

AHDB Webinar – Business & Skills

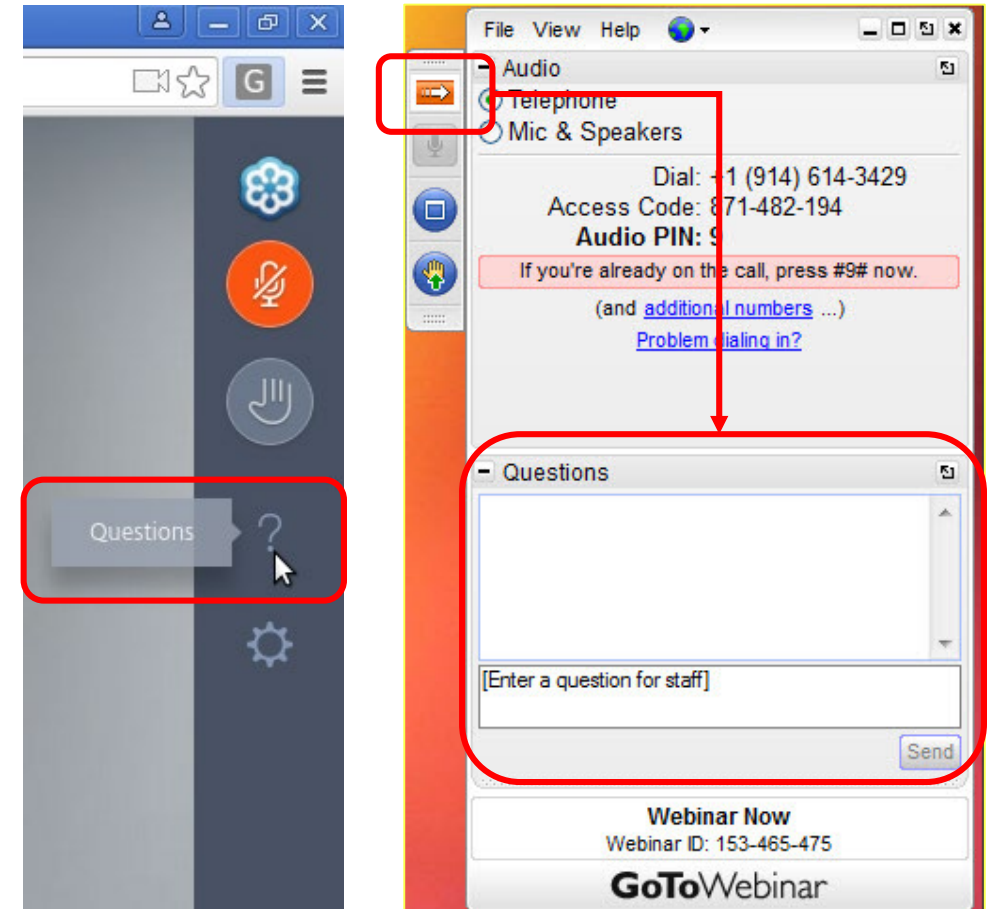
# React, respond, recover: When things don't go to plan

