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Te Moana a Toi kia kaha mā tātou katoa*

# **Business Resilience Enhancement Framework**



# Business Resilience Enhancement Framework

**Authority:** This framework has been issued by the Director, Emergency Management Bay of Plenty pursuant to s17(1)(c) of the Civil Defence Emergency Management (CDEM) Act 2002. It aids businesses within the Bay of Plenty region in the development of business continuity plans and processes before, during, and after an emergency.

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# About this resource

The purpose of the framework is to provide information and document resources for businesses within the Bay of Plenty region to enhance their organisation's resilience to civil defence emergencies. The framework provides an overview for businesses of the key facets required to prepare for, respond to and recover from emergencies. Practical resources for businesses are included.

The framework focuses on small businesses (19 or less full-time equivalent employees) as they are often characterised as having smaller financial resources and customer bases and are subsequently more vulnerable to emergencies relative to larger organisations. The framework is directed towards businesses from the corner dairy to the dairy farm but is still applicable to larger organisations.

The framework discusses the different business components and key actions to consider over three distinct phases of an emergency. The phases include before, during and after an emergency. This document and resources are intended to expand and adapt overtime as business practitioners use this resource and provide feedback.

## Acknowledgements

We wish to acknowledge those who contributed their time, energy, and resources to this project.

We would like to thank the Business Focus Group, a group of business experts, who contributed their extensive knowledge, experience, time, and insights to the development of the framework without which this work would not be possible.

We would also like to acknowledge Wellington Emergency Management Recovery Office (WREMO) for significant contribution to the Business Resilience Guide templates.

## Disclaimer

### DISCLAIMER

**This Framework and its resources are not intended to override nor replace an agencies, authorities, or businesses emergency plan or business continuity plans. This 'Framework' is intended to be complimentary to existing practices.**

**Your organisation's policies, procedures, authorisations, and legal due diligence requirements must be exercised before the use and application of this Framework and documentation it contains.**

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# Terminology

Term	Definition
<b>Business</b>	A <b>business</b> is an entity engaged in one, or predominantly one, kind of economic activity at a single physical site or base.
<b>Business Continuity Plan (BCP)</b>	A plan that consists of the critical information and procedures a business needs to continue operating during and after an unplanned disruptive event and preplanning to minimise the impact of disruption
<b>Civil defence emergency management (CDEM)</b>	<b>Civil Defence Emergency Management</b> means the activities that guard against, prevent, overcome, or recover from any hazard, harm or loss that may be associated with an emergency. Refer to s4 CDEM Act 2002 for a comprehensive definition.
<b>Civil Defence Emergency Management Group (CDEM Group)</b>	<b>CDEM Groups</b> are required under the CDEM Act 2002 and are made up of elected representatives of member authorities, such as Mayors, Chairpersons or their delegates.
<b>Emergency</b>	<b>Emergency</b> <sup>1</sup> means a situation that — <ul style="list-style-type: none"> <li>a) is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act, and</li> <li>b) causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand, and</li> <li>c) cannot be dealt with by emergency services, or otherwise requires a significant and co-ordinated response under the CDEM Act 2002.</li> </ul>
<b>Emergency Management Bay of Plenty</b>	Emergency Management Bay of Plenty is the Group Emergency Management Office (GEMO) which is responsible for delivering a range of services on behalf of the CDEM Group
<b>Emergency Plan</b>	A plan that ensures that the business has procedures in place to respond to an emergency event such as fire, tsunami, earthquake and other hazards. <sup>2</sup>
<b>Infrastructure</b>	Business <b>infrastructure</b> are the facilities, structures and services that you used to operate businesses. They include the physical parts of businesses as well as services and software (i.e., buildings, vehicles, technology – including software).
<b>People</b>	<b>People</b> can include your employees, neighbours, competitors, businesses within your supply chain and any other people or businesses you interact with.
<b>Recovery</b>	Recovery involves the coordinated efforts and processes used to bring about the immediate, medium and long-term holistic regeneration and enhancement of a community following an emergency.
<b>Supply chain</b>	The network of people and organisations who are involved with supplying and delivering businesses with products and services. This can range from sourcing raw materials to distribution of products to the consumer or requiring specialist training or expertise.
<b>Business Systems</b>	A business <b>system</b> is a process of how to do something in an organisation that is important or contributes to the business's success. There are a range of business systems with common examples such as payroll or inventory systems. A system includes the process and the tools, people and strategies required for the system to run smoothly.
<b>Wellbeing</b>	<i>Wellbeing is when people are able to lead fulfilling lives with purpose, balance and meaning to them</i> <sup>3</sup>

<sup>1</sup> CDEM Act 2002 s4.

<sup>2</sup> <https://getready.govt.nz/prepared/work>

<sup>3</sup> NZ Government Wellbeing Budget 2019

# 1 Introduction

Civil Defence emergencies can cause significant disruption to all areas of our lives, including businesses. While we are not able to predict when emergencies will happen and how they will affect us, we can take steps to better prepare ourselves to try and limit any adverse effects.

