

## BUSINESS CONTINUITY GUIDE

# COVID-19, CONTINUITY & RESILIENCE

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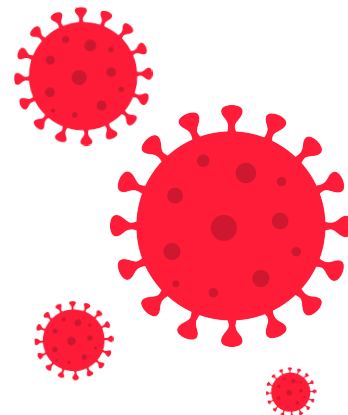
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# COVID-19: WHAT'S THE BUSINESS CONTINUITY DIFFERENCE?

COVID-19 has led to widespread and enduring disruption to the way we all live and work. For continuity and resilience professionals, it has represented a period of change, creating new environments to safeguard, with different risk profiles and often working to revised objectives and with unpredictable limitations regarding supply chain, workforce and customers. The sheer volume of 'moving parts' in play during a business continuity response, is unusual.



**TOP TIP!**  
Managing change  
can be easier  
with a planning  
tool...



...and delivers critical information directly to the right people at the right time

## KEY EVALUATIONS:

1



**HAS YOUR DECISION-MAKING PROCESS CHANGED DURING THIS EVENT?** (As opposed to previous events.)

- What has helped?
- What has hindered?
- Have you adapted your process for future events?
- What are the lessons learned?



**TIP:** Keep a log file of changes and impacts that you can refer to at a later stage when you have time to review.

2



**HAS THE LONGEVITY OF THIS EVENT PLACED AN UNEXPECTED STRAIN ON YOUR PLANNING?**

- In a pandemic response, the event is protracted and can become or merge into 'business as usual' without critical elements being recorded appropriately for review
- Roles and responsibilities can become blurred over time, making it more difficult to assess changes appropriately



**TIP:** Frequently summarising actions, changes, results and issues can lead to more effective analysis and better learning outcomes.



# THREE MAIN DIFFERENCES THAT SET THE COVID-19 PANDEMIC APART FROM OTHER BUSINESS CONTINUITY EVENTS...

1

Organisations had time in the build-up to lockdown to prepare for working from home and execute their pandemic business continuity response.

2

All organisations in your industry, your market, the UK and even globally, were impacted in the same way. This means that your competitors, suppliers and customers were all dealing with the same challenges at the same time, as a shared experience with shared limitations in a period of high tolerance.

3

The COVID-19 pandemic has a long tail, and is likely to contain spikes. This means it necessary to plan for long-term management of the event, which has its own challenges. The necessary actions organisations have had to take to manage the event also mean that the plan to return to normal business operations will involve changes to what constitutes "normal" operations.

**47%**  
**OF COMPANIES**  
**STRUGGLED TO ESTABLISH**  
**HOME WORKING**

Larato UK COVID-19  
mid-market/enterprise research

## MOST BUSINESS CONTINUITY EVENTS...

Because most events happen without warning and affect your organisation alone or a limited number of organisations, your customers still have the same requirements and are still expecting their usual level of service, and your competitors are still firing on all cylinders.

This means the focus is usually more short-term - you need to resume business operations in the shortest possible time and most expediently to limit any impact to your operations and your reputation.



**45%**  
**OF BUSINESS CONTINUITY**  
**INVOCATIONS ARE DUE TO IT**  
**OR COMMUNICATIONS**  
**FAILURE**

Daisy invocation statistics



# WHEN IT SERVICE CONTINUITY MEETS BUSINESS CONTINUITY

The pandemic has highlighted the necessity for IT teams and business continuity functions to work as one. More common disruptions often require a disaster recovery response, for example, a telecoms outage, working to the recovery point and time objectives in your recovery plans. Many events can run their course smoothly where you have up-to-date and tested business continuity and disaster recovery plans. However, COVID-19 has meant that many organisations have had to roll out or upscale new technology to meet the demands of homeworking. This in turn has introduced new systems and processes that have impacted both the risk profile and the business continuity response itself. This means the pandemic is a prime example of the need for synergy across IT and business continuity. It's important to make sure teams work closely together to avoid gaps or discrepancies in your planning that could negatively affect business outcomes when managing a live event.