13 July 2020

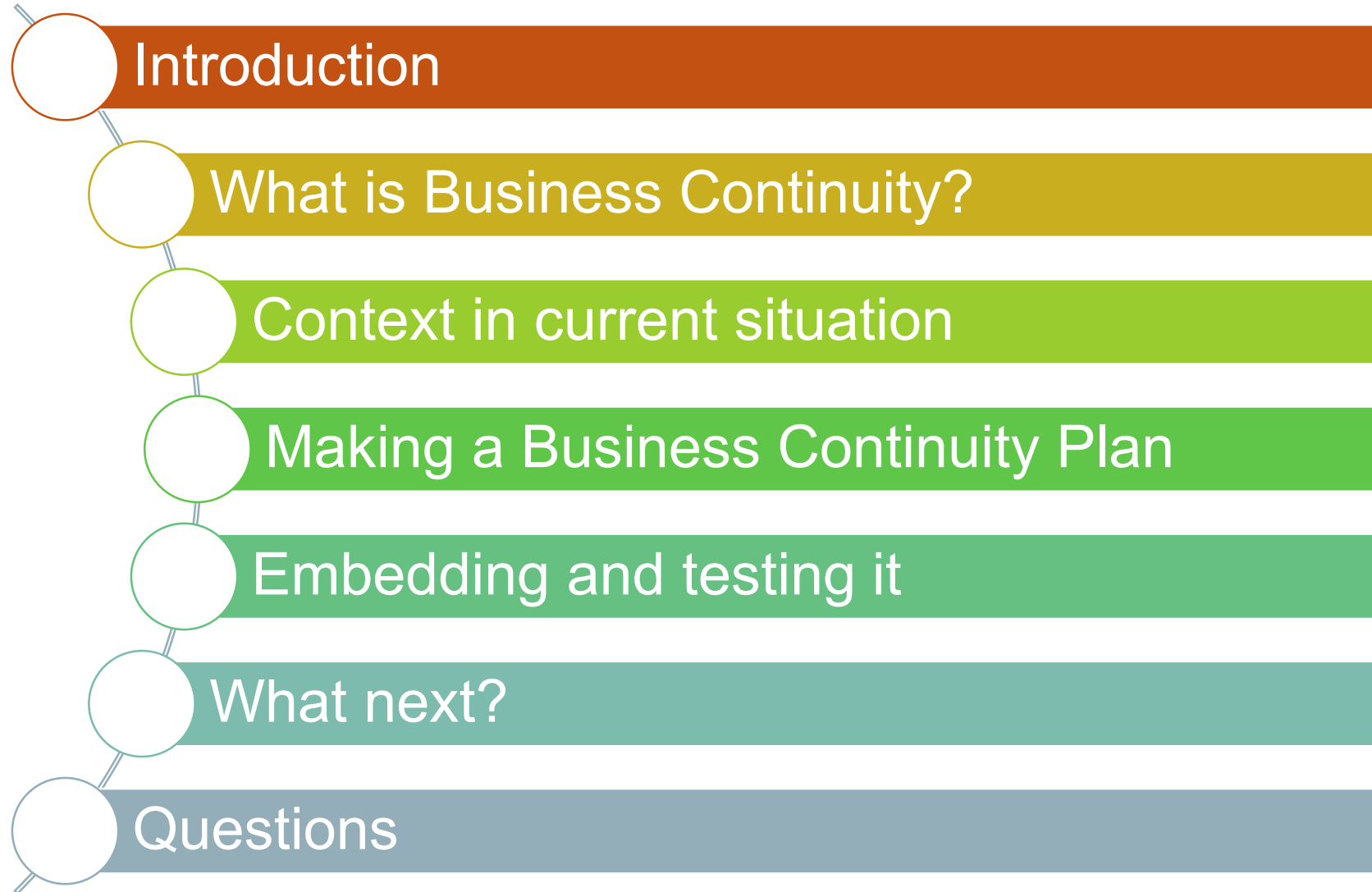


# Housekeeping

- Attendees are muted
- Type in questions on screen
- Questions will be answered throughout
- Finish approx. 8pm
- Recording will emailed to you tomorrow
- Further information on AHDB website



# Agenda



# Introduction – Global BCP



- DHL is the world's largest logistics company, in over 220 countries and territories worldwide and employs over 510,000 people
- DHL Resilience360 is an innovative supply chain risk management software platform that helps businesses predict, assess and mitigate the risk of supply chain disruptions.
- BCP applied to all major customer account plans

# Introduction – Business Resilience

**Resilient businesses** can **react faster** and **more efficiently** to a sudden disruption – the sort of thing that can happen at any moment.

**Disruptions** to your business can happen at any moment....

Flood. Computer virus. Supply chain failure. Losing a key employee....

What if.... There's a fire on the farm?

What if.... A supplier went bust?



What if.... The mains electricity supply fails?



What if.... The IT network goes down?



What if.... The telephone went off – for a day, for a week?

What if.... Staff couldn't gain access to the building for days, weeks or months?

# Introduction – the basics



## Services

- Know all your products and services
- Focus on the important things – the ones that brings in the cash



## Resources

- What activities and resources are required – staff, equipment...
- Remember things like website, social media etc.



## Risks

- What things might disrupt your business
- Remember – suppliers and customers



## Contingency

- What's needed to keep things going
- Short-term and perhaps longer-term

### Remember:

- Document everything
- Understand timescales
- Who contributes?
- Who approves the plan?
- Separate plans for different business areas?