This regional business resilience enhancement framework provides resources for businesses to increase resilience within their organisation prior to, during and after an emergency. This framework will assist businesses to identify their vulnerabilities, if there was a significant disruption, and to build their capacity to respond and improve their outcomes.

This section sets out the purpose and intended outcomes and audience of the regional business resilience enhancement framework. The remaining sections include the framework and useful material and resources to assist businesses before, during and after emergencies.

## 2 Bay of Plenty - Businesses

There are nearly 40,000 registered businesses within the Bay of Plenty, 96% of which are considered small businesses. In 2021, Businesses within the Bay of Plenty generated a GDP valued at \$17,552m. These businesses ranged from having no direct staff to organisations employing over 100 staff<sup>4</sup>.

Bay of Plenty businesses have a key role in community development and can play a significant part in emergency management by reducing risk and promoting resilient behaviour within the wider community. They are also essential during recovery if they can continue operating and employing staff.

## 3 Bay of Plenty - Hazardscape

The Bay of Plenty is exposed to a wide range of hazards<sup>5</sup> varying from severe weather to storm surge, earthquake, and tsunami. Businesses within the Bay of Plenty need to be aware of the hazards they are exposed to. This will assist businesses in understanding and preparing for the different effects from hazards.

Businesses should also consider the role climate change will have on increasing the severity and frequency of particular hazards the Bay of Plenty region is exposed to, including flooding, heatwaves, drought, and wildfire. New risks, associated with sea-level rise, ocean warming, increased temperatures and changes in rainfall across the region, will emerge. These risks will need to be considered by businesses when planning for emergencies.

The following hazards list is not exhaustive, and some hazards may or may not apply to your business directly but could apply to your suppliers or essential services. A number of hazards may also have significant impacts and consequences such as tsunami directly or indirectly to businesses. Note that not all hazards listed are natural hazards but are included because the consequences and impacts may be similar. The business continuity plan should include considering those risks and hazards that could seriously compromise the future operation or business viability. This framework provides an opportunity to consider and think about a broad range of business risks.

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<sup>4</sup> Data sourced from Infometrics Bay of Plenty Regional Economic Profile <https://rep.infometrics.co.nz/bay-of-plenty-region>

<sup>5</sup> The Bay of Plenty Civil Defence Emergency Management Group Plan

## 3.1 Potential Hazards to Businesses

Potential Hazards to business
Tsunami – Local & Distal
Human Pandemic
Volcanic – Local & Distal
Dam Failure
Major Accident (Marine/Port)
Earthquake
Plant & Animal Pests & Diseases
Drought
Windstorm (including tornado)
Storm Surge
Flooding - River/Stream/Catchments
Coastal Erosion
Lifeline Utility Failure
Hazardous Substances Release
Slope Instability (Landslide, Debris Flow, Slumping)
Civil Unrest/Terrorism/Anti-social behaviour/Robberies
Major Transport Accident (Air, Road, Rail)
Rural Fire
Geothermal
Urban Fire
Cyber Attack / Spam / Ransomware /Identity theft/ IT failure

*Table 1 – Potential hazards to consider for business.*



## 4 Strategies and Plans

The framework aligns with both national and local current civil defence and emergency management strategies and plans.

The **National Disaster Resilience Strategy** outlines the vision and long-term goals for civil defence emergency management in New Zealand. Objective 13 of the strategy emphasises the importance of building resilience within different groups including businesses.




*“Enable and empower individuals, households, organisations, and businesses to build their resilience, paying particular attention to those people and groups who may be disproportionately affected by disasters.”*

The **Bay of Plenty Civil Defence Emergency Management Group Plan** sets out how the Bay of Plenty Civil Defence Emergency Management Group works together with the community to prepare for and respond to disasters in the Bay of Plenty. The plan includes a readiness strategic objective to:

*“Build and improve knowledge and skills within communities and businesses to prepare for, respond to and recover from emergencies.”*

## 5 Civil Defence Emergency Phases

This section focuses on the actions for businesses over the distinct phases of a civil defence emergency. Each phase requires a different approach of how businesses prepare for, respond to, and recover from an emergency. There are three different phases of a civil defence emergency, including:

-  • **Before an emergency:** Also termed the reduction and readiness phases. The period before an emergency is the best time to identify the risks to the business and prepare for any effects.
-  • **During an emergency:** This is the point when businesses begin response to the event. It includes the actions during or immediately after the emergency. For some businesses, the immediate impact may be short and for others may be lengthy during this phase.
-  • **After an emergency:** The time when the business begins the recovery process from the emergency. This phase includes planning for both short- and long-term timeframes which can extend over an extensive time period.

Further detail follows in the next sections. Each phase focuses on the different business components including people, infrastructure, systems, and supply chains.



## 5.1 BEFORE a civil defence emergency (business continuity planning)

The period before an emergency provides the best time to identify and eliminate or reduce risks to the business from hazards. The Bay of Plenty is subject to numerous hazards, and it can seem daunting to think about how the business would prepare for different emergency scenarios.

However, emergencies will often have similar consequences. For example, an earthquake, tsunami, and flood are different hazards, but they may all require an alternative temporary site for the business to continue operating. It is important to understand what hazards may affect the business, staff, and all those responsible and reliant on the business.

