

 **Ulster Bank**

Help for what matters

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

- Identify 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.

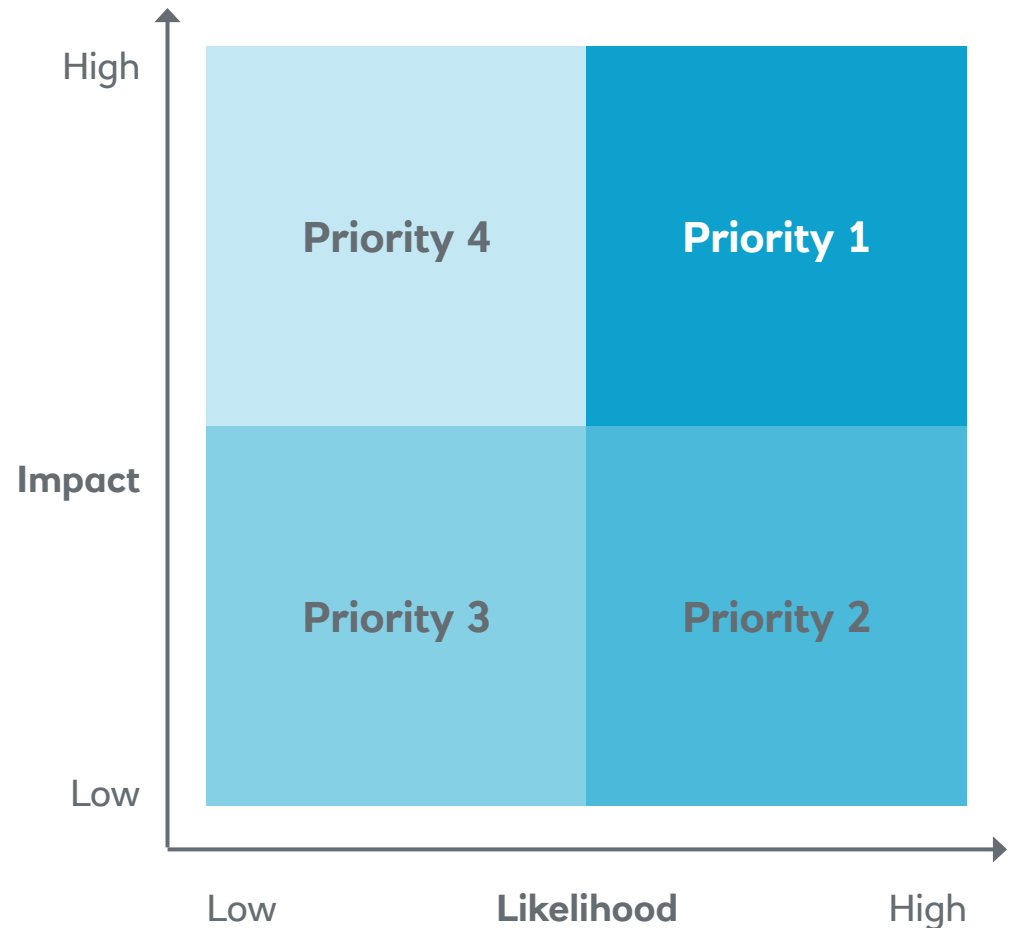


Prioritise your focus

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?



Assess your disruption risks (cont'd)

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.