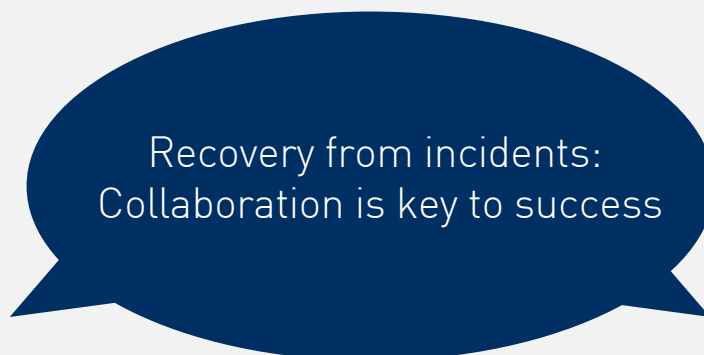
**MAKE SURE YOU HAVE A BALANCED APPROACH TO RESILIENCE**



## DIFFERENT ROLES WITH A COMMON PURPOSE

Business Continuity  
Management

**ISO 22301**



IT Service Continuity  
Management

**ISO 27301**

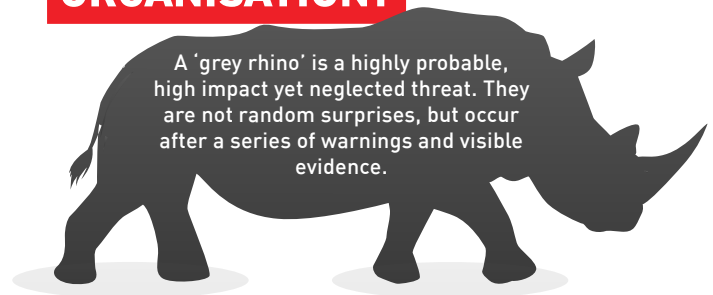




# COVID-19 TOP TECH ISSUES FOR BUSINESSES AT INITIAL RESPONSE

- 1 **HARDWARE**
- 2 **CONNECTIVITY**
- 3 **COMMUNICATION/  
COLLABORATION**

**HOW MUCH DAMAGE  
HAS THIS GREY  
RHINO DONE TO YOUR  
ORGANISATION?**



**65%** of enterprises struggled to source business broadband for homeworkers and **50%** reported that connections just weren't available.

Larato UK COVID-19 mid-market/enterprise research

## Top tech issue after initial response is security:

**53%** rated security as their top IT challenge and **74%** said that their customers are now more, or much more, concerned about cybersecurity and data protection than they were pre-pandemic.

Daisy experienced a **50%** increase in cyber-related issues from customers Jan-Jun 2020, compared with Jan-Jun 2019.

Daisy invocation statistics



## Is remote working here to stay?

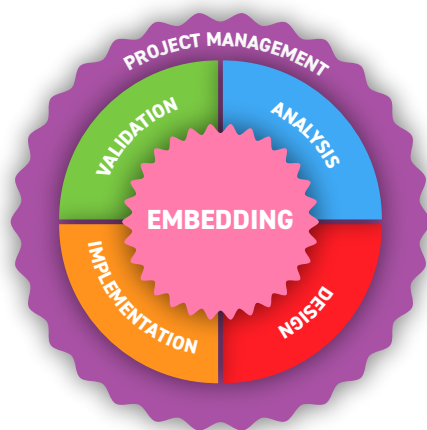
**30%** of enterprises expect to keep between **25%-50%** of their workers at home for the rest of 2020.

**53%** of enterprises expect to keep **10-25%** of their workforce at home for the next 12 months.

Larato UK COVID-19 mid-market/enterprise research



# TOP TIPS: ALIGN WITH BEST PRACTICE FOR BEST RESULTS



There's never been a better time to get back to basics and make sure you're following the Business Continuity Institute's best practice guidelines

**1. Analyse – understand your priorities, criticalities, services and risks including who is critical to your day-to-day running (both internal and external).**

**TIP:** Make sure your business impact analysis incorporates dependency mapping and recovery time/recovery point objectives so you can perform effective gap analysis.