# The benefits of business continuity

Keep your business running

Over time, become more resilient and flexible

Become less reactive

Will benefit other areas of your business

May help retain or secure new business

## Remember:

- BCP needs to be appropriate to your business





NHS Services and Public Health Services prepare for outbreaks of infectious diseases such as Coronavirus through **Business Continuity Planning** with regular reviews and testing.

Generally though, businesses can't plan for every eventuality... but they can plan to **minimise the impact** when things do go wrong.

Detailed agri- related information and support is available from sector specialists.

## AHDB can provide:

- Trends and movements in markets
- Access to information to manage your business
- Coronavirus business advice and support
- Coronavirus helpdesk: [coronavirus.helpdesk@ahdb.org.uk](mailto:coronavirus.helpdesk@ahdb.org.uk)





# Making a business continuity plan

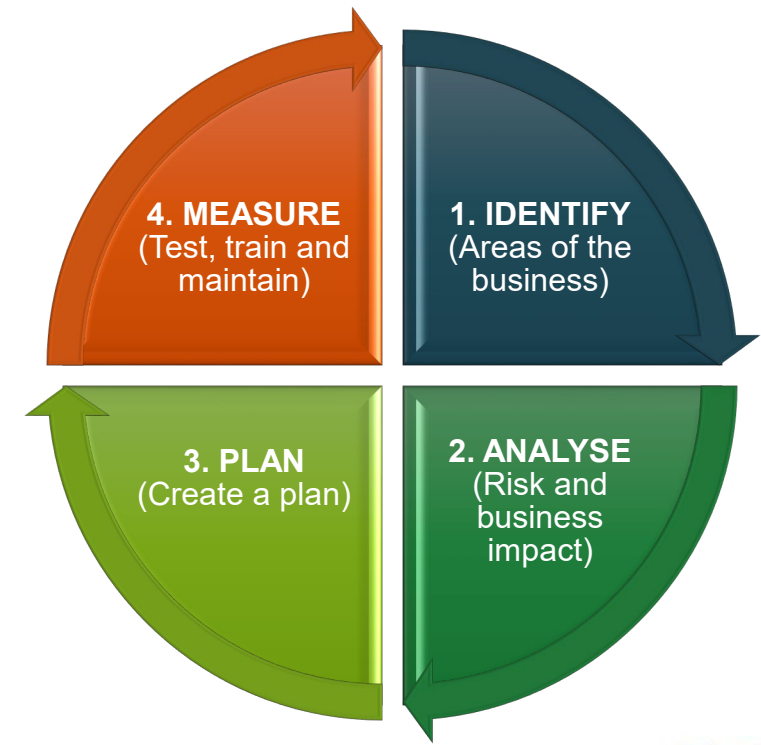
A good business continuity plan **recognises potential threats** to every aspect of your business, how long you can manage for and at what point you need to recover.

It analyses what impact the risks might have on your day-to-day operations.

It provides a **plan** to **mitigate the threats**, putting in place tactics which allows key functions of the business to continue even if the worst happens.

It can be as simple or as detailed as required – the important thing is:

1. **Identify** areas of the business and key risks
2. **Understand** the impacts and **timescales**
3. **Create the plan**, write it down
4. **Share it with staff, test it and keep it up to date**



Business Continuity Lifecycle

# Step 1 - Identify

Understanding your business and resources needed

## Remember:

- Your business commitments, contracts and SLAs



## Services

- Know all your products and services
- Focus on the important things – the ones that brings in the cash
- Staff needed?
- Transport, vehicles, equipment...
- Supply chain – your suppliers (and perhaps theirs), customers
- What materials are required?
- Utilities – power, fuel, water - to keep things working
- Your locations – office, buildings...
- Regulations – H&S, COSHH... things specific to your business



# Step 1 - Identify

What timescales are associated with processes?

## Remember:

- Timescales – what's needed when, how long do your processes take?



## Timescales

- Understand the key timescales
  1. At what point does a disruption effect your business
  2. What is the recovery time needed (i.e. less than 1.)
- May influence decisions/resources needed

Farm Website

< Maximum Tolerable Period of Disruption >  
(MTPD)

On-line Farm  
Shop

< MTPD >

Time



# Step 2 - Analyse

What things could impact your business?



