

## COVID-19

Small Business Roadmap for Recovery & Beyond:  
Workbook

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The outbreak of COVID-19 is continuing to cause disruptions for many small-to-medium businesses, and is fundamentally changing the way you do business, now and in the future. It can be overwhelming for business owners to keep up with the new laws, rules and regulations, let alone work out an action plan for your business.

We see three phases that all resilient business owners must face to recover from the COVID-19 crisis:



No doubt many business owners have spent the last few weeks in Respond mode. Now is the time to turn your attention toward Recover, to ensure your business is ready to Thrive.

As the backbone of the Australian economy, it is imperative that our small businesses not only adjust and recover, but are also set up for success in the “new normal” future. Every decision made now, could impact a business’ ability to thrive in the future. This will require extraordinary flexibility, coordination, and resilience during what may be a protracted period of recovery.

That’s why we have created this workbook, taking some of the complexity out of the situation and giving small business some of the tools needed to drive your business through recovery and beyond.



It is an unfortunate reality of this crisis that not every small business will recover. But what will be a common characteristic of those who do will be their ability and desire to take charge of their business' future, with a sense of optimism about what lies ahead.

We believe that business strategies in the **recovery phase** will be best orchestrated through three critical actions: **reflect, restart, and revitalise**. These actions can help businesses to bridge the crisis response to a successful future, by laying the foundation to thrive in the aftermath of the crisis.



Keeping these three critical actions front and centre, the *Small Business Roadmap for Recovery & Beyond: Workbook* is intended to support small business owners as they navigate their way through the crisis, highlighting the areas that require attention across the dimensions of **customer, cashflow, supply chain, workforce, digital enablement, and workplace**.

### Scenario planning

This will not be a typical recovery: COVID-19 is unlikely to end suddenly given the evolving nature of the virus and the uncertain prospects and timing of a vaccine. Businesses must plan for multiple scenarios and time horizons, as they shift from crisis response to recovery. Businesses should also plan for the possibility of multiple waves of the pandemic and its continuing global—and uneven—footprint. Business owners need to establish critical priorities for the next 12 to 24 months as they position for new realities.



[What is the future of work? Redefining work, workforces, and workplaces](#)



[COVID-19 Economic cases: Scenarios for business leaders](#)





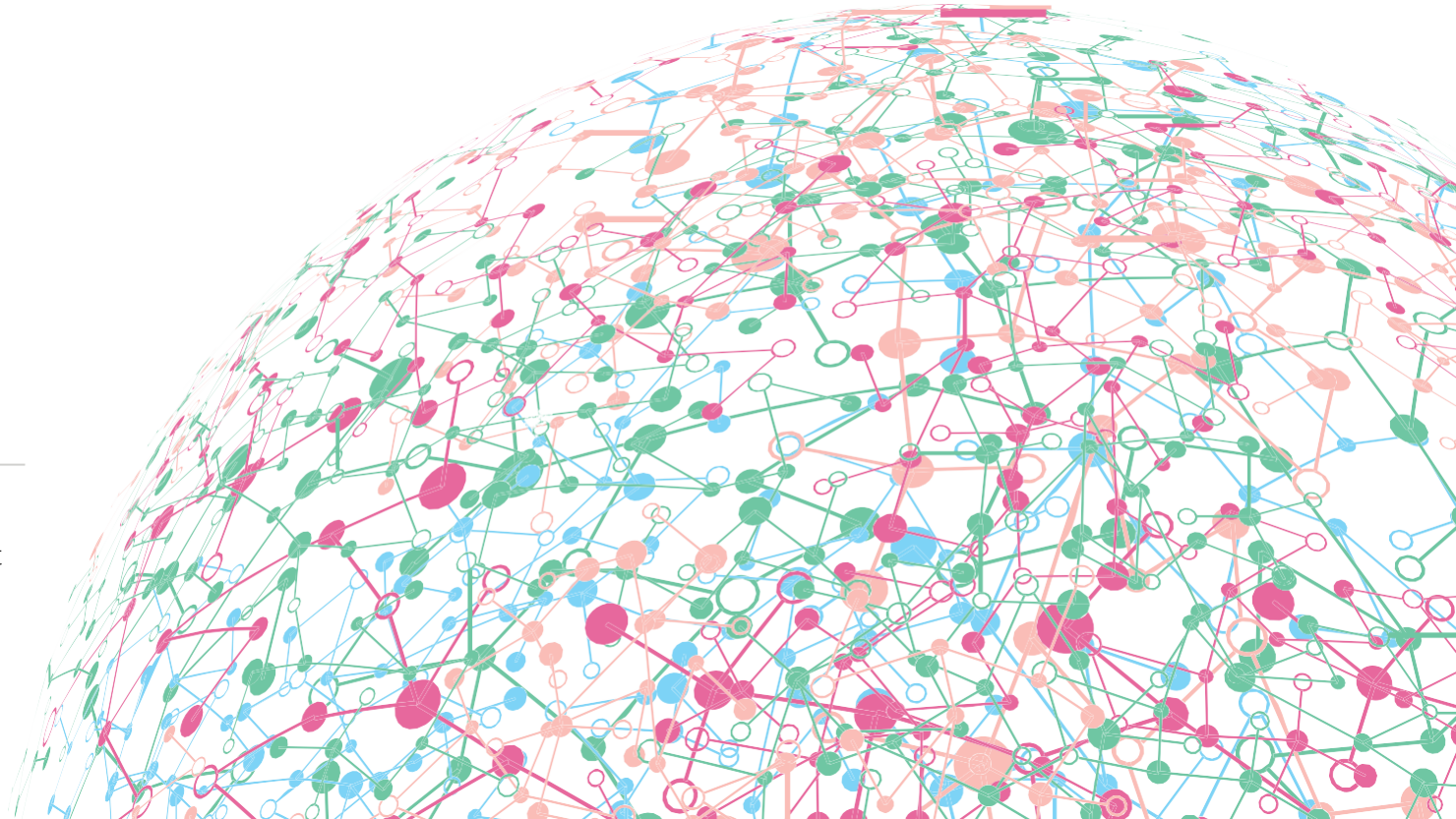
Much remains uncertain, but one thing is clear: customers, workers, suppliers and competitors are watching. How a business handles its recovery will in part define its reputation and performance for potentially years to come.