This section focuses on planning for an emergency. In particular, understanding what the potential hazards that exist that may lead to a civil defence emergency.

This framework may also assist a business to prepare for other risks such as IT failures, denial of service attacks, ransomware, anti-social behaviour etc).

The aim of this phase of preparation is to assist with identifying the steps that can be taken to eliminate or reduce the magnitude of impacts and to think about how the business currently operates and what can be done to better prepare for an emergency.

### 5.1.1 Business Continuity Plan

A business continuity plan (BCP) consists of the critical information, checklists, and procedures a business needs to have in place to be in a better position to continue operating during and after an unplanned disruptive event. The BCP is the key focus of this framework.

### 5.1.2 Business Emergency Plan (s)

An emergency plan(s) is also required to help protect and keep staff safe during an emergency<sup>6</sup>. This is a health and safety requirement.

The detail in the emergency plan will depend on the business, including location, number of staff and the business operation. The emergency plan should include evacuation procedures, emergency contact details and where to find emergency supplies. It is important to ensure the emergency plan is updated and practised on a regular basis and staff are engaged in the process. The business and staff should be encouraged to think about personal preparedness for themselves and their household<sup>7</sup>.

#### Note

This business resilience framework and the associated business continuity plan references the emergency plan but does not include the emergency plan(s) nor its planning details, which a business should have documented separately.

Refer to link for developing emergency plan(s):

<https://getready.govt.nz/prepared/work>

<sup>6</sup> <https://getready.govt.nz/prepared/work>

<sup>7</sup> Auckland Emergency Management: Takatū ana te mahi – Work Ready  
<https://www.aucklandemergencymanagement.govt.nz/get-prepared/get-work-ready/#item1>

### 5.1.3 People

People and relationships are significant and important assets of any business. It is important for businesses to ensure the health, safety and wellbeing of employees and others who the business interact with on a regular basis.

“People” extends beyond business owners, management, and staff. People include key customers, competitors, neighbours and suppliers, agencies, and even community groups. These relationships may help businesses to better prepare for an emergency and will be significant if an emergency occurs<sup>8</sup>.

### 5.1.4 Systems, Infrastructure and Supply Chains

The systems, infrastructure and supply chains for each individual business will be unique. It is important to understand these parts of the business, in particular, what components are essential to keep the business operating including any specialist items.

This information will help to recognise the greatest risks to the business and identify alternative options which will feed into the business continuity plan. Alternative options could range from:

- Identifying alternative buildings or transport if facilities and vehicles were no longer available,
- Ensuring stock is stored at more than one location,
- Having backups of essential digital information,
- Slightly altering the business’s services or products, or
- Using more than one supplier for any products or services the business relies on.

Also consider the businesses clients and customers. Identify who the main client and customer base are and how the business would be able to continue supporting them in an emergency. The business may need to diversify its client and customer base if there is potential that they will be significantly disrupted.

Ensuring the risks to the business are understood will help to identify solutions and address any potential issues before an emergency occurs. This information should be included in your business continuity plan and be accessible to staff.

You will need to be able to access your business continuity plan during and after an emergency.

### 5.1.5 Sensitive Business Information

Each business will have its own sensitive and vital business information ranging from accessing the business, banking, insurance, contact details, customer details.

It is critical that the business securely store its information in preferably multiple ways and potentially separate locations to ensure that the business continues to operate after an emergency.

There may be circumstances where there is no internet, power, water, communications, and access to perform monetary transactions, especially in the short term.

A template of sensitive information is provided for business consideration, and each business must decide how to ensure what information is relevant and has priority. This information must be maintained and securely stored.

<sup>8</sup> Resilient Organisations: Shut happens <https://www.resorgs.org.nz/shut-happens/>

### 5.1.6 Key actions

The following diagram shows the key components for preparing a business continuity plan BEFORE an emergency event.



Figure 1: Key actions for assisting businesses to prepare for a civil defence emergency.

## 5.2 DURING a civil defence emergency

A civil defence emergency can have unprecedented impacts. It is important to remember that a civil defence emergency is not an everyday occurrence and everything that follows will be anything but “normal.” Keep monitoring the event and checking reliable and credible information sources for regular updates.

The focus for people during and immediately after an emergency will be on their loved ones and making sure our friends and family are safe. Focus may then change to other important parts of people’s lives such as personal possessions and businesses. The first action is about assessing and understanding how the business has been affected by the emergency.

This section focuses on responding to an emergency during the event and in the immediate aftermath. This includes identifying which parts of the business have been impacted and the magnitude of those effects. The aim of this phase will be to think about what actions are needed to take to assess the impacts on the business immediately following an emergency.

### 5.2.1 People

The immediate focus, from a business owner and business operator perspective, following an emergency should be on the health and safety of all business staff. Remember that an emergency could occur at any point in time and may not be during normal business operating hours.

After the initial emergency response and the activation of the businesses emergency plan and safety is assured then shortly thereafter the business starts to activate its business continuity plan. It begins with contacting staff and other people who regularly interact with the business. They will also likely be trying to contact their family and friends and their employment may not be a high priority for them at this stage.