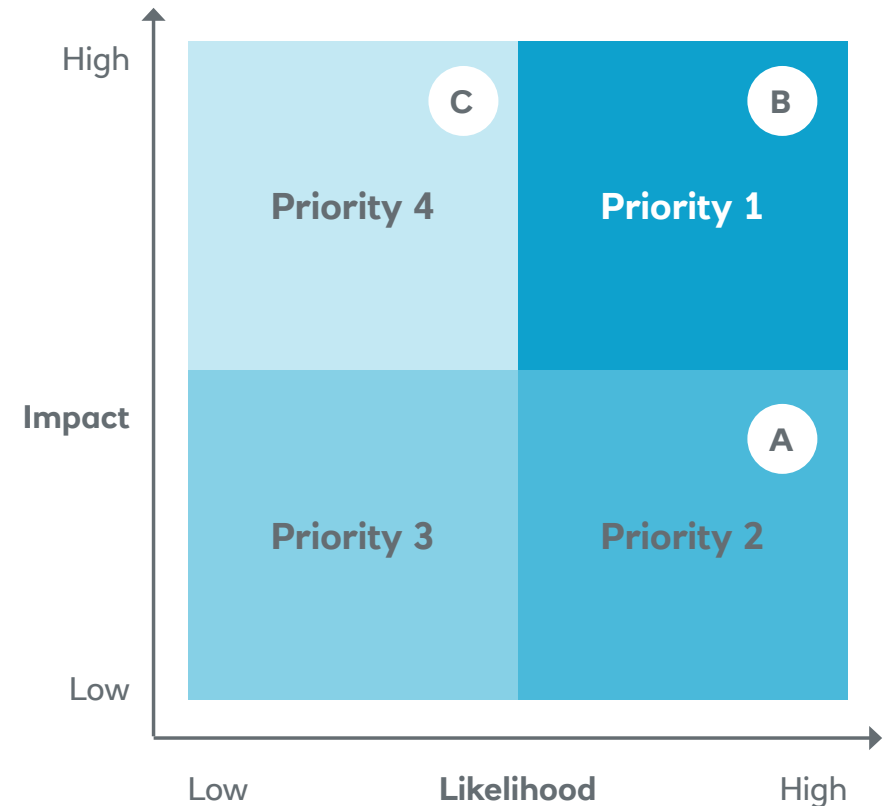
In the wake of the COVID crisis, Grant used the business continuity and resilience toolkit to find out how to be prepared for future disruptions.

Assess your disruption risks: example (cont'd)

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



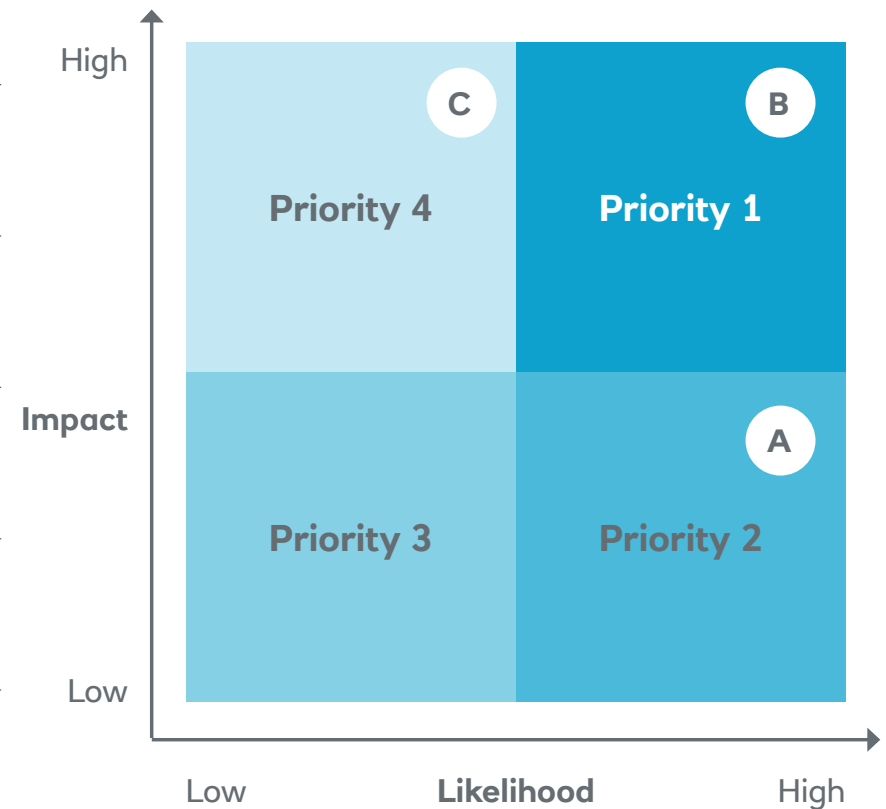
Assess your disruption risks: template

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

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.)



Form your team 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