This workbook is intended for small business owners to work through what is required to manage business continuity, and to look for opportunities to **reflect, restart and revitalise** your business through your **'Recover'** phase. There is a lot of content, but not all of it will be applicable to all businesses. You should determine which dimension you need to focus on first, and then which action is most relevant to progress.

*Note: The workbook is intended to be a framework for small business owners and a starting point that should be adapted to each unique environment — not all of its questions will apply to every business. While comprehensive, this workbook is not intended to be exhaustive, nor is it meant as advice; it too will evolve as circumstances change.*

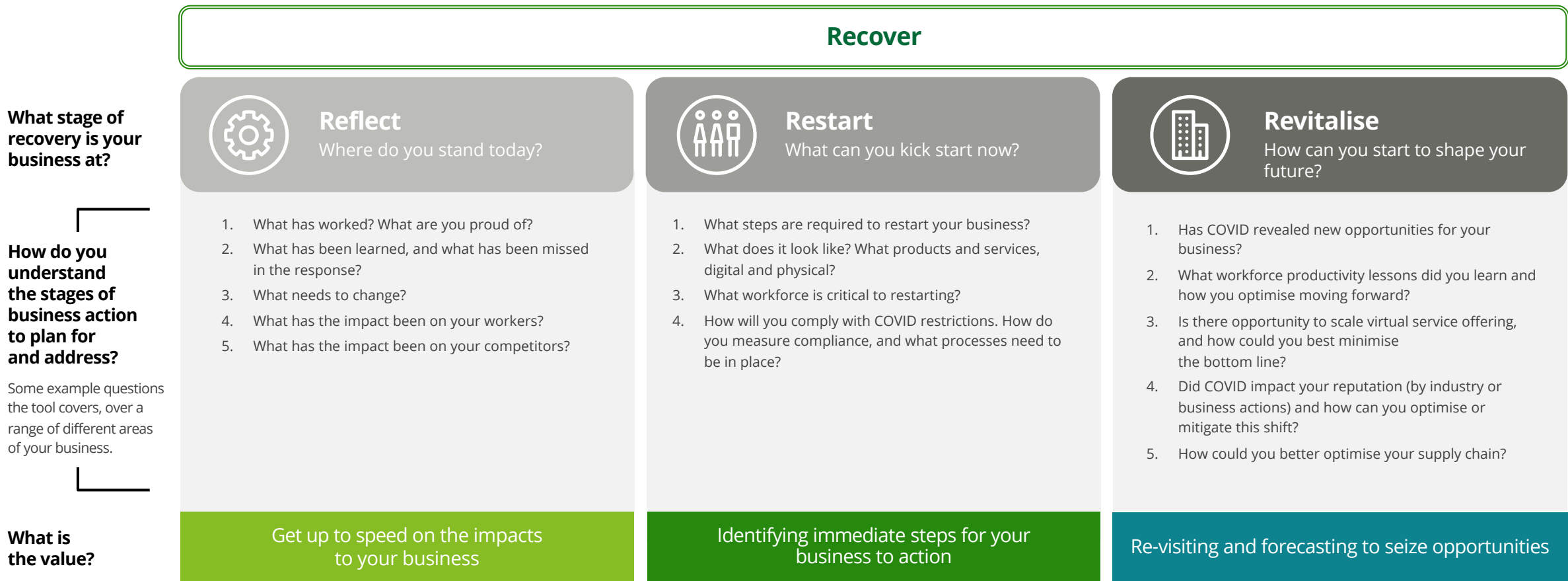


As you use this workbook, if you have any feedback, please send your comments and suggestions to [AUDeloittePrivate@deloitte.com.au](mailto:AUDeloittePrivate@deloitte.com.au) so that we can continue to improve the content. We look forward to receiving your feedback.



# We have created a framework tool to help your business through its recovery phase

There are many ways for small businesses to recover from the changes brought on by COVID-19. To help, we have created a tool to help your business get up to speed with what's changed, mobilise what you can already control, and understand opportunities for growth in the future.