There could be a range of different scenarios that the business is faced with, including being unable to operate or operating at a reduced capacity due the owner, management, staff, or suppliers not being able to work. Assess who is available and the potential for anyone else to help. Open the businesses communication networks and reach out to others and ask for help if the business needs to. People will not be able to help the business if they do not understand the situation the business is in and facing. Equally, the business may be able to help others who require assistance<sup>9</sup>.

### 5.2.2 Systems, Infrastructure and Supply Chains

An assessment of any damage and potential disruption to the business components is required, if it is safe to do so, following an emergency. The initial assessment should be focused on the specific business, particularly on the extent of any damage to the business infrastructure and which of the systems are no longer functional and why. The assessment will help to identify at what capacity the business can still operate.

All businesses will be affected differently during an emergency. There may be a scenario where the business is unscathed with minimal disruption. However, other businesses and people who are part of the businesses supply chain, including clients and customer base, may have undergone significant disruption which will affect how they operate. Contact with other businesses who a business works with and rely on to check how they have been affected is essential. This process will enable assessment of any potential breakdowns in the supply chain and implications on the business.

Initial assessments will allow implementation of the business’s continuity plan and begin identifying solutions to address any challenges. Note that any plans will likely need amending and may not address all situations or have all the solutions, particularly for unexpected challenges.

Ongoing communication is vital with competitors, neighbours, suppliers and, in particular, the customer and client base to provide updates and help maintain relationships.

<sup>9</sup> *Resilient Organisations: Quick start guides – Leveraging your social capital during a crisis.*  
<https://www.resorgs.org.nz/wp-content/uploads/2020/04/QuickStart-4-COVID-19.pdf>

### 5.2.3 Key actions

The following diagram provides an overview of the sequence of key actions that will assist during a civil defence emergency.

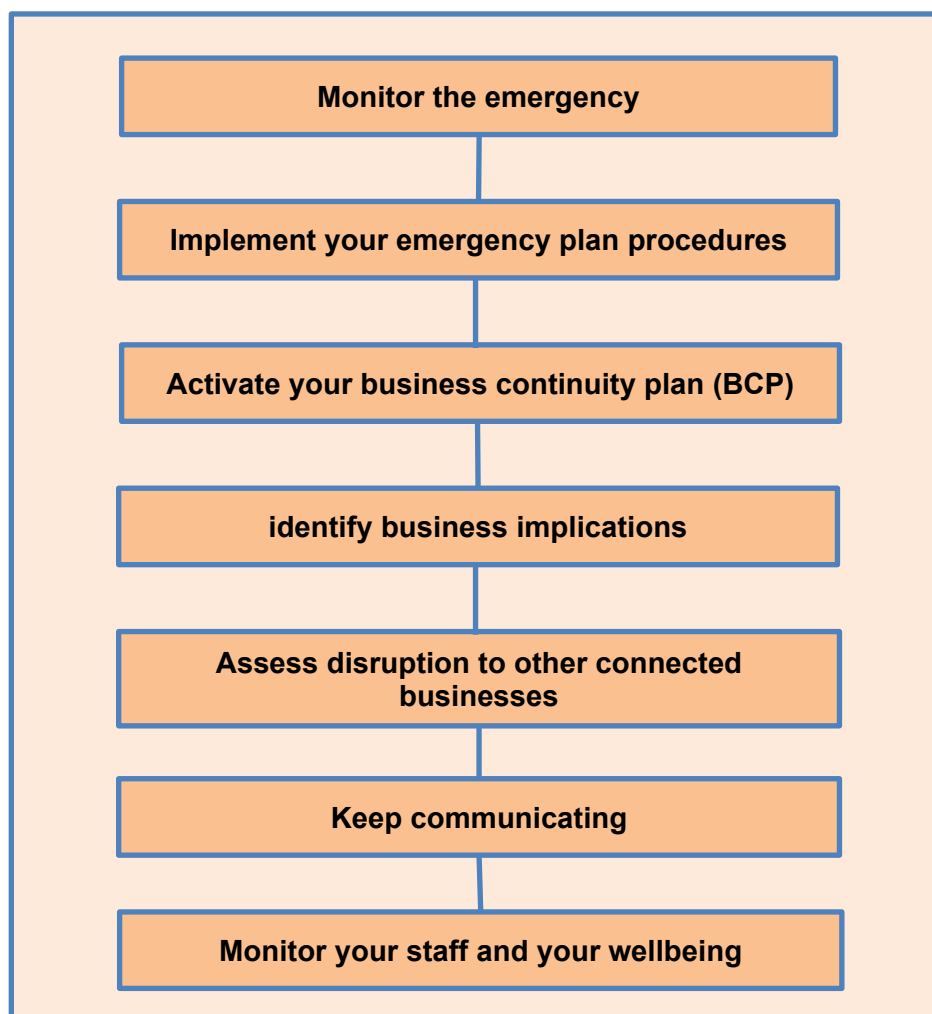


Figure 2: Key actions for assisting businesses during/ immediately after a civil defence emergency.