## Analyse Risks

- What are the key risks to your business?
- It's sometimes easier to think about these separately as 'hazards', 'threats' and 'business interruptions'
  - Hazards include things like bad weather (now, flooding etc.), fire, power disruption, transport disruption, diseases etc.
  - Threats might include farm thefts (equipment, vehicles etc.), cyber crime (computer systems, website etc.)
  - Business interruptions - financial trading, supply chain disruptions, labour shortages
- Undertake a risk assessment
  - Risk = Likelihood vs. Consequence (or Impact)

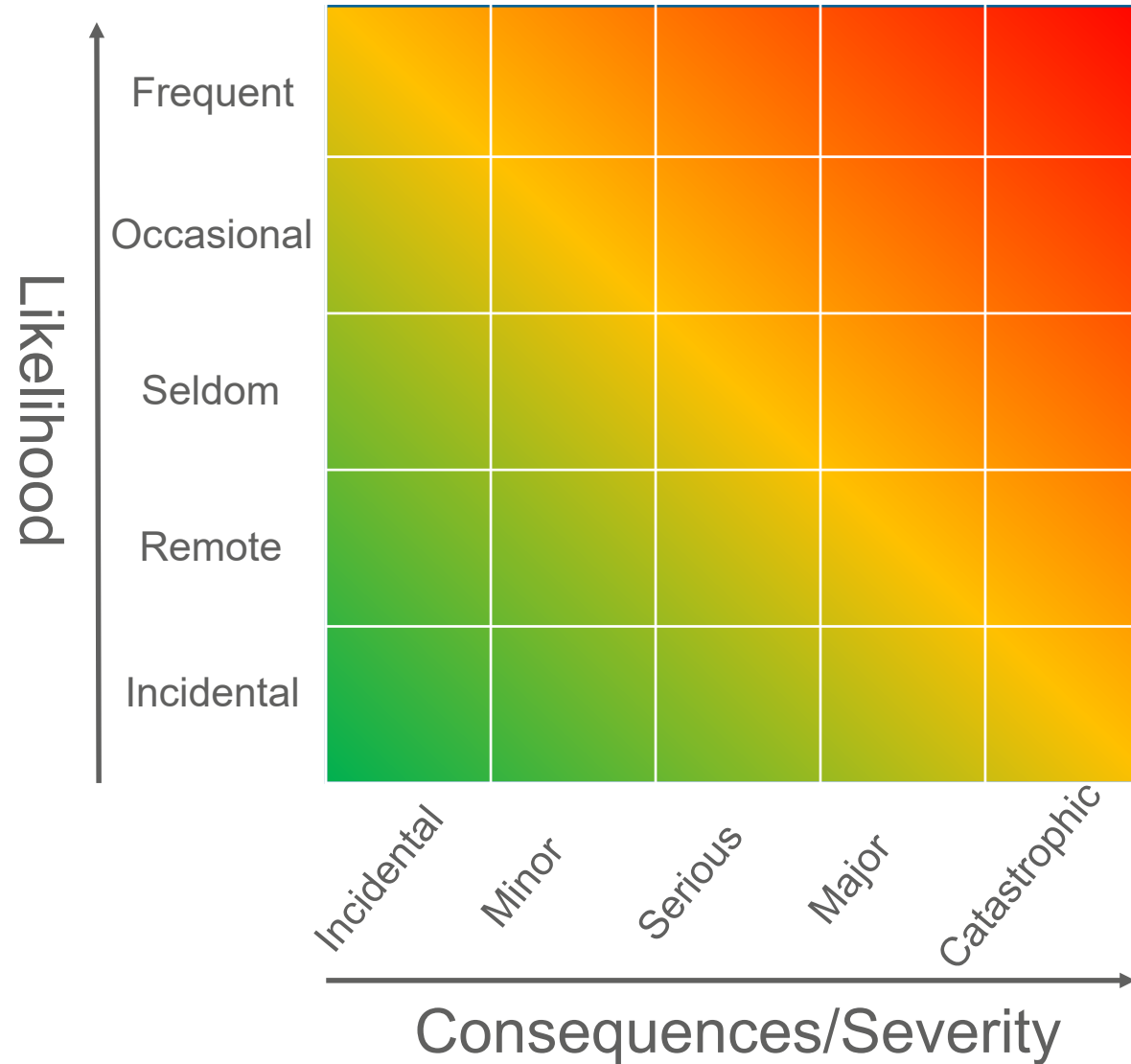
### Remember:

- Consider the up/down stream supply chain – customers and suppliers



# Step 2 - Risk

## Assessing the risk



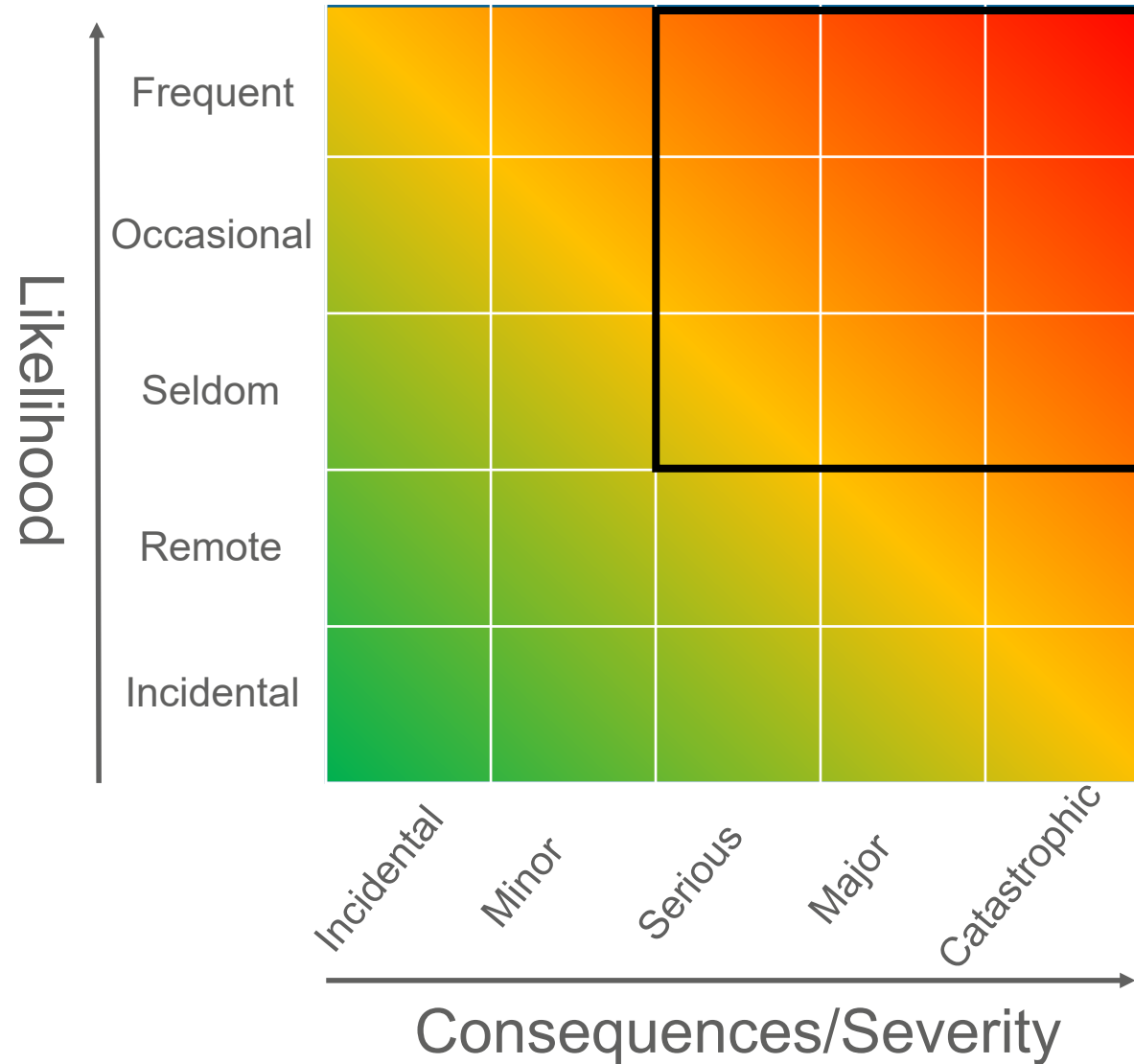
### Assessing the risk:

- What risks are you willing to accept?