# This framework can be used to assess your business across priority areas

This tool is segmented into the areas of your business that are likely to have been critically impacted by COVID-19 and which may be a priority for recovery planning. The tool will step through assessment criteria and questions to help you kickstart planning and activating your recovery. It applies a language style that a small business can use with its people to create ownership of tasks and acceptance that navigating COVID response will require effort from everyone in a business.

Across each of the six areas, where can you **Reflect, Restart** and **Revitalise**?





# 1. Understanding your customers' needs

How have expectations changed, and how do you communicate?

## Reflect

Changes to your business

Customer changes

Business implications

## Restart

Connecting with customers

Customer opportunities

Business channels

## Revitalise

Business implications

Customer implications

Digital opportunities







# Understanding your customers' needs: How have expectations changed, and how do you communicate?

## Reflect – Where do you stand today?

### Are your customers aware of the impacts to your business?

- ☐ Who are your customers? Have they changed? How well do you know your customer and do you understand their needs and wants at this time?
- ☐ Are your customers aware of the potential impact or disruption COVID-19 has had on your business?
- ☐ Are you proactively communicating with clients and customers to understand and manage their expectations?
- ☐ Have you checked your contractual obligations with your customers?

### Are you aware of the impacts to your customers?

- ☐ How have customer consumption patterns changed?
- ☐ How reliant is your business on direct customer contact to continue trading?
- ☐ Are you dependent on a limited number of customers? What are the consequences if they shut down?
- ☐ Do you understand the changes that need to be made to match changing consumer behaviours over time?

### Are you aware of how this affects your business?

- ☐ How has your customers behaviour changed in the immediate market, and how can you meet those changed behaviours?
- ☐ How do you attract, sell and deliver to customers in an all-virtual world?
- ☐ How do you engage with customers with a capacity-constrained on site/virtual customer service team?
- ☐ Has your reputation changed through the crisis, (your actions or your industry)? How will you optimise or reverse this shift?
- ☐ How can you retain and service your existing customers with limited or no physical store fronts?

## Your plan – Get up to speed on the impacts to your business



# Understanding your customers' needs: How have expectations changed, and how do you communicate?

## Restart – What can you do now?

### How are you connecting with your customer base effectively?

- ☐ How should your offerings differ between the digital vs. physical customer?
- ☐ How do you provide a digital equivalent of your existing product or service?
- ☐ How can you communicate your business changes to your customers as quickly as possible?
- ☐ How many customers can you have in your business at any one point? Can you change your demand / supply profile to enable physical distancing, and are there peaks and troughs of activity which you can make smoother?

### What are the customer opportunities facing your business?

- ☐ How do you redefine your customer strategy to take advantage of shifting customer preferences? How can you sustain your business by shifting your approach in stages to meet these changing expectations?
- ☐ How can you reconnect with your customers from yesterday, whilst maintaining your newly found customer base of today?
- ☐ What are the most promising marketing opportunities your business could capitalise upon?
- ☐ How do you build customer trust and loyalty in a digital or blended business model?
- ☐ Can you provide additional reassurance over supply compared to your competitors?

### What are the channels your business could adopt moving forward?

- ☐ How do you optimise your customer sales and service channels for the 'new normal'?
- ☐ What are the new channels available to your business, which are to be maintained and/or adapted moving into a post-COVID world?
- ☐ Can your business meet the needs of remote customers? Is this an area to build out your business' capability?

## Your plan – Identifying immediate steps for your business to action.





# Understanding your customers' needs: How have expectations changed, and how do you communicate?

## Revitalise – How can you start to shape your future?

### What are the long-term implications for your customer base?

- ☐ How will your revenue model change, based on that relationship?
- ☐ What are the industry relevant options that will be maintained or expanded upon? What can your business learn from and take with it moving forward?
- ☐ How do you make sure you are maintaining and elevating your customer and brand loyalty across your current and future prospects?

### What are the digital opportunities moving forward?

- ☐ How do you reinvent your business to take advantage of a digital world?
- ☐ How do you reinvent your products and services to be relevant in a predominantly digital world?

## Your plan – Re-visiting and forecasting to seize opportunities.





# Your customers' needs workplan

It's time to put your plan to paper. For best use, print this sheet out in A3.

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## 2. Getting your cash flow in order

Understanding the health of your business, to prepare for the 'new normal'.

### Reflect

Business health

Level of liquidity

Planning for next steps

### Restart

Cash flow management

Financial management advice

Cash flow priorities

Options for assistance

### Revitalise

Sustainable growth

Financial support

Business efficiency

Long-term improvements



# Getting your cash flow in order: Understanding the health of your business, to prepare for the 'new normal'.

## Reflect – Where do you stand today?

### Do you have a sound understanding of where your business stands?

- ☐ How can you accurately diagnose the current health of the finances and liquidity of your business?