## 5.3 AFTER a civil defence emergency

The phase following an emergency involves implementing the business continuity plan so the business can operate again as soon as possible. This phase also includes strategically planning the long-term recovery of the business. This is particularly important if the business is operating at a reduced capacity or under temporary measures in the short-term after an emergency.

This section focuses on recovering from an emergency. There are two aspects to recovery including, the short-term response to get the business back operating and the long-term recovery to establish a more permanent business operation. The aim of this phase will be to think about how and when to implement the business continuity plan and transitioning from just responding to the emergency in the short term and consider longer-term recovery.

### 5.3.1 People

Emergencies can affect people in many ways from short to long term effects and impact on both physical and social health. People including the owner and/or operator themselves may have significant challenges to navigate through. These challenges can add additional stress to a workplace so it is important to understand how the business can support people going through a challenging time.

These are incredibly challenging times, and it is important to look after personal wellbeing. Personal wellbeing comes first before the business, although the business and the uncertainty of the situation can often be the cause of significant personal stress. Reaching out to family and friends or seeking professional help if needed.

Staff may or may not choose to share with management what is going on in their lives. Encourage staff to think about sharing their challenges and the level of detail they would like to share. This will help to better understand how the business can support staff including preparing a staff work plan to provide flexibility and keep staff engaged at work.

The business is not expected to solve people's personal problems and should not provide advice on topics where qualified expertise is required (i.e., addressing mental health). Businesses are expected to provide a supportive work environment which can make a significant difference to the workplace<sup>10</sup>.

### 5.3.2 Systems, Infrastructure and Supply Chains

The business continuity plan can be implemented more fully and a comprehensive action list developed. The action list will assist in outlining and documenting decisions on how challenges will be addressed once the initial assessment is completed. Forward planning may require both short and long-term solutions as there might be permanent changes following the emergency (i.e., a business in the supply chain may close permanently). Solutions to address issues could include using an alternative supplier, re-locating to a temporary facility, or adjusting the products or services provided.

There will also likely be components which are outside of the businesses control as well as aspects where the business can be pro-active. Power outages are common occurrences in emergencies and is an example of infrastructure the business may rely on but outside of its control. The business will not be able to control when power is restored but may be able to find a temporary solution such as a generator to provide power.

The business is unlikely to be the only one which is facing the same challenges. Communication lines need to be kept open. There may be an opportunity for businesses to work together with others to share information, resources, or even locations. Businesses in the supply chain that have been disrupted will also appreciate and value support to help them get back up and operating. It is also important to continue communicating with suppliers and client and customer base. This will allow them to be kept up to date on the businesses products and services as well as maintaining important relationships.

<sup>10</sup> Business.Govt.NZ: Personal challenges at work: how to support your staff. <https://www.business.govt.nz/problem-sharing-and-solving/>

### 5.3.3 Key actions

The following diagram provides an overview of the sequence of key actions that will assist after a civil defence emergency.

