

Deloitte.



COVID-19 Crisis:

The Small & Medium Business
Roadmap for Recovery & Beyond
Workbook

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With the recent bushfires, floods, cyber-attacks and the outbreak of COVID-19 many small and medium businesses across Australia are seeking support to optimise and increase business resilience. On top of all these issues, for business managers and owners it can be overwhelming to keep up with all the new laws, rules and regulations, let alone work out an action plan for their businesses.

As the backbone of the Australian economy, it is imperative that small and medium 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 survive and thrive into the future. This will require extraordinary flexibility, support, collaboration and resilience, during what may be a protracted period of recovery.

That’s why Australia Post and Deloitte have partnered together to create this workbook - to help simplify and manage some of the complexities faced by business owners and managers, and to provide practical tools and references to guide and drive businesses through the Recover phase of the COVID-19 crisis and beyond.

We see three phases in the COVID-19 crisis that all resilient businesses must face to survive and transition to the “new normal”:



To date, most business leaders have been focused on the Respond phase. Now is the time to turn attention toward the Recover phase, to ensure businesses are then ready to Thrive.



It is an unfortunate reality of the COVID-19 crisis that not every business will recover. What will be a common characteristic of those that do, however, will be their owners and managers ability and desire to take charge of their business' future, with a sense of optimism and confidence for what lies ahead.

We believe that business strategies in the **Recover phase** will be best orchestrated through three critical actions: **Reflect, Restart** and **Revitalise**. These actions can help a business to bridge the Respond phase to a successful future, by laying the foundation to grow and thrive in the aftermath of the COVID-19 crisis.



Keeping these three critical actions front and centre, the *COVID-19 Crisis: Small & Medium Business Roadmap for Recovery & Beyond Workbook* is intended to support business owners and managers as they navigate their way through the COVID-19 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: the COVID-19 crisis is unlikely to end suddenly given the evolving nature of the coronavirus and the uncertain prospects and timing of a vaccine. Businesses must plan for multiple scenarios and time horizons, as they shift from Respond to Recover. Businesses should also plan for the possibility of multiple waves of the COVID-19 pandemic and its continuing global—and uneven local—persistence. Business leaders will need to establish critical priorities for the next 12 to 24 months as they position their businesses for the new realities as well as potential new opportunities.

 [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 and responding. How a business handles its recovery will in part define its reputation, viability and performance for potentially years to come.

This workbook is intended for small and medium business owners and managers to work through what is required to manage business continuity, and to look for opportunities to **Reflect, Restart and Revitalise** their business through its **'Recover'** phase. There is a lot of content, but not all of it will be applicable to all businesses. Business owners and managers should determine which dimension they need to focus on first, and then which action is most relevant to progress for their business.