### What is your business' level of liquidity at this time?

- ☐ How much cash & access to facilities do you currently have in your business?
  - ☐ Bank accounts
  - ☐ Credit cards
  - ☐ Line of credits/overdrafts
  - ☐ Creditor terms
  - ☐ Debtors
  - ☐ Access to equity in other assets

### How is this likely to change moving into the immediate future?

- ☐ What do the next 3-6 months of operating cash flow look like for your business?
  - ☐ What are your known cash inflows (revenue)?
  - ☐ What are the known fixed and variable expenditure?
  - ☐ If there is a negative cash flow gap, how many months before your business uses all available cash and facilities?
- ☐ What will be the cash flow impact on your business when government stimulus ceases for you, or for your customers and suppliers?

## Your plan – Get up to speed on the impacts to your business.







# Getting your cash flow in order: Understanding the health of your business, to prepare for the 'new normal'.

## Restart – What can you do now?

### How are you planning on managing your business cash flow moving forward?

- ☐ What actions can you take to tightly manage cash flow to ensure you can continue trading?

### Who have you spoken with on managing your finances?

- ☐ Have you spoken to your bank & finance provider about increasing your facility limits or obtaining loan repayment holidays?
- ☐ Can you negotiate favourable terms with suppliers to allow your business to sell product?
- ☐ Have you called in outstanding debtors or agreed collection terms with your customers?
- ☐ Are there any inventory/assets that can be converted to cash quickly?
- ☐ Do you have access to cash reserves you can call upon for a short period of time?

### What are your highest priorities for maximising cash flow?

- ☐ How can you improve your cash flow management?
- ☐ What activities can be initiated to secure/improve the demand for your product/service to increase revenue more quickly?
- ☐ How can you manage demand through changing pricing structures?
- ☐ What costs are required to be stopped or deferred until trading improves?
- ☐ If your forecasted cashflows are insufficient to meet your trading requirements, have you explored with your advisor what options are available to you?
- ☐ Have you undertaken scenario planning to allow for a delay in COVID recovery or rapid recovery?

### Are there forms of assistance you haven't yet considered?

- ☐ Have you determined your eligibility to access the economic stimulus packages & relief programs available?
  - ☐ JobKeeper Allowance
  - ☐ PAYG Withholding cash flow boost
  - ☐ ATO income tax/deferral payments
  - ☐ Payroll tax relief/deferral
  - ☐ SME Bank Guarantee Scheme
  - ☐ Accelerated Depreciation/Instant Asset Write Off
  - ☐ SME Commercial Leasing Code of Conduct
  - ☐ Government grants
  - ☐ More Information - [COVID-19 Stimulus & Support Finder](#)

## Your plan – Identifying immediate steps for your business to action.





# Getting your cash flow in order: Understanding the health of your business, to prepare for the 'new normal'.

## Revitalise – How can you start to shape your future?

### What are your next steps for growth?

- ☐ How can you manage sustainable growth in your business with your cash flow needs? Can you apply new pricing structures to drive demand into quieter times, or for slower moving products?
- ☐ In determining your post-COVID-19 cash flow requirements, have you allowed for the repayment of all these deferred costs provided under the stimulus packages?

### How will you secure the financial support required?

- ☐ What level of banking or alternative finance support will you require to support your growth post-COVID?
- ☐ Have you prepared the required supporting information (financials, tax returns, forecasts) to support discussions around funding support from banks and had the discussions?
- ☐ What will be your on-going reporting & requirements of banks to take on additional growth funding?
- ☐ What procedures can you put in place that allow you to operate within your business' facility limits?
- ☐ How can you ensure you operate within agreed supplier & customer terms? (e.g. to avoid selling goods to a customer who fails to pay within terms or at all).

### Are there ways you can make your business more efficient?

- ☐ What operating cost structure do you really need? Has COVID-19 identified inefficiencies or waste in your business?
- ☐ Is there a new way of operating your business & how does this impact your cash flow?
- ☐ What will customer demand & loyalty look like post-COVID and on future revenues?
- ☐ What operating costs are required to be switched back on and when? (e.g. IT, Marketing, Sales, HR, Production, Logistics)
- ☐ What products/services are going to generate the quickest & best margin for your business?
- ☐ Are there elements of your business that you should discontinue to preserve cash flow?
- ☐ Which of your suppliers need immediate support?
- ☐ Which of your customers need extended credit?

### Where and how should you look to improve your business for the long-term?

- ☐ What investments do you need to incur to future proof your business?
- ☐ When should you make these investments and to what investment degree?
- ☐ Have you got the right support team internally & external advisors to navigate challenges?

## Your plan – Re-visiting and forecasting to seize opportunities.





# Your cash flow workplan

It's time to put your plan to paper. For best use, print this sheet out in A3.

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### 3. Re-organising your supply chain

How to evaluate your supply landscape, understand how it's changed and forecast your future needs.

#### Reflect

Supplier impacts

Supply operations impacts

Working capital/inventory

#### Restart

Supplier network

Supply chain operations

Tech & infrastructure

#### Revitalise

Immediate learnings

Supply chain optimisations

Supply chain investments



# Re-organising your supply chain: Based on changes in demand, how to evaluate your supply landscape to forecast your future needs.

## Reflect – Where do you stand today?

### What do you currently know about your suppliers?

- ☐ Who and where are your (key) suppliers?
- ☐ What do you know about them (and their suppliers)?
- ☐ How are they supporting you through this period?
- ☐ How have your suppliers (and their suppliers) been impacted?
- ☐ Where do you sit in their priorities?
- ☐ What lead/economic indicators can you use to predict changed demand to your supply?

### How well do you understand your supply operations?

- ☐ Who and where have your operations been impacted?
- ☐ How will the impacted operations affect your ability to produce and deliver your goods/services?
- ☐ How will you preserve the safety of your staff in the operations?
- ☐ What impact will all this have on costs?
- ☐ How well are your existing facilities and supply lines set-up to address post-COVID regulations/expectations?

### What is your business' working capital/inventory?

- ☐ What visibility do you have of your current working capital / inventory and what is in the pipeline?
- ☐ What tax considerations do you need to reflect on to balance cost and timely supply of key goods and services?
- ☐ What inventory excesses/shortages do you have as a result of the recent activity?

## Your plan – Get up to speed on the impacts to your business.





# Re-organising your supply chain: Based on changes in demand, how to evaluate your supply landscape to forecast your future needs.

## Restart – What can you do now?

### What have you learnt about your supplier network?

- ☐ What are the (priority) products and services you will need from your suppliers to restart your operations?
- ☐ Will your existing suppliers be able to adequately support your operations when you restart?
- ☐ What additional suppliers do you need? Which suppliers do you no longer need?
- ☐ What/how do you communicate with them?

### Where should you focus on supply chain operations?

- ☐ How do you ensure that your operations are robust and resilient as you plan to restart your business?
- ☐ What can you do to keep costs under control?
- ☐ What adjustments and changes will need to be made to inventory and production plans to effectively restart operations and meet customer demand?
- ☐ How do you effectively manage cash with customers and suppliers (whilst keeping your business viable)?
- ☐ How do you dispose of aged inventory cost effectively?
- ☐ What can you do to start generating and replacing lost revenue and sales quickly, and what are the supply impacts?

### What is the technology and infrastructure supporting your supply chain?

- ☐ Do you have enough visibility of the supply chain and what is moving through?
- ☐ Are your planning processes robust and agile enough?
- ☐ What is the cyber security exposure created for us by your trading partners?
- ☐ What patches or enhancements are required?
- ☐ What are the minimum enhancements/changes required to restart?

## Your plan – Identifying immediate steps for your business to action.







# Re-organising your supply chain: Based on changes in demand, how to evaluate your supply landscape to forecast your future needs.

## How can you start to shape your future?

### What immediate learnings should you look to address?

- ☐ What is the cyber security exposure created for you by your trading partners?
- ☐ How do you maintain/improve visibility of inbound materials and advance warning of any shortages/problems?
- ☐ What does the transition period post September look like for your business?

### What COVID-19 learnings can you use to optimise your supply chain network moving forwards?

- ☐ How can you best manage your supply chain moving into the post-COVID economy? (supply chain logistics/management in the new world)
- ☐ What investment/collaboration may be required with your strategic suppliers to ensure you are able to restart operations effectively/smoothly?
- ☐ What changes to the supply chain network, including inventory, are required to address new demand and supply patterns?

### How can you invest in your business' supply chain to better mitigate future risks?

- ☐ What investments (e.g. automation, remote operations) are required to maintain staff safety?
- ☐ What changes to facility layout and ways of working are required to maintain staff safety?

## Your plan – Re-visiting and forecasting to seize opportunities.



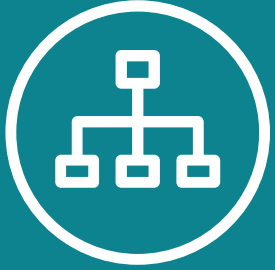


# Your supply chain workplan

What are some of the top priorities you need to plan for? Use the workplan below to map them out week by week.

It's time to put your plan to paper. For best use, print this sheet out in A3.

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## 4. Rethinking your workforce

How do impacts from the crisis affect the capacity, capability, and affordability of your workforce?

### Reflect

Workforce capability

Workforce ways of working

Workforce communications

### Restart

Workforce costs

Workforce supply

Virtual workforce

### Revitalise

Workforce productivity

Future workforce



# Rethinking your workforce: How do impacts from the crisis affect your workforce design?

## Reflect – Where do you stand today?

### How has capability been affected across your workforce?

- ☐ What capability gaps were revealed by this crisis? What hidden strengths emerged – how do you capture these for the longer term?
- ☐ How will workforce changes influence your capability across the business? What capability will be needed immediately and in the longer term?
- ☐ How do you channel resources to recovery planning while meeting day-to-day BAU needs?
- ☐ Do you need to consider alternative talent pools to supplement the workforce? E.g. gig workers, casual staff, partnerships?

### How have the ways of working across your workforce been impacted across the business?

- ☐ How can your business keep a laser focus on employee health and mental wellbeing? What is your approach and what policies do you need to have in place to abide by government guidelines and employee wellbeing needs?
- ☐ What approach tools are available to best manage performance in a dispersed, virtual workforce (e.g. Slack, daily stand-ups, etc)? Is your business best leveraging them?
- ☐ Have you determined the kinds of work that will remain virtual and which will return to the office —on a temporary or permanent basis?
- ☐ What processes and practices are anchoring your employees to the physical workspace? Can these be changed?
- ☐ Have you had to make any changes to team structures, succession plans or reporting lines?
- ☐ How do you make sure the business is anticipating work refusals before they happen?

### How is your business supporting open communications with the workforce from re-opening?

- ☐ Do you need to adjust plans to increase flexibility / sick leave?
- ☐ Are you remembering and devoting enough time to check in on your employees during these uncertain times?
- ☐ What messages is the business sharing in relation to job security?
- ☐ Can employees and managers access new government mental health support programs, tools and resources?

## Your plan – Getting up to speed with your ecosystem of impacts.





# Rethinking your workforce: How do impacts from the crisis affect your workforce design?

## Restart – What can you do now?

### What major costs does the business need to consider to financially plan?

- ☐ What is the total cost of your workforce, and what options are available to support and retain it? – e.g. Cash Flow boost incentive, JobKeeper payments
- ☐ What further changes in demand to your services do you anticipate and how will that impact workforce requirements?
- ☐ Do you delay scheduled new hires or revisit other recent offers? Do you need to re-evaluate salary increases for the coming year? Have you considered alternative options to redundancies, including reduced hours/days, shut down periods or financial assistance packages?

### What workforce is critical to restarting?

- ☐ How do you plan for potential shortages in talent supply? Can you consider a new source of talent, i.e. contractors?
- ☐ What is your employee value proposition in the new normal? How does the business address concerns on job security and uncertainty over the future?
- ☐ How do you manage volatility in work activities or shifts in your business to redeploy skills where they are needed most?
- ☐ How do you ensure people get the information they need as they start returning to work?

### How are you supporting your workforce to return to a 'new normal' in a virtual world?

- ☐ What support will be available for employees to support mental and physical health and wellbeing?
- ☐ How do you connect, engage & support with your virtual team? Are you equipping leaders and managers with resources they need to support teams and instil trust in a virtual / hybrid workforce?
- ☐ Do you have enough two-way communication channels in place to manage employee questions, concerns and remote working support?
- ☐ How do you support those requiring increased flexibility? (i.e. working parents with kids schooling from home)
- ☐ What tools and platforms continue to be effective to support physical and virtual work?

## Your plan – Identifying immediate steps for your business to action.





# Rethinking your workforce: How do impacts from the crisis affect your workforce design?

## Revitalise – How can you start to shape your future?

### What new opportunities did your business discover?

- ☐ What is your ideal workforce size to enable flexibility and sustainability in the current environment and so that you can move forward?
- ☐ What capabilities are most valued as you evolve work priorities and outcomes?
- ☐ What skills do you need to grow or invest ?
- ☐ What have you learned around effective collaboration and productive ways of working?
- ☐ How can you embed these practices moving forward?
- ☐ Are there persisting challenges your business is facing with existing collaboration / technology platforms? Do platforms need an uplift to support new behaviours? Are you considering employees preferences?

### What workforce productivity lessons did you learn and how can you optimise moving forwards?

- ☐ How does your business need to adjust or reprioritise your people and operating plans?
- ☐ What have you learned from the crisis about effective work practices for your environment?
- ☐ Do you need to update or think through succession plans moving forward particularly for key roles?
- ☐ Are there opportunities to cross train your employees so they can perform a variety of roles and future-proof your business?
- ☐ If you scale or continue virtual working post COVID, do you need to revise employee processes such as induction, onboarding, access to remote hardware, performance criteria?

### How do you improve your workforce response for future crisis?

- ☐ What has your business learned from its response to this crisis, and how are you updating your emergency response protocols for the future?

## Your plan – Re-visiting and forecasting to seize opportunities.





# Your workforce workplan

What are some of the top priorities you need to plan for? Use the workplan below to map them out week by week.

It's time to put your plan to paper. For best use, print this sheet out in A3.

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## 5. Digitally enabling your business

How your business can make use of digital tools and assets to increase growth.

### Reflect

Digital enablement

Security risks

Platform optimisation

Business processes

### Restart

Digital touchpoints

Digital ways-of-working

Virtual enablement

### Revitalise

Productivity optimisation

Infrastructure optimisation

Future digital opportunities



# Digitally enabling your business: How can you make use of digital tools and assets to increase growth?

## Reflect – Where do you stand today?

### How can your business enable digital ways of working?

- ☐ Has your organisation deployed hardware and software to support remote working, and are staff enabled to access?

### What security risks do you need to consider?

- ☐ Does your network, hardware and applications have appropriate security in place for remote working e.g. encryption, multi factor authentication?
- ☐ Have you considered the security implications of a flexible working environment?
- ☐ Do you have a Business Continuity Plan and an Incident Response Plan? Are they up to date?

### How can you optimise your digital platforms to sustain your business?

- ☐ How do you manage the increased demand on your eCommerce and digital operations?
- ☐ Can your IT infrastructure handle the increased number of remote connections if the majority of your organisation has to work remotely?
- ☐ Will the speed of your IT infrastructure provide a suitable work experience for your organisation? What upgrades can you make?
- ☐ Have you spoken to your outsourced IT vendors, managed service providers and other relevant third parties regarding their readiness and availability about the potential impact from COVID-19? How will your IT teams deliver on site support if it is required?