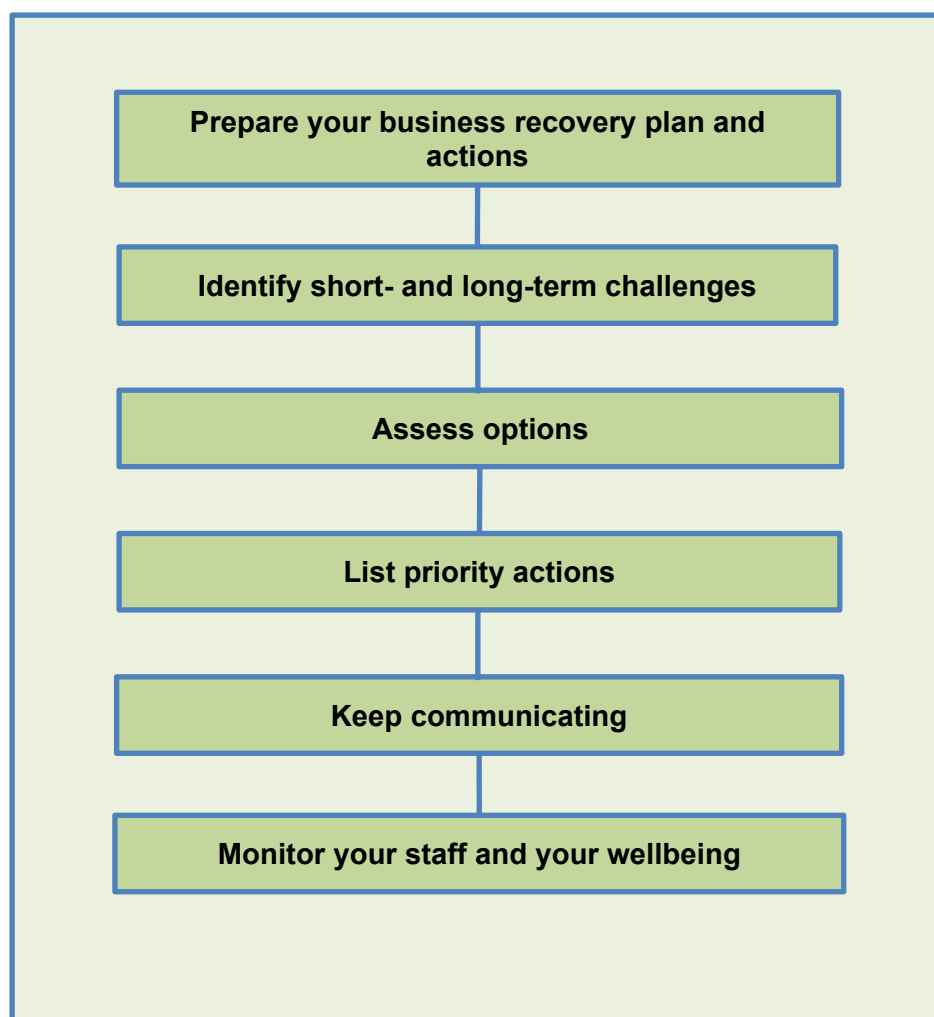


Figure 3: Key actions for assisting businesses after a civil defence emergency.



## 6 References

### **Get Ready**

<https://getready.govt.nz/prepared/household/make-a-plan/household-plan>  
<https://getready.govt.nz/prepared/work>

### **Emergency Management Bay of Plenty**

<https://www.bopcivildefence.govt.nz/>  
<https://www.facebook.com/BOPCivilDefence/>

### **Business.govt.nz**

<https://www.business.govt.nz/risks-and-operations/planning-for-the-unexpected-bcp/emergency-planning-for-businesses/>

### **Resilient Organisations**

<https://www.resorqs.org.nz/shut-happens/>

## **7 Appendices List**

- 7.1 Business Continuity Plan - GUIDE**
- 7.2 Business Continuity Plan - TEMPLATE**
- 7.3 Business Continuity Plan – EXAMPLE**
- 7.4 Sensitive Business Information -TEMPLATE**
- 7.5 DURING an emergency – CHECKLIST**
- 7.6 AFTER and Emergency – CHECKLIST**
- 7.7 DURING and AFTER an emergency – PRIORITY ACTION LIST**



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EMERGENCY MANAGEMENT

GROUP

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## **Appendix 7.1**

# **Business Continuity Planning Guide**



## Business continuity planning – it's not as hard as you think!

A disruption could come in many forms – a major earthquake, flood, a prolonged power cut or even the sudden unavailability of you or a skilled member of your staff.

A business continuity plan identifies how your organisation can keep its essential functions up and running during a time of disruption.

Planning in advance will give you a better chance of recovering quickly.

If you are a small to medium sized business or organisation and are finding it hard to make the time to complete a plan, then this guide to business continuity planning is designed to help you.

Use our simple **business continuity plan template** and complete it by following the 12 easy steps in this guide.

Your completed plan will help identify the essential actions required to ensure your organisation is prepared to get through a disruption.

### Before you start

- ✓ Use the **Business Continuity Template** to build your plan.
- ✓ View the business continuity example to help you.
- ✓ Book time with your staff to work through the steps together.

# 1 Your staff

People are your most important asset. They bring unique skills and knowledge, hold key relationships, and provide a high level of flexibility to your organisation. During a time of disruption, your staff could be the difference between success and failure.

- ✓ Discuss with staff what a potential disruption might mean for your organisation and any vulnerabilities or commitments that might impact their availability after a disruption.
- ✓ Encourage staff to take steps to be better prepared personally for an emergency.
- ✓ Consider storing items at work to support staff after a disruption (e.g. dried food, emergency water, emergency toilet, BBQ, etc.).
- ✓ Practise your emergency response plans with staff.
- ✓ Confirm staff contact details and next of kin contacts are up to date.



To **GET READY** and **STAY INFORMED** go to the **Bay of Plenty Civil Defence website**

[Click Here](#)