# Step 2 - Risk

Where to focus



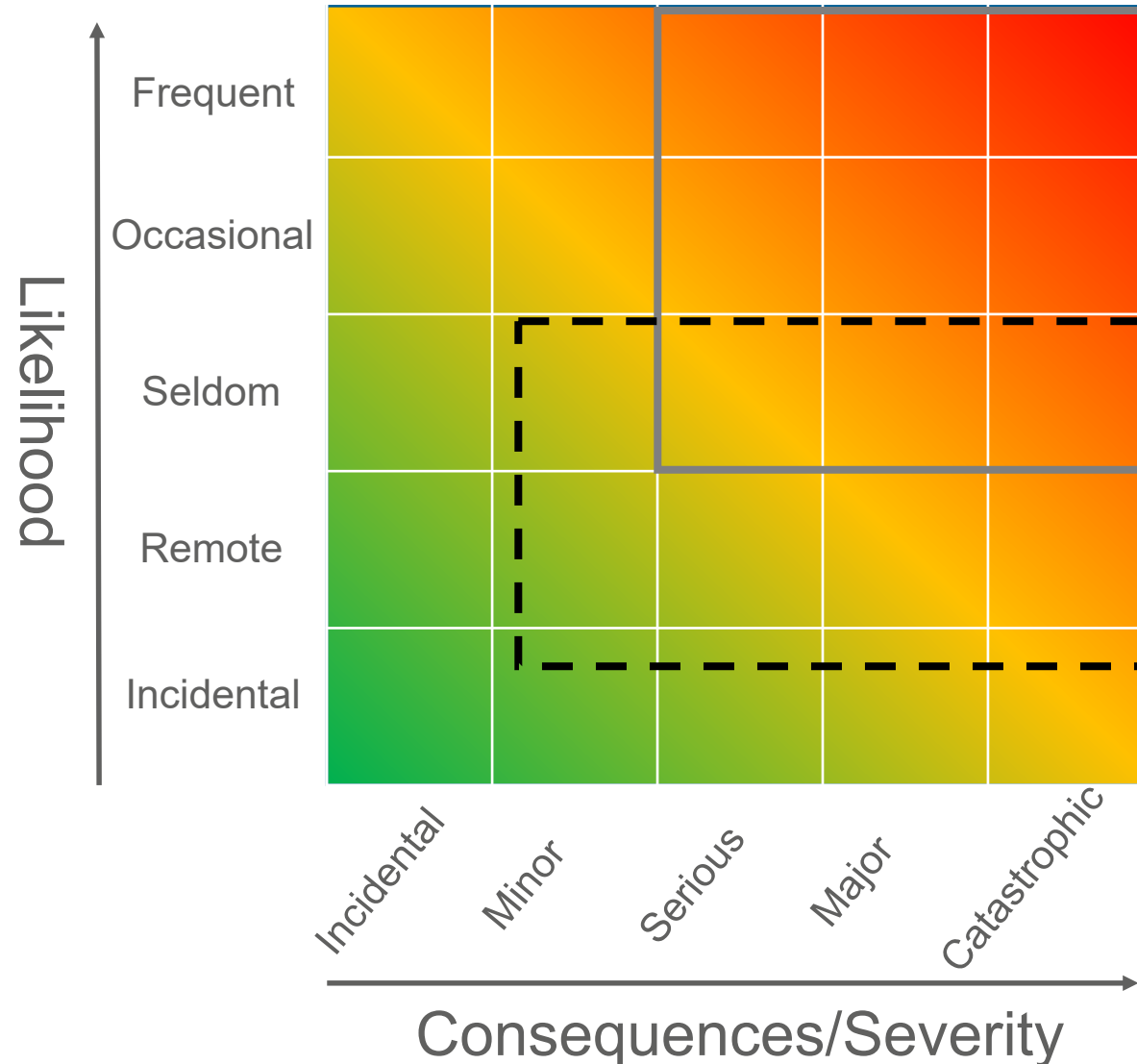
**Risk appetite:**

- Where to focus your attention
- High severity & high likelihood?



