useful Links

- [HSE Link](#)
- [PH England](#)
- [PH Wales](#)
- [PH Scotland](#)
- [PH Northern Ireland](#)
- [Trades Union Council](#)
- [C.D.C](#)
- [W.H.O](#)
- [Business Continuity Articles](#)
- [UK Government](#)

## ***Need help?***

**Cranfield Trust are here for you!**



**Email**

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**or call us on 01794 830338.**

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slide pack will be  
e-mailed out