## Get started

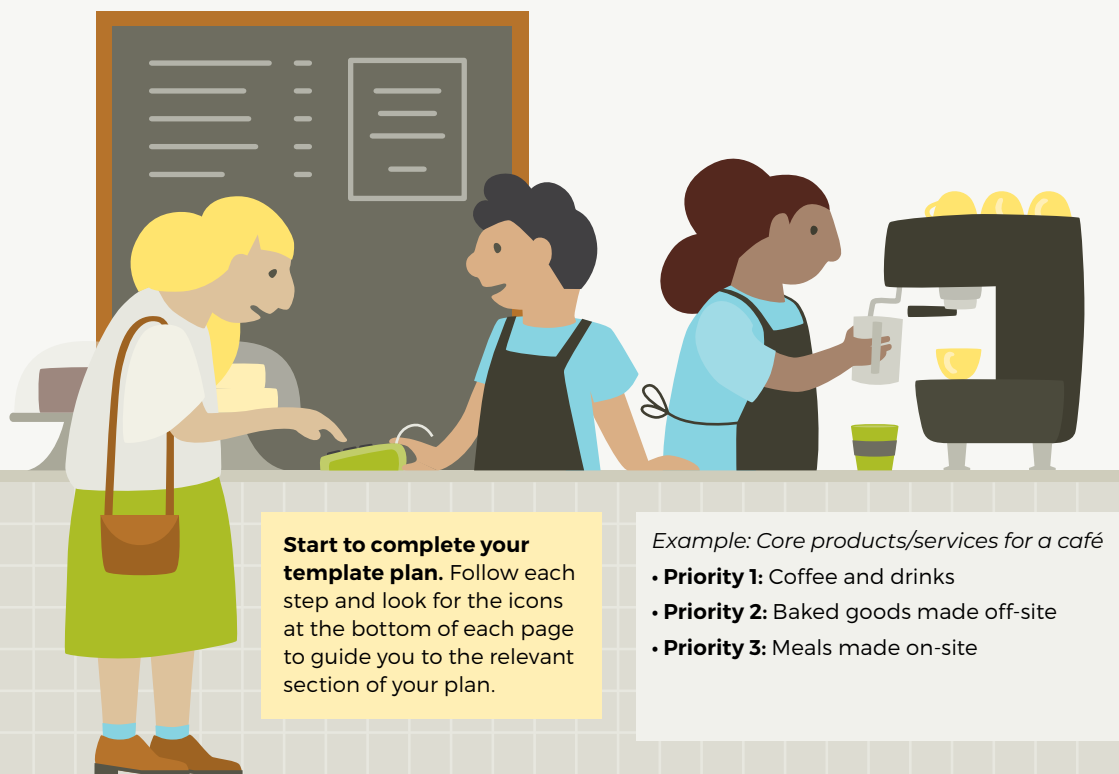
Book time with relevant staff members to step your way through this guide and complete your plan.

# 2 Core products and/or services

Your key products and/or services define the purpose of your business or organisation, or provide the majority of your income.

**Key considerations:**

- What is your business or organisation about?
- What are your products and/or services?
- Which of these are critical to maintaining essential contracts or customer relationships?
- What products and/or services could you stop delivering and still continue to function?



**Start to complete your template plan.** Follow each step and look for the icons at the bottom of each page to guide you to the relevant section of your plan.

- Example: Core products/services for a café*
- **Priority 1:** Coffee and drinks
  - **Priority 2:** Baked goods made off-site
  - **Priority 3:** Meals made on-site



List the three most important products and/or services needed to keep your business operating.  
Add this information under Step 2 of your template plan.



# 3 Essential roles and tasks

Which tasks in your business or organisation are vital to the delivery of the core products and/or services identified in Step 2?

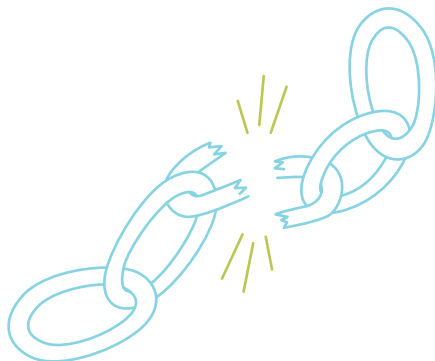
## Key considerations:

- What are the essential tasks for delivering your core products and/or services?
- Are there any tasks that require specialist skills, qualifications or licences?
- Do any tasks rely on a single person?
- Can others from inside or outside the business or organisation step in to complete these tasks?
- Are there any business processes that require authority – such as financial delegation?

## Single points of failure

If you identify key personnel, equipment or supplies without alternatives, these are risks you need to address.

Consider cross training members of your team to provide backup for different roles.



List the tasks essential to delivering your core products and/or services and the people capable of carrying out these tasks. Add this information under Step 3 of your template plan.

# 4 Essential supplies

What are the resources and supplies needed to create and deliver your core products and/or services identified in Step 2?

**Key considerations:**

- Who supplies your required resources?
- Are there alternative suppliers who can provide the same resources?
- Are there alternative products that could be substituted into your processes?
- Do any supplies take a long time to arrive?



List your essential resources, suppliers and alternative supply options. Add this information under Step 4 of your template plan.

## Factors to consider when choosing your suppliers:



Raw materials  
(e.g. sources, distance,  
vulnerability,  
alternatives)



Transport  
(e.g. vulnerability,  
access issues,  
alternatives)



Procurement  
(e.g. different  
payment options)



Manufacture  
(e.g. timeframes,  
vulnerability,  
alternatives)



Data  
(e.g. record  
keeping, receipts,  
invoicing)



Communications  
(e.g. vulnerability,  
alternatives)



Packaging  
(e.g. sources,  
vulnerability,  
alternatives)



Warehousing  
(e.g. minimum  
requirements,  
vulnerability,  
alternatives)



Distributors  
(e.g. distance,  
vulnerability,  
alternatives)



**Ask your suppliers  
about their business  
continuity plans.  
This might help you  
to choose which  
supplier to use.**



# 5 Essential equipment

What tools, equipment and technologies are needed to deliver your core products and/or services identified in Step 2?

**Key considerations:**

- Do you rely on any specialist equipment? If so, is it easily replaced and how long could it take to get a replacement?
- Can you get replacement equipment from a local store, or borrow or hire from another source?

- Is there alternative equipment that can be used instead?
- Do you have an up-to-date list of alternative equipment options?