# Step 2 - Risk

Appetite



## Risk appetite:

- Where to focus your attention
- Prioritise
  - High severity & high likelihood?
  - Or – the lower impact/higher likelihood ones?
  - Time available to resolve issue?
- Remember: smaller risks when combined can have a cumulative impact

## Managing risk:

- Costs resources (time and money)
- How much resource is your judgement call
- Once identified, mitigate the risk if you can do so



# Step 2 - Risk

Risk understood – are there contingencies?



## Contingency

**You should now have an understanding of:**

- What might cause disruption to your business
- How long the disruption might last
- The impact on your business

**What's needed to keep things going?**

- Can you replicate processes to give contingency?
- Diversify businesses?
- Are staff cross-trained?
- Get arrangements in place with alternative suppliers?
- Do you hold spares – parts, materials?
- Diversify if possible?
- Potentially, do nothing?

**Consider:**

- People
- Premises
- Resources
- Suppliers
- Customers



# Step 3 – Plan

Pulling a simple plan together for a specific scenario



- Create a template and populate each one with the key areas that you've identified as most important for your business.
- Understand the timeframes before the disruption has serious impact on your business and prioritise tasks.

Identify priorities

Document phone lists, contact details, key holders etc. in case you're not there

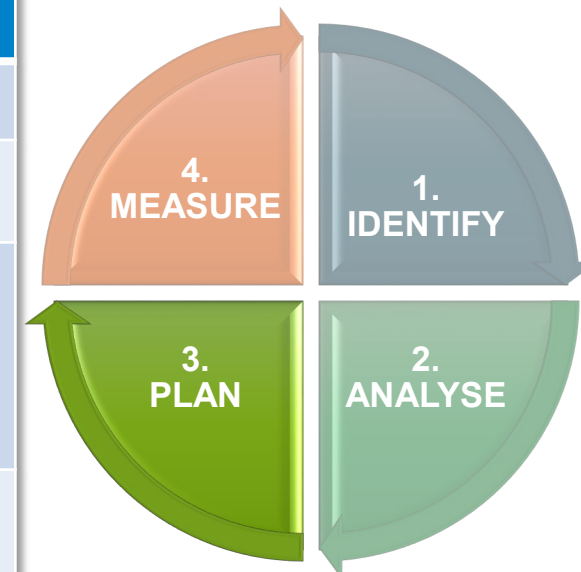
Consider as many other tasks as required

## Farm Office Closure due to burst pipe

(Type of Business Disruption)

| ACTION                                   | TASK  | RESPONSIBILITY |
|--|---|----------------|
| Action (within the 1 <sup>st</sup> hour) | Make contact with all affected staff (see contact phone no list)  | Bob Smith      |
| Action (by end of day-1)                 | Recover equipment/info. Set-up laptop in kitchen and test IT connection. Contact key suppliers and customers. | John Brown     |
| Additional Actions                       | Investigate alternative accommodation (if disruption likely to be over 3-days). Inform insurers               | John Brown     |

Delegate tasks if possible



# Step 3 – a complete Business Continuity Plan

## Developing a complete and detailed plan



- Put scenario templates within a single document
- Give the plan a scope – what's included or excluded (may need another for diversification)
- Add supporting information – specific to your farm/business
- Store the plan securely

A. Explains what the plan's about

1. Scope of the plan
2. Key assumptions
3. Objectives of the plan
4. How/when to invoke the plan

B. Specific details of your farm/business  
(Quick wins)

5. Locations
6. Stakeholders
7. Roles & responsibilities (who does what?)
8. Communication (points of contact, WhatsApp group?)
9. Supporting information (maps, special instructions etc.)

| Farm Office Closure due to burst pipe    |   | Type of Business Disruption |
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C. Templates & risk analysis

10. Risk assessment, scenario plan and activities



# Step 3 – a complete Business Continuity Plan

Quick wins – good admin



- **Get all important contact information for your business into one place**
- Landlord
- Insurance company/agent
- Utilities (gas, oil, water, electricity, solar)
- Telephone/Broadband supplier
- Website supplier
- IT Support
- Locksmith
- Agricultural Engineers
- Professional advisors (Accountant, Agri-Consultant)
- Suppliers
- Customers
- Transport suppliers

Think about  
alternative  
suppliers



# Step 4 – Measure

Embed and share the plan

Embed in your business – in induction/training etc.