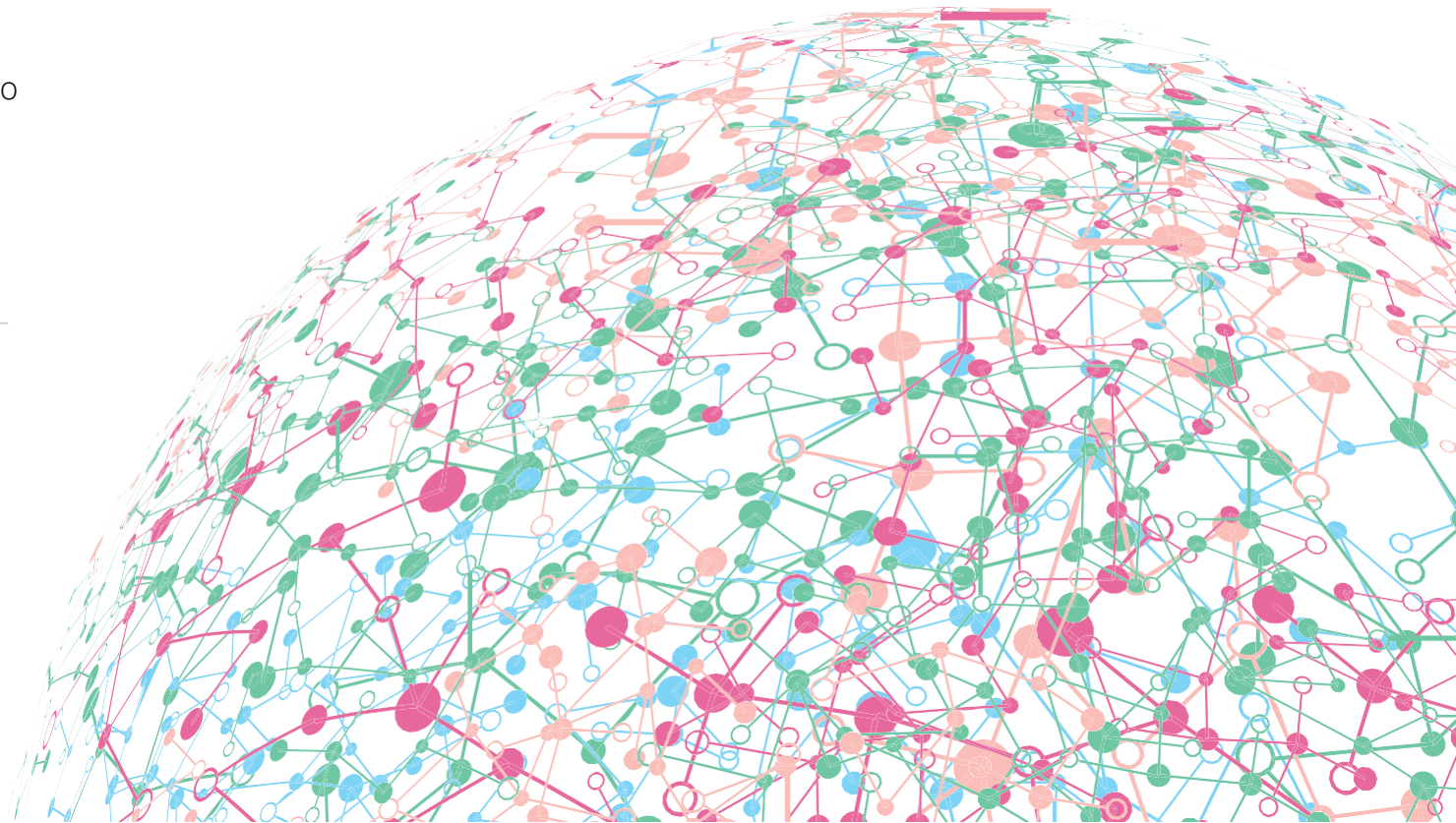
Note: The workbook is intended to be a framework for small and medium business owners and managers - a starting point that should be adapted to each unique environment and not all its questions will apply to every business. While comprehensive, this workbook is not intended to be exhaustive, nor is it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



This workbook has been designed to be printed in A3 to make it easy to read and so you have the space to jot down the key points of your action plan as you work your way through each section of the book.