**2. Design – recovery strategies need to best meet the requirements you have identified during your analysis.**

**TIP:** Follow dependency chains from beginning to end to make sure no small but significant elements are overlooked.

**3. Implement – ensuring the roll-out of the plans enables your organisation to respond and recover effectively from any unforeseen circumstances.**

**TIP:** Make sure your implementation is inclusive of all relevant staff – start embedding at the outset!

**4. Validate – there needs to be an ongoing process of reviewing, updating and testing to confirm the design and implementation are effective.**

**TIP:** This needs to be rigorous and not completed as a 'tick-box' exercise; it is in place to identify improvement and gaps in your plans and to rehearse your teams.

**5. Embed – Making sure that everyone in the organisation is fully aware of what is expected of them and understands their specific roles and responsibilities.**

**TIP:** Regular training and awareness activities are essential but make sure they are relevant and engaging for your audiences.

**6. Project management – Ongoing oversight and continual improvement within a defined policy framework.**

**TIP:** Keep your programme relevant to your organisation's challenges and objectives and in line with its appetite and approach to business continuity.



# POST COVID-19 PLANNING POINTERS

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Following the huge disruption and wide reaching implications of COVID-19, there are key steps that you can take, which will get you fit for the 'new' future:



**RE-ASSESS YOUR PRIORITIES:** It is extremely likely that many things will have changed for your organisation as a result of COVID-19, and these changes may have changed how you approach your business continuity and meet your civil contingency planning requirements. Now more than ever it is essential that you understand how your priorities have changed and put robust measures in place to address your 'new normal' that will emerge over time.



**UNDERSTANDING YOUR 'NEW NORMAL':** Central to this is your business impact analysis. This can be as detailed or as light touch as you need it to be, but it is a key tool to understand how your organisation has changed, and as a result how your priorities, criticalities and dependencies have changed. This will then lead you to a new set of strategies to deal with where you now find yourself. External support is available for this kind of assessment and analysis should you need it.



**NEW STRATEGIES:** Once you understand your new normal, it is likely that your strategies for addressing disruption are going to change. Things such as homeworking could play a far bigger part in your recovery for instance. Whatever new strategies have come to prominence in your response, these need to be factored into your plans, thoroughly tested, and all of you key people briefed so that they understand their part.



**COLLABORATION:** Don't forget that the unprecedented times we are emerging from will have impacted your supply chain and partners as much as, if not more than, they have affected you. It would be good practice to collaborate with these parties to ensure that you are all in a position to support the provision of services to your end users, to citizens and to other organisations and businesses.



**LEARN FROM YOUR MISTAKES:** It is natural to make mistakes or make decisions that did not result in the outcomes you expected. Given the fundamental changes that occurred during the unprecedented COVID-19 response, the likelihood of mistakes or questionable decisions, under such intense pressure, is multiplied. These are massive learning opportunities. Take the opportunity to understand how you performed, what you would have done differently, and what opportunities you are now presented with to improve your response and strengthen your resilience.



# SEEK POSITIVE OUTCOMES FROM ADVERSITY AND CHANGE

## Make sure you look for the opportunities within your organisation:

Conversely, the advent of COVID-19 has presented contingency planners with opportunities to make things easier in the future. Opportunities likely to be common to most public sector organisations include:

- 1** Greater acceptance of the wider organisational benefits of business continuity and how it can strengthen emergency planning – not a separate discipline, but part of the resilience family
- 2** Increased integration with job roles, functions and processes throughout the whole organisation, not just those relating to front line, blue light or civilian issues
- 3** Higher profile and importance of contingency professionals within the organisation
- 4** Alignment of priorities and shared experiences to bring business continuity, emergency planning and resilience management closer together within an operational resilience framework
- 5** Reduced the gap between planning and practice, increasing the efficiency and success of an emergency response

## HOW WELL WOULD YOU COPE WITH A BLACK SWAN EVENT?



A 'black swan' is an unpredictable event that is completely unexpected and has potentially severe consequences. Black swan events are characterised by their extreme rarity, their severe impact, and the widespread insistence they were obvious in hindsight.