Share with staff – go through the plan

Focus on the main priorities

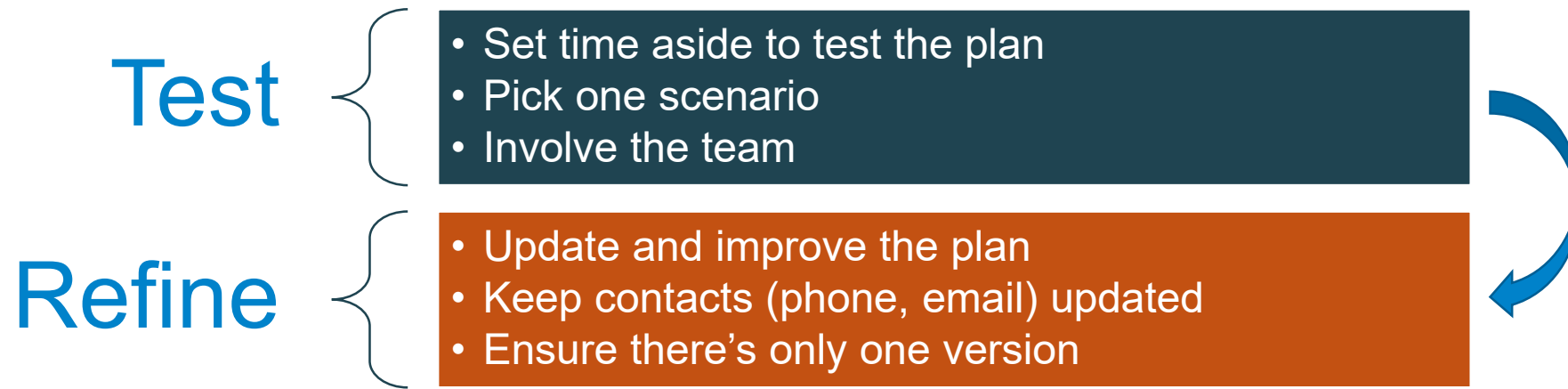
Mitigate any risks if you can

Review and update regularly



# Step 4 – Measure

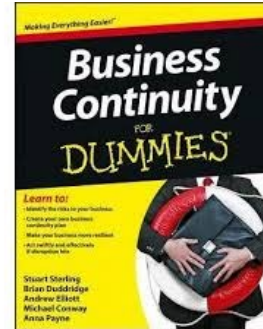
Test and refine the plan



# What next?



Business Continuity Lifecycle



The **Cabinet Office**, in partnership with the **Business Continuity Institute** and **Emergency Planning Society** has worked to produce the new 'Business Continuity for Dummies', an essential 'survival' guide for small and medium sized enterprises (SMEs).



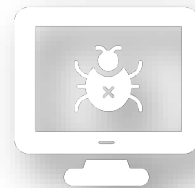
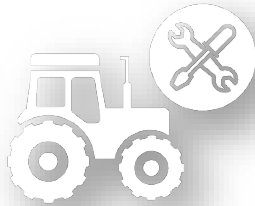
Most **Agricultural Consultants** or **Professional Industry Bodies** will provide some level of support or direction to assist you in developing a detailed and robust **Business Continuity Plan**



**British Standards Institute** - Understand and prioritize the threats to your business with the international standard for business continuity. **ISO 22301** specifies the requirements for a management system to protect against, reduce the likelihood of, and ensure your business recovers from disruptive incidents



# Questions



# Next steps

- If you're in Yorkshire, contact Mark Blakeston  
[www.growyorkshire.com](http://www.growyorkshire.com) @growyorkshire1
- Elsewhere, contact your LEP Growth Hub  
<https://www.lepnetwork.net/local-growth-hub-contacts/>
- Tools and templates on AHBD website later this week  
[ahdb.org.uk/skills](http://ahdb.org.uk/skills)

A vibrant landscape of a green field at sunset. A path leads from the foreground towards the horizon where the sun is setting, casting a warm glow. The sky is filled with colorful clouds. The text is overlaid in the center of the image.

**'Inspiring our farmers, growers  
and industry to succeed in a  
rapidly changing world'**