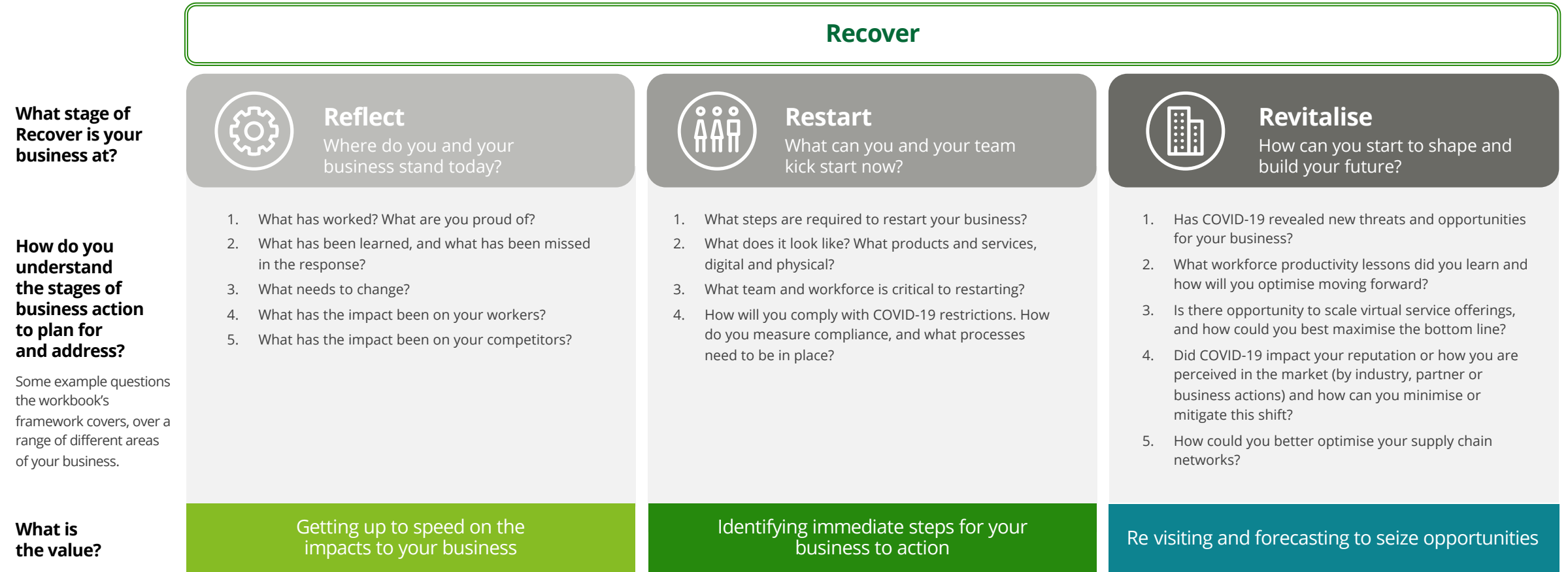


If you have any questions or would like to know more, please contact your Australia Post Account Manager or email consulting@auspost.com.au



We have created a framework to help a business through the Recover phase

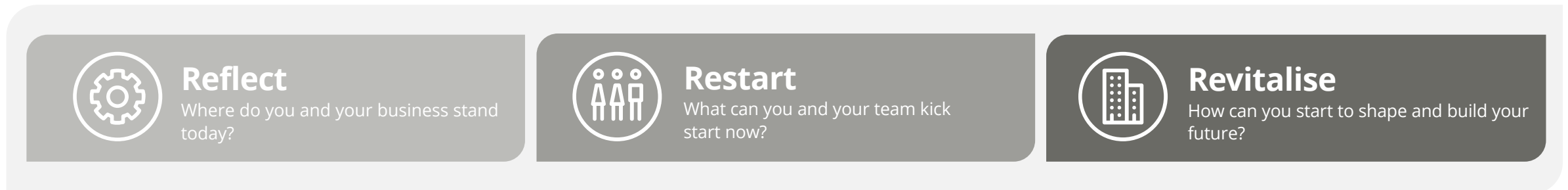
There are many ways for small and medium businesses to recover from the changes brought on by COVID-19. To help, we have created a framework for this workbook to assist businesses get up to speed with what's changed, mobilise what they can already control, and understand opportunities for growth in the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



This framework can be used to assess a business across six priority areas

This workbook framework is segmented into the areas of a business that are likely to have been critically impacted by the COVID-19 crisis and which may be a priority for recovery planning. The workbook steps through assessment criteria and questions to help owners and managers kickstart planning and activate business recovery. It applies a language style that small and medium businesses can use with its people to create ownership of tasks and acceptance that navigating the Respond phase will require effort from everyone in the 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

Channels Impacts

Revitalise

Business implications

Customer implications

Digital opportunities



Understanding your customers' needs:

How have expectations changed, 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 have your traditional sales and fulfilment channels and routes to market been impacted?
- 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 COVID-19 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 – Getting up to speed on the impacts to your business.



Understanding your customers' needs:

How have expectations changed, 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 (e.g. online, pick up, etc) 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-19 world? What other options have you got to capture and fulfil demand?
- 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, 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.





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/loans
 - Creditor terms
 - Debtors
 - Access to equity in other assets e.g. property, plant/equipment

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 – Getting 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 and/or 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-19 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
 - Accelerated Depreciation/Instant Asset Write Off
 - PAYG Withholding cash flow boost
 - SME Commercial Leasing Code of Conduct
 - ATO income tax/deferral payments
 - Government grants
 - Payroll tax relief/deferral
 - More Information - [COVID-19 Stimulus & Support Finder](#)
 - SME Bank Guarantee Scheme

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.



3. Re-organising and de-risking your supply chain

How to evaluate your supply landscape and forecast your future needs.

Reflect

Supplier impacts

Supply operations impacts

Working capital/inventory

Restart

Supplier network

Supply chain operations

Technology & infrastructure

Revitalise

Immediate learnings

Supply chain optimisations

Supply chain investments



Re-organising and de-risking 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 has your supply been impacted? Do you have sufficient ability to track and monitor supply chain events (including goods in transit)?
- Which suppliers are you most dependent on and do you have viable alternatives for supply and transit?
- How will/would the impacted operations affect your ability to produce and deliver your goods/services?
- Do you have flexible logistics service provider arrangements to enable you to cost effectively meet changes in supply and demand?
- How will you preserve the safety of your operations staff?
- 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 – Getting up to speed on the impacts to your business.



Re-organising and de-risking 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?

- What can you do to start generating and replacing lost revenue and sales quickly, and what are the supply impacts?
- Which customers can be moved to online channels and which channels could you use (e.g. own webstore, eBay, Amazon, Gumtree etc)?
- What supply chain and fulfilment partner arrangements will you need to have in place? Fulfilment for online delivery? Returns? omni channel sales?
- What payments arrangement will you need to have in place to accept on-line orders?