List the equipment essential to delivering your core product and/or services, and the options for getting replacement equipment. Add this information under Step 5 of your template plan.

## 6 Key customers/clients

Who are your key customers or clients, and what are some options for getting your product or service to them?

### Key considerations:

- Which customers/clients provide you with the majority of your income?
- Which customers/clients have a strong relationship with your business or organisation?
- Are they reliant on your product or service? Do they have other supply options?
- How can you maintain contact with them?
- What are some alternative payment options?



**Keeping in contact with your customers/clients is extremely important.**

Even if you can't operate for a period of time, keeping customers or clients informed will help to maintain relationships.



List the key customers or clients that bring you the majority of your income or are reliant on your products and/or services. Add this information under Step 6 of your template plan.

# 7 Relocation options

Some disruptions may mean you cannot continue operations at your current premises. What would you need to consider if your business or organisation needed to move to another location, even just for a short time?

**Key considerations:**

- Is the location of your business or organisation critical? If so, why?
- Could you share premises alongside similar organisations?
- Could you work from home, or would a short-term lease be an option?
- How would you go about relocating your business or organisation if you needed to?
- Are relocation options accessible for people with disabilities?
- Do you have a contact list for your relocation options?



List some possible location options for relocating your business. Note down any advantages or disadvantages with each option. Add this information under Step 7 of your template plan.

## 8 Insurance requirements

There are various forms of business insurance that will help improve the chances of your organisation's survival in the event of a disruption.

Some types of insurance you may want to consider:

- Business interruption insurance
- Income protection insurance
- Contents insurance
- Life insurance.

### Key considerations:

- Is your insurance policy tailored to your business or organisation's needs?
- Do you have sufficient funds and insurance cover to either close temporarily or operate in a more limited capacity, if required?



**We suggest you speak with your insurance company or broker to better understand what insurance cover is available and what applies to your needs.** Make sure you review your insurance regularly, as your circumstances will change over time.



Record your insurance policy type, provider and number. Add this information under Step 8 of your template plan.





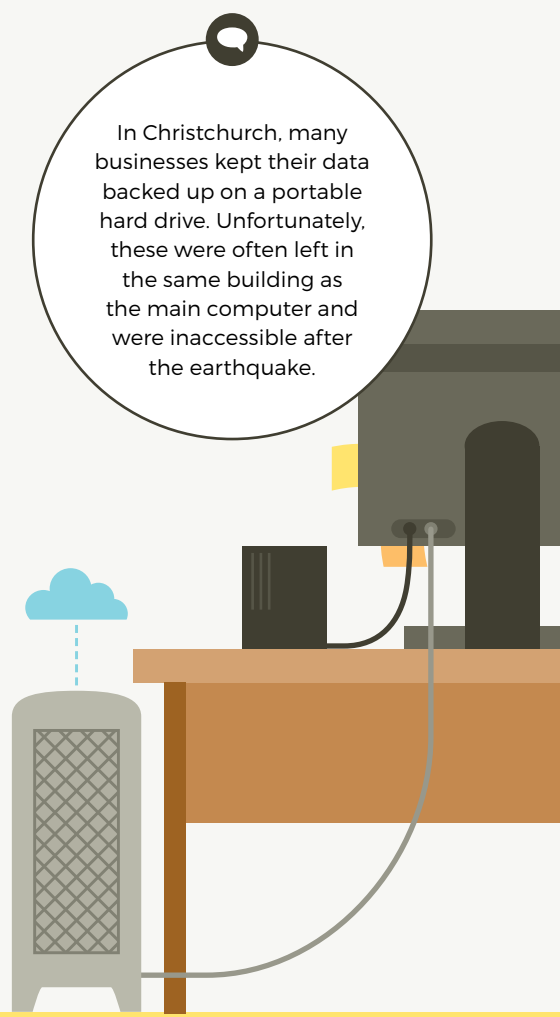
# 10 Back up your records

What information do you need to back up and what processes do you have in place to ensure your records can't be lost?

## Key considerations:

- What type of information and records do you need to back up? This could include customer records, accounts, emails, contact lists, etc.
- Do you depend on paper records? How will your business or organisation continue if you lose access to your paper files?
- If your computer crashes, can you still access your data, including your business continuity plan, from somewhere else?
- Have you considered off-site back-ups, such as online storage in the cloud, a portable hard drive that is taken home every day, or professional back-up services?
- How regularly do your records need to be backed up?

Remember to include any login details and passwords in the Sensitive Business Information Register (see Step 9).



In Christchurch, many businesses kept their data backed up on a portable hard drive. Unfortunately, these were often left in the same building as the main computer and were inaccessible after the earthquake.



Record your methods for backing up your business records. Add this information under Step 10 of your template plan.

# 11 Save this plan

It is important that this plan is available to all critical staff, and is accessible in as many ways as possible.

Save your business continuity plan in multiple locations that can be accessed in different ways.

- Save a copy on your computer.
- Print a hard copy and keep it in an appropriate, accessible location.
- Store a copy online. There are a range of free online storage services available. Common providers include Google Drive, iCloud, and DropBox, