



ADAPT PLANNING MATRIX

Example Horizon Scan

	NOW	MONTH	QTR	YEAR	FUTURE
ASSESS	International movement restrictions. Interstate movement restrictions. Intra-regional movement restricted. Essential Services. "If you can then you should"	Sustained controls. Some easing of intra regional movements. Outdoors activities returning (small gps). Govt packages in play (Jobkeeper) Demand destruction from clients. Production impact. Super impact. Commercial property impact.	Zero increase / Interstate restrictions eased, Govt looking to re-open regionally. Localised recurrence as restrictions eased. Liquidity issues Govt Bailouts by impacted sector Demand destruction. Super impact given drawdowns.	Peak flu season/2nd phase outbreak expected. Limited International travel permitted. Interstate and intra-regional movement re-established. Competition for resources regionally. Industry Super Funds	Slowed International Recovery. Regional investment in strong demand industries (mining, Agri). Increased geo-political pressure on China. Pressure to nationalise critical supply manufacturing (or at least retain between ANZUS allies)
DESIGN/DEVELOP	Identify Critical functions Redeploy non-essential Localised resourcing strategies. Response Plan. Deep Clean Plan. Remote work arrangements.	Sustain/Adjust BC strategies. Access Govt relief capital. Analyse alternate Partner, Build, Buy, Bridge strategies. Retain WFH arrangements - 2 ships.	Regional Engagement and Investment options? M&A activity (ie Virgin). Cost controls measures retained. Regional business travel reduced. Structured RTW	Look at alternate JV strategies. M&A activity Automation Shift towards regional resourcing (reduced FIFO etc). Local partnerships	Increase Int'l trade engagement with India, Japan, Korea and Indonesia. Invest in automation for major industries locally. Secure skilled workers intra-regionally.
ANALYSE OPTIONS	State and Federal Governments continue alternating views Isolation measures to continue	Rostering strategies impacted over time. Pressure to ease restrictions as the cases drop. Controls revert. Local resourcing preferred vs interstate.	As testing regime improves, Localised outbreaks recur as restrictions ease Better understanding of the data impact, some growth returning	Second Phase outbreak expected within year but balanced by targeted approach and isolation	Some demand destruction internationally - but increasing as countries seek to build their way out of the crisis. Cash in on geo-pol tensions and access to cheap loans
PICK / PRIME / PREPARE	Cashflow and Client risk assessment Reduce clutter Free-up capital Critical suppliers risk assessed	Monitor state and Local Govt posture. Right-sizing options Alternate critical supply options engaged. Deep clean /safety considerations for RTW. Test bridge strategies with key clients.	Target testing of Critical workforces Recruiting locally Pre-emptive screening Project funding sought with government backing.	Project funding secured Regional engagement. International engagement commencing. Alternate market/suppliers engaged	Secure regional resourcing Further focus on automation
TRIGGERS/TIMING	Government Restrictions change. Deadline for critical funding. Movement restrictions lift/adjusted.	Movt restrictions eased - Changeovers for rostering to factor isolation periods. Cluster outbreak = Extend rostering Lead time on key projects aligned to quarantine restrictions.	Regional and destination tracking and tracing for key workforce. Monitor and pre-empt restrictions.	International travel restrictions lifted, (destination focused) Trade impacts understood Government investment strategies monitored.	Geo-political impacts flow through in trade deals.