# Business Continuity

# And Resilience Toolkit

# This toolkit is designed to help you make your business more resilient in the face of significant disruptions.

The COVID-19 crisis came on very fast and many businesses have been negatively impacted. By following the steps in this toolkit, you can be better prepared for the next crisis, no matter what form it takes.

This toolkit has three steps to build better business resilience:

## Assess your disruption risks

- dentify the internal and external risks that could interrupt or negatively affect your business.
- Prioritise these risks based on likelihood of happening and the impact they would have.

## Create a resilience plan

- Build a plan of actions to take before, during, and after a crisis to keep your employees safe, customers and suppliers informed, and your business running.

## Assemble a team and set a review cadence

- Create a team to keep your resilience plan updated and ensuring it goes into action in the event of a crisis.
- Schedule regular plan reviews and drills to keep prepared.

# 1.
# Assess your disruption risks
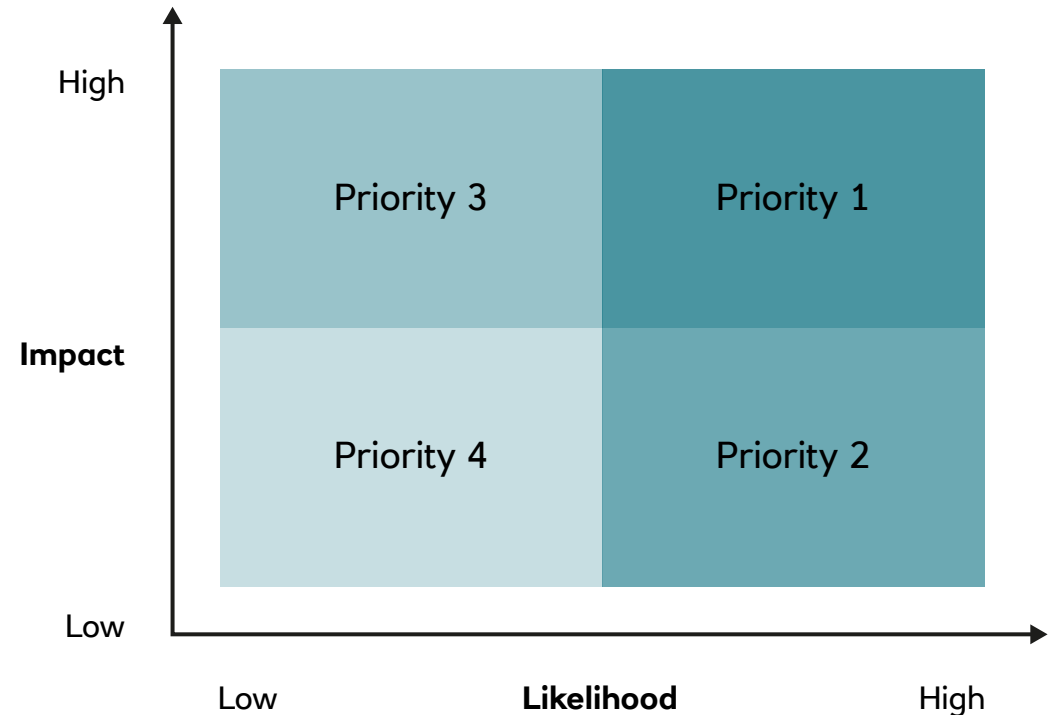
## Identify your risks

The framework on the following page highlights example risks across different categories. Remember, every business is different and the list below is not exhaustive – you might have different categories and risks in your industry.

## Prioritise your focus

Some risks are more or less likely than others, and the impact on your business might be more or less severe. Use this matrix to prioritise the most important disruption risks

Impact: how bad will this affect my business?

Likelihood: what is the probability of this risk actually happening?



|  | Priority 3 | Priority 1 |
| High Impact | Priority 3 | Priority 1 |
| Low Impact | Priority 4 | Priority 2 |

Low — Likelihood — High

| Category | Risk types | Examples |
|---|---|---|
| **Financial** | Weather events (e.g., flood, earthquake) | Flood that forces business to shut and causes severe damage / cost |
| | Disease and illness | Global pandemic that shuts down large portions of the economy |
| **Natural** | Run out of cash | Sudden changes to cash flow force need for a loan / inability to pay suppliers |
| | Unpaid accounts receivable | Customers not paying invoices and unable to collect cash causes cashflow issues |
| **Security** | Sudden damage to equipment/ supplies | Electrical fire destroys large portion of equipment in back room |
| | Cyber attacks/ loss of digital assets | Hacker steals proprietary information and extorts company with ransomware |
| **Production** | Supply chain breakdowns | Key supplier goes out of business preventing purchase of critical products |
| | Maintenance failures | Key equipment outage takes production down for extended period |
| **Market** | Economic downturns | Recession results in sustained reduction in consumer spending |
| **People** | Loss of key employees | Staff member leaves position that requires significant training to backfill |
| | Inappropriate or malicious behavior | Harassment claim that results in heavy legal fees and damages |

# Assess your disruption risks: example

Grant is a coffee shop owner in London. He has three full-time baristas and also works in the shop himself. Business has been successful, and he recently began supplying wholesale coffee to local businesses and shops.