### How can your business enable seamless digital processes?

- ☐ Are there shortcuts that were developed during the crisis that need to be reversed? Are there any behaviours you need to promote with employees to ensure the continued reliability of your systems and infrastructure? (e.g. direction to preserve bandwidth)
- ☐ What processes and practices are anchoring your employees to the physical workspace? Can these be changed, or made virtual?

## Your plan – Get up to speed on the impacts to your business.





# Digitally enabling your business: How can you make use of digital tools and assets to increase growth?

## Restart – What can you do now?

### What ongoing security risks does your business need to address?

- ☐ Have privacy concerns been adequately addressed?
- ☐ Have cybersecurity concerns that come with a dispersed and remote workforce been effectively addressed?  
Do you foresee others?
- ☐ Will you allow the continued use of personal equipment that may cause security risks?

### How can your business make the most of digital touchpoints?

- ☐ How do you provide a digital equivalent of your existing product or service?
- ☐ How do you differentiate your product or service with limited or no physical touchpoints?
- ☐ How do you transform and optimise your digital platforms to sustain your business?

### How can you improve your digital ways of working?

- ☐ What features do you feel will be most important to enable continued connectivity of your dispersed workforce? (e.g. video, whiteboards, simultaneous document editing)
- ☐ Have you introduced new software to enable your employees to work from home? Moving forward, should your people use a common collaboration platform or will you allow individual teams to choose?
- ☐ What tools and platforms continue to be most effective for supporting a blend of physical and virtual work?  
How are you considering employee preferences?

### Where does virtual enablement need to be addressed?

- ☐ What hardware challenges have your employees encountered while transitioning to remote work (e.g. difficulty procuring office tools)? Have these challenges been addressed?
- ☐ Was any hardware provided to employees that needs to be returned? (e.g. monitors)
- ☐ Are there any persistent challenges your employees are facing with existing platforms? Where can you make enhancements?
- ☐ What work can still not be completed because information or resources have not been fully digitised, and how can these challenges be remedied quickly?

## Your plan – Identifying immediate steps for your business to action.





# Digitally enabling your business: How can you make use of digital tools and assets to increase growth?

## Revitalise – How can you start to shape your future?

### What digital lessons can you scale to optimise your productivity?

- ☐ How do you remain on the cutting edge of remote working and other types of software offerings, to increase productivity and keep your business prepared for future disruption?
- ☐ How can your business best work with IT to anticipate use patterns and needs in mobile devices as you shift your patterns of working? (e.g. continued prevalence of remote work, less travel, return to physical workspace)
- ☐ Should you invest in remote work technologies or expand using your own device programs, including subsidies (e.g. laptops) for workforce segments that did not have them before?
- ☐ Which of your employee processes are ripe for greater digitisation? (e.g. recruitment, onboarding)

### What is your business strategy to optimise digital infrastructure and process moving forwards?

- ☐ Do you have sufficient infrastructure (e.g. bandwidth, access licences) to manage remote work?
- ☐ Do you need to revise the processes you have in place to provide easier access to remote-work hardware (e.g. monitors, printers, docks, headphones) in the future?

### How can you design a virtual workplace ecosystem more resilient to change?

- ☐ How does your business ensure that the workers have access to the right support and equipment, should there be a recurrence of COVID-19?

### What are the digital opportunities for your business structure moving forward?

- ☐ How do you reinvent your business to take advantage of a digital world?
- ☐ How do you reinvent your products and services to be relevant in a predominantly digital world?
- ☐ What investment do you need to make in cyber security with your trading partners?

## Your plan – Re-visiting and forecasting to seize opportunities.





# Your digital workplan

What are some of the top priorities you need to plan for?  
Use the workplan below to map them out week by week.

It's time to put your plan to paper. For best use, print this sheet out in A3.

[illegible]





## 6. What's changed for your workplace?

How does COVID impact your approach to managing physical and virtual workplaces, and address risk and compliance?

### Reflect

Public health requirements

Legal & compliance obligations

### Restart

Workplace costs

Travel policy

People & culture

### Revitalise

Real estate strategy

Virtual & non-virtual design



# What's changed for your workplace? How does COVID impact your approach to risk and compliance?

## Reflect – Where do you stand today?

### How are you ensuring workplace practices continue to align with public health directives to protect both customers and employees?

- ☐ How is your business managing staff and customer numbers in your premises in relation to both State and Federal government obligations?
- ☐ Are your sanitisation processes sufficient and in line with COVID recommendations?
- ☐ Do customer-facing employees need any additional PPE, protection when engaging with clients in your workspace, or theirs?
- ☐ Are you and your employees aware of the OH&S policy to consider when working from home (e.g. in the event of an injury sustained while working at home)?
- ☐ How are you staying on top of regulatory changes in other jurisdictions that may have implications for your business?

### What are your updated legal and compliance obligations?

- ☐ Do you understand your legal obligations as an employer or business, and those of your visitors, contractors, suppliers and volunteers?
- ☐ Do you have the right incident reporting and prevention channels in place to manage your workplace risk strategy?
- ☐ Do you understand the licence and registration requirements that might have changed before undertaking BAU activities?
- ☐ Do your employees and customers feel safe?

## Your plan – Get up to speed on the impacts to your business.





# What's changed for your workplace? How does COVID impact your approach to risk and compliance?

## Restart – What can you do now?

### What major costs does your business need to consider to plan effectively?

- ☐ Is your physical workspace sufficient to address social distancing recommendations for all of your staff? Do you need to consider rotations, shift patterns and re-configuration of workplaces (e.g. no desks are facing each other) to maximise safety?
- ☐ What investments do you need to make to support and enable virtual ways of working and customer channels / collaboration tools?

### What business operations are up and running, do you need to update your business travel policy?

- ☐ Do you need restrictions on who travels and how often?
- ☐ Do you need to develop guidance for personal travel (e.g. requirement to flag travel to high-risk locations)?

### How do you keep your staff connected when they may not always be in the office?

- ☐ How can you build an approach to keep employees engaged and informed, to build the trust and community necessary for effective re-integration and new ways of working?
- ☐ Does your business need to more deliberately design inclusive practices and a focus on culture so as to retain a connected team environment?

## Your plan – Identifying immediate steps for your business to action.





# What's changed for your workplace? How does COVID impact your approach to risk and compliance?

## Revitalise – How can you start to shape your future?

### What new opportunities did you discover?

- ☐ Do you need to adjust your premises strategy for the longer-term?

### How are you positioning your internal and external brand and purpose to thrive in the future?

- ☐ How do you position ourselves to thrive in the future and support your teams to re-design and de-risk operations?

### How will you reimagine your workplace to ensure heightened safety in the future, and enable the right balance across a virtual and non-virtual workforce?

- ☐ What physical space best supports your business needs and operating model?
- ☐ How does your space allow for collaboration, innovation, productivity, comfort and safety?
- ☐ How are technology, tools and other ways of virtual working enable increased collaboration with a remote workforce?
- ☐ How can the workplace be optimised for parts of your business, and the digitisation of its processes?
- ☐ How important is physical proximity to the work your business does?
- ☐ What barriers impede employees' ability to work across geographies?
- ☐ Are there opportunities to adjust the working space if working times for employees change? (e.g. staggering start and finish times so employees don't need to travel during peak hours)?

## Your plan – Re-visiting and forecasting to seize opportunities.





# Your workplace workplan

It's time to put your plan to paper. For best use, print this sheet out in A3.

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# Helpful links

Government information and support available to you today

## Working resource kits to keep you and your employees safe

### COVID-19 resource kit

A one-stop shop for personalised Worksafe check lists, fact sheets and flexible working guides that cover the following, and more:

- [National safe workplace principles](#)
- [Workplace checklists](#)
- [Signage and posters](#)
- [Travel information](#)
- [Public health directions](#)
- [Mental health support for managers](#)
- [Mental health support for workers](#)



**Safe Work Australia**  
[safeworkaustralia.gov.au](https://safeworkaustralia.gov.au)

## Keep up to speed with the codes of practices impacting your industry

### Latest Australian Gov COVID-19 updates

Essential national information across industry, policy, health and finance to support your business, and workforce minimise risk, including:

- [Download the COVIDSafe app](#)
- [Cyber security tips for a remote workforce](#)
- [Creating safe online communities](#)

Please also visit the site for comprehensive coverage of national, state and territory specific advice at depth across:

- Key updates
- Health alerts & advice
- Restrictions & safety advice
- Business & Employers
- Financial support



**Australian Government**  
[Australia.gov.au](https://australia.gov.au)

## Financial support to keep your business moving

### Tailored advice for your business size

Understand the support available to address your needs

- [Sole trader operator](#)
- [Employer](#)
- [Company owner](#)
- [Keep your business running](#)
- [Understand your continued obligations](#)
- [Cross state and territory grants assistance](#)

### National Relief Packages

Understand the relief entitlements and record keeping advice for your business, employers and employees

- [Business and employer support](#)
- [Individuals and employee support](#)
- [Tax professionals support](#)



**Australian Tax Office**  
[ato.gov.au](https://ato.gov.au)



**Aus Gov Business**  
[Business.gov.au](https://Business.gov.au)

**Have a thought?** Please send comments and suggestions to [AUDeloittePrivate@deloitte.com.au](mailto:AUDeloittePrivate@deloitte.com.au) so that we can continue to improve the workbook content. We look forward to receiving your feedback.





## Our team

This workbook has been curated for you by our Deloitte Private COVID-19 response market leadership team.



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Looking for more?

Our team has created COVID19 Response business support tools to help you access further support on...



### Financial assistance

Find out which assistance is right for you on our [COVID-19 Business Grant Finder](#)



### Stimulus and support

Scroll down for tips on how to stay agile and proactive [COVID-19 Stimulus & Support Finder](#)



### Leadership recovery guidance

Check out our thought leadership for [Embedding trust into COVID-19 recovery](#)



### Critical workforce priorities

Download our [Workforce Strategies](#) to get your workforce back on track



### Further response tips and tricks

To keep up to date, stay connected with our [COVID-19 Government Response Portal](#)



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