



# Business Continuity Plan

A Business Continuity Plan is a detailed strategy that organisations create to keep their operations running smoothly during and after unexpected events or disasters.

Business name:

Date plan last updated:

## Plan Owners

Name:

Role:

Contact details:

## 1. Emergency Response

Numerous emergencies carry the potential to present physical risks to both your employees and customers. Ensure you have a clear procedure for handling those risks.

### Health and Safety

What steps will you take to ensure the safety of people on the premises?

Location of evacuation plan:

Assembly point:

Health and safety officer/s

Name:

Mobile #:

Name:

Mobile #:

List of live equipment and hazards

Person responsible for handling

Who will secure the building or site?

Employee in charge

Name:

Mobile #:

External security company/contact

Name:

Mobile #:

# Communications

How will you alert employees, customers, and suppliers to stay away from the business premises?

Health and safety officer/s

Name:

Mobile #:

Name:

Mobile #:

Employee comms

Customer comms

Supplier comms

Who will lead communications

Channel (email, text, phone, other)

Location of contacts database



**Make sure you have a medical and next-of-kin contact on record for each employee.**

## 2. Getting Back to Work

Disasters can take down key business resources like offices, workshops and their contents. Swift recovery is essential. How do you plan to navigate these challenges?

### Places of Business

In the wake of a disaster, you might face the loss of access to your physical business locations. How will you get the work done? And where will you continue selling?

Alternative location/s (including online)

Office

Shop

Workshops

Warehouses

Who is responsible:

### Employees

List employees who serve a critical role. Who will fill in if a critical employee can't work?

Name

Task

Skills needed

Who fills in?

Who is responsible:

Your employees can be mentally & emotionally affected by a disaster. How will you check in with them?

Who will contact them

How often

Questions to ask

If you're working in separate spaces, scheduling regular catch ups are essential. When and how will that take place?

Phone or online meeting link

Day/Time (and frequency)

How will everyone be notified?

Who is responsible:

## Supplies and Equipment

List the supplies and equipment you need to operate. Where will you get alternatives if a disaster cuts off access to them?

Supplies and equipment

Needed for

How to source an alternative

Who is responsible:

# Systems and Records

How will you access critical information about customers, employees, suppliers, and business finances?

Can be found online

Or is backed up here

Who is responsible

Customer information

Supplier information

Employee information

Bank/lender/shareholder  
information

Insurer information

Accountant/bookkeeper  
information

Accounts receivable  
(who owes you)

Accounts payable  
(bills you owe)

Business books  
(general ledger)

Payroll

Who is responsible:



**Make sure you have a medical and next-of-kin  
contact on record for each employee.**

# 3. Financial Survival

Typically, income takes a hit during a crisis, while costs often remain stable or even increase. Crafting a solid plan may be challenging until you have a clear understanding of the specific challenges you'll face. Familiarise yourself with these steps so you're able to react swiftly!

## Cash Flow Projections

See how much cash you have now and into the future. You can run two kinds of projection (the cash runway and cash flow forecast) to get a rough idea.

### Cash runway

Add up all the cash you have. Now plot all your upcoming expenses on a calendar. Assuming there's no more income, when will you run out of cash? Use a timeline to set priorities and identify which expenses you need to manage.

### Cash flow forecast

You can take the cash runway a step further by also noting when you expect money to come in. Given you may have productivity issues, or that customers may also be affected by the crisis, it pays to be conservative in your estimates of when payments will actually land. Use a timeline to see when you can afford to pay bills or place orders.

Who is responsible:

## Re-forecasting

A crisis can slow demand, diminish productivity, or even stop you from trading for a time. Work out how that will affect revenue. Flag any big changes to costs too.

### Income

Re-estimate sales for each product and service. Work out the loss of revenue that would occur under those new estimates. Consider doing a 30-day, 60-day and 90-day forecast.

Product/service

% fewer (or more) sales

R less (or more) revenue



**Tip: Adjust stock ordering in line with this table.**

Who is responsible:

## Securing Sales

In the case of a wide-scale economic downturn, some customers will run out of money. Figure out which ones would still be a source of income and develop a plan for each.

### Debtors

Who owes you money? How and when will they pay? Work with them to develop a good plan.

Customer (and contact)

Money owed

Plan for getting paid

Who is responsible:



## Work in progress

Who are you doing work for right now? Find out if they'll be able to pay when you're done.