In the wake of the COVID crisis, Grant used the business continuity and resilience toolkit to find out how to be prepared for future disruptions.
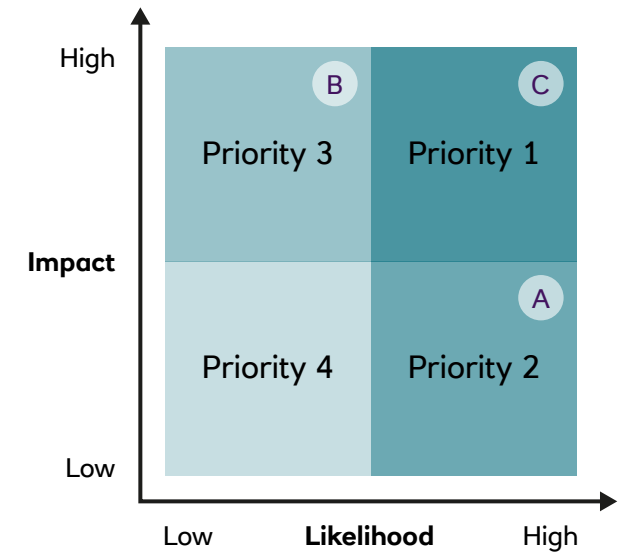
# Assess your disruption risks: example (cont.)

| Identity your risks | | Prioritise your focus | |
|---|---|---|---|
| **Risk** | **Risk detail** | **Impact (Low, High)** | **Likelihood (Low, High)** |
| **A.** Natural; Flood | All of my supplies are in boxes on the ground; a flood would destroy my inventory | High | Low |
| **B.** Financial; Unpaid invoices | Shops that we sell roasted beans to have not been paying on time; we might lose this revenue | Low | High |
| **C.** Production; Roasting equipment breakdown | We don't have the funds to fix it and won't have any product to sell if it breaks | High | High |
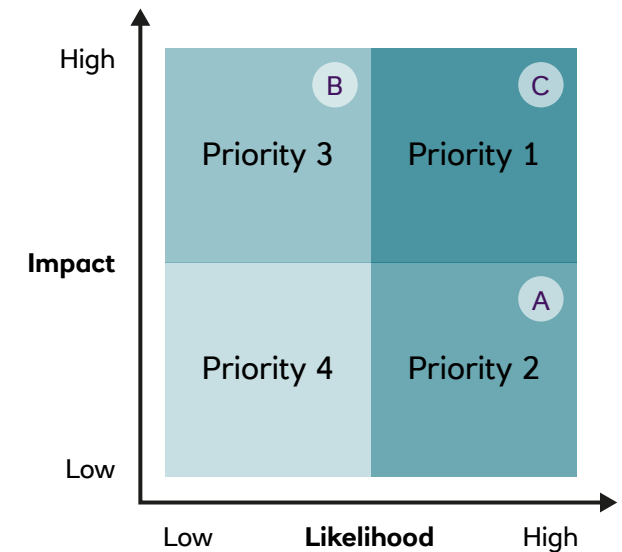
# Assess your disruption risks: template

Capture your business risks in the template and matrix below using the guide on the previous page.

| Identity your risks | | Prioritise your focus | | |
|---|---|---|---|---|
| **Risk** | **Risk detail** | **Impact (Low, High)** | **Likelihood (Low, High)** | |
| **A.** | | | | |
| **B.** | | | | |
| **C.** | | | | |
| **D.** | | | | |
| **E.** | | | | |

Note any risks you have de-prioritised here:

# 2.
# Create a resilience plan

A resilience plan should define the considerations and actions you would take in the event of a business interruption. The framework below looks at key steps before, during, and after an incident.

## Before

- Review your insurance coverage.
- Maintain digital copies of all important documents and ensure remote access to data is possible.
- Keep an updated list of contact information for employees, suppliers, and other key people.
- Have a plan to shut and secure physical premises and inventory.
- Try to diversify your supply chain's geographic footprint and have backup suppliers.
- Setup digital banking and remote working capabilities.
- Keep an emergency kit stocked and accessible.

## During

- Make sure your employees are safe and have access to the latest safety information.
- Document/ photograph any damage or issues as they arise
- Communicate regular updates to employees, suppliers, and other key people.
- Find ways to continue operating if safe to do so (e.g., remote work, digital sales, etc.)

## After

- When it is safe to do so, reopen your physical premises and inspect for any issues.
- Communicate a timeline for return to business to employees, suppliers, and other key people.
- Write a report that details the impact on your business and any lessons learned.
- File insurance claims if necessary.
- Re-stock your emergency kit if supplies were used.

# Create a resilience plan: template

Capture your resilience plan in the template below, using examples from the guide on the previous page as needed.

| Before | During | After |
|---|---|---|
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

# 3.
# Assemble a team and set a review cadence

## Form your team

- Team are responsible for owning and updating the business continuity plan.

- Act as the key points of contact in the event of a business disruption.

- Each member should have clear responsibilities to execute; for example: sending out a company-wide email communication, or contacting suppliers.

- For larger organisations, your team should include members from different parts of your organisation (e.g., HR, finance, operations, procurement, etc.)

## Schedule reviews and drills

- Set a schedule for the resilience team to review the business continuity plan (e.g., quarterly, bi-annually).

- Schedule tests/ drills; for example: a weekly fire drill, or a monthly test of IT and physical security systems.

# Assemble a team and set a review cadence: template

Identify your team members and review cadence details in the template below.

| Resilience team | | |
|---|---|---|
| **Employee name** | **Role** | **Responsibilities** |
| *Sally Burke* | *Communications lead* | *Outreach to employees, supplies, customers* |
| | | |
| | | |
| | | |
| | | |

| Review cadence | |
|---|---|
| **Regular business continuity review frequency:** | |
| **Test/drill detail** | **Frequency** |
| *Fire Drill* | *Weekly* |
| | |
| | |