How do you ensure that your operations are robust and resilient as you plan to restart your business?

- Do you have enough visibility of the supply chain and what is moving through and when?
- Are your suppliers and internal operations flexible and able to scale to changing environments?
- Do you have a collaborative relationship with your supply chain partners and key clients?
- Are your planning processes and policies able to deal with disruption and able to deal with known risks?
- Do you have a clear idea of your critical risk exposures and how these are managed across financial, operational, capability, reputational, and regulatory risks?

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



Re-organising and de-risking 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?
- How do you maintain/improve visibility to your customers and provide alerts of any shortages or delays?
- What does the transition period post September look like for your business?

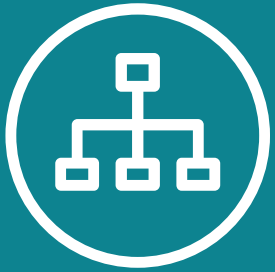
What COVID-19 learnings can you use to optimise your supply chain network moving forwards?

- 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 and service providers to ensure you are able to restart operations effectively/smoothly?
- What changes to the supply chain network, including inventory holdings and location, are required to address new demand and supply patterns?
- What tools and technologies can you acquire or leverage from supply chain partners to provide greater visibility and control for you and your customers

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.



4. Re-thinking your workforce

How do impacts from the COVID-19 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 COVID-19 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 the COVID-19 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 approaches and tools are available to best manage delivery performance and engagement 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 premises - on a temporary or permanent basis?
- What processes, practices and infrastructure 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 on the impacts to your business.



Rethinking your workforce:

How do impacts from the COVID-19 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, overtime bans, 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, e.g. contractors, temp agencies?
- 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 COVID-19 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 in?
- 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 COVID-19 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-19, do you need to revise employee processes such as induction, onboarding, access to remote hardware/systems, performance criteria?

How do you improve your workforce response for future crisis?

- What has your business learned from its response to the COVID-19 crisis, and how are you updating your emergency response protocols for the future?

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



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 or moved to cloud based solutions to support remote working, and are staff enabled to access (including fixed/wireless broadband services)?

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 COVID-19 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. directives to preserve bandwidth)
- What applications/processes could be moved to the cloud/virtualised (e.g. email, file servers, telephony, business applications)

Your plan – Getting 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 premises tools)? Have these challenges been addressed?
- Was any hardware provided to employees that needs to be returned? (e.g. monitors, printers)
- 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, timesheets, employee admin)

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?
- How do you move business processes, applications and functions to the cloud?
- What investment do you need to make in cyber security with your trading partners?

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



6. What's changed for your workplace?

How does COVID-19 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-19 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-19 recommendations?
- Do customer-facing employees need any additional PPE/physical protection when engaging with customers and 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 – Getting up to speed on the impacts to your business.



What's changed for your workplace?

How does COVID-19 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 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, how often and to where?
- Do you need to develop guidance for personal travel (e.g. requirement to flag travel to high-risk locations, self isolation/quarantine requirements etc)?

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/or 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-19 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 yourselves 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, security and safety?
- How are technology, tools and other ways of virtual working enabling increased collaboration with a remote workforce?
- How can the workplace be optimised for key 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 and collaborate 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 action plan

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.

Action	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12



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](#)
- [ASBFEO My Business Health](#)

Safe Work Australia
safeworkaustralia.gov.au

ASBFEO
asbfeo.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

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](#)
- [SMART Projects and Supply Chains advisory service grants](#)

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

Aus Gov Business
Business.gov.au

Have a Question? If you have any questions or would like to know more, please contact your Australia Post Account Manager or email consulting@auspost.com.au



Have Questions?

If you have any questions at all about this workbook, would like to know more or just want to discuss your action plan and where we may be able to help, please contact your Australia Post Account Manager or email us at:

consulting@auspost.com.au



Our Team is your Team

This workbook tool has been created for you by the Deloitte COVID-19 response team in partnership with Australia Post.

Your Australia Post account team is here to help you with many other tools, solutions and the support you need to make your business bloom.

We're in this together with you.

Looking for more?

Through Deloitte, our team have made available several COVID-19 Response business support tools which provide customers with further resources on:



Financial assistance

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



Stimulus and support

Click on the link for tips on how to stay agile and proactive: [COVID-19 Stimulus & Support Finder](#)



Leadership recovery guidance

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



Critical workforce priorities

Download Deloitte's [Workforce Strategies](#) to get your workforce back on track



Further response tips and tricks

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



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