# KEY PUBLIC SECTOR CHALLENGES 2020



Good business continuity and contingency planning and post-COVID-19 resilience need to address the key challenges of your organisation. While these are dependent on many factors there are some common challenges facing industry sectors as a whole. COVID-19 has been a catalyst for change across the board in how we need to survive the pandemic and has driven consumers online where they have previously been slow to adopt digital behaviour. For businesses, COVID-19 has accelerated digital processes and as we move beyond our initial response and into an altered state of "business as usual" life during and after COVID-19, how we use technology and data will determine our ability to disrupt, differentiate and survive.



## RETAIL

### What's happening?

- Lockdown closes physical stores → increase in online spending
- Financial uncertainty for buyers → spending less
- Consumers receptive to change

### What's next?

- Purpose-led branding (for consumer and staff safety and wider issues)
- Low-contact commerce (for safety and convenience)
- Integrate to enhance your omnichannel contact strategy



## TRANSPORT

### What's happening?

- Lockdown and remote working reduces use of public transport → likely to remain lower for some time
- Environmental benefits and interest in sustaining green and personal fitness goals

### What's next?

- Purpose-led branding (environmentally-friendly)
- Data-driven business decisions (consumer preferences)
- Collaboration tools to improve customer service



## CONSTRUCTION

### What to build?

- Commercial property – repurposed or reinvented spaces?
- Retail property – out-of-town shopping centres replaced by warehousing and logistics hubs?
- Transport infrastructure – reimagined for post COVID-19 public expectations and changed consumer behaviour
- House building – Location freedom (less need to be close to urban areas, builds change to cater for home work and fitness)

### How to build?

- NHS Nightingale build success → Rise of agile and modular construction techniques
- Cost-effective and pre-assembly reduces risk of COVID-19 transmission and increases opportunities for shift-working

**How will new builds evolve to accommodate new post-COVID-19 expectations?**



## MANUFACTURING

### What's happening?

- Restarting (or continuing) production safely with COVID-19 measures
- End-markets and economic downturn are impacting demand
- Those with single or few suppliers and those that serve specific industries face the biggest challenges

### What's next?

- Lockdown and lower demand for industry = less factory emissions → an opportunity to re-evaluate processes to make significant change
- The need to adapt: collaboration, 'as a service' models and automation
- Use of technology to drive strategic change



## FINANCE

### What's happening?

- A test of operational continuity in resilience (OCIR)
- Maintaining regulatory compliance with home workers

### What's next?

- Social responsibility and purpose (reputation and loyalty)
- Effective digital experience for customers



# THE COVID-19 LEGACY

In addition to lessons learned, the legacy of COVID-19 is a different working model for many people, businesses and organisations, which will impact on contingency planning in the future. The Business Continuity Institute's Pandemic Response Report found that more than half of businesses in the UK will fundamentally change:



**24.8%**

Will go back to their old business model



**54.1%**

Will not go back to their old business model



**21.2%**

Are unsure what business model they will return to

Findings from the BCI pandemic response report.

## DAISY HAS A FULL RANGE OF CONTINUITY AND RESILIENCE SERVICES AND SOLUTIONS THAT CAN HELP YOU.

### DAISY RECOMMENDS!

Daisy has an efficient **Business Continuity as a Service (BCaaS)** solution to help your emergency planning and business continuity so that you can:

- Embrace the lessons learned from COVID-19
- Adapt to the changes it has brought
- Give you the agility to manage any complex event with ease

Daisy's BCaaS will manage your entire business continuity programme over a three or five year programme, working with your emergency response teams to support them with the hard work and volume associated with their programme and equipping them for ongoing resilience. And, if you don't have an internal business continuity team, we can do it all for you.

Daisy has more than 30 years' success in recovering organisations and delivering award-winning business continuity and resilience services to the UK. Our solutions give you peace of mind, increase your efficiency and help you succeed with strategic and operational goals.

We're here to talk: [enquiries.dcs@dcs.tech](mailto:enquiries.dcs@dcs.tech)  
0344 863 3000 or visit [dcs.tech](https://dcs.tech)



we are **daisy.**  
dcs.tech