Customer (and contact)    Job    Plan for getting paid    Stop/continue (Y/N)?

Who is responsible:

## Customers

Which of your customers will keep spending? Focus on securing that business.

Customer (and contact)    Product/service they require    Plan for winning the business

Who is responsible:

## Costs

Flag any new or increased costs that you expect as a result of the crisis. But also note any cost reductions.

Expense

Extra cost

Reduced cost

Use these tables to create a new forecast for the weeks and months ahead. It will be particularly important to do this work if you're considering an extra loan to help get by.

Who is responsible:

## Control Spending

It's common for cash flow to get tight during a crisis. It may take a while to rebuild revenue, so consider what you can do to limit spending.

### Explore payment plans

List all your creditors – vendors, lenders, landlords – with the largest amounts owed at the top. See if any will accept later payments or instalments.

Creditor	Amount due	Date due	Open to a payment plan?
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Who is responsible:

# 4. Trading and Communicating

A crisis creates a lot of instability. There will be changes to how you do business, both now and as you come out the other side. It's time to stay tight with your stakeholders.

## Check your Contracts

Things change quickly in an emergency, and you will have to make fast decisions. But don't forget your obligations in the rush.

Identify the commitments you've made and check that you can either honour them, or renegotiate them. Make sure you document any fresh agreements.

### Suppliers

Supplier	Commitment	Business as usual or change?
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Who is responsible:

### Customers

Customer	Commitment	Business as usual or change?
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Who is responsible:

## Employees

Employees

Commitment

Business as usual or change?

Who is responsible:

## Customers

Decide how and when you'll communicate with customers, and who will do the communication.

### Things to talk about

Changes to your location or opening hours

Expected delays to deliveries

Web address of your online shop

When and how to pay\*

Changes to availability of products or services

\*Consider offering payment plans if the customer's cash flow is also affected by the crisis.

Preferably keep customer information in an online customer relationship management system (CRM). Otherwise use a grid like this to keep tabs on them.

Customer (business name)

Customer (personal contact)

Email / phone / mobile / social

Who is responsible:

# Suppliers and Contractors

List essential suppliers. Explore alternatives for each – just in case any are affected by the crisis. Try to have one or two specific personal contacts within each organisation

## Things to talk about

Changes to your delivery address or working hours

Additional health and safety requirements

Payment terms, if your cash flow is affected by the crisis

Supply delays, if they're affected by the crisis

Changes to orders

Preferably keep vendor information in an online CRM. Otherwise use a grid like this to keep tabs on them.

Supply

Supplier contact

Alternative supplier

Who is responsible:

# Lenders and/or Shareholders

List the people and businesses that have a financial stake in your business so you can update them on how things stand.

## Things to talk about

How the crisis is affecting income and costs now

How persistent you expect these effects to be

Upcoming cash flow or solvency issues

New finance requirements

Preferably keep lender and shareholder information in an online CRM. Otherwise use a grid like this to keep tabs on them.

Lender or shareholder

Contact name

Contact details

Who is responsible:

## Other useful contact details

List other useful contacts such as utility providers, insurers, regulators, and advertisers.

Organisation

Role

Contact details

Who is responsible:

# 5. Recovery

Once you're through the main part of the crisis, you'll have some decisions to make about a return to normal, or finding a new normal.

## Create two new budgets

Include the costs required to get back to full productivity. Create one realistic budget, but also a pessimistic one, in which revenue is slow to recover.

Who is responsible:

## Start pre-planning

Form a high-level plan for what you would do in each of the two scenarios, above. You have many options, including:

- Downsizing: coming back in a smaller, more sustainable form
- Resuming: bouncing back to roughly how things were
- Pivoting: coming back in a different form
- Exiting: selling up and moving on

Who is responsible:

## Making a decision

When and how will you decide on which strategy to pursue? Choose which metrics you'll use to drive the decision – such as sales, revenue, or profit – and set a date for making the call

## Date for decision:

Involve your business advisors and mentors in the decision.

Metric

Pre-crisis levels

Post-crisis target

Actual (on above date)

Who is responsible:

### Write a business plan

Once you've chosen a direction, flesh out the business plan. Include detailed financials, marketing plans, fresh market research, and a timeline with key milestones on it. Or, if you've decided to exit, speak with your accountant about selling or liquidating the business.

Who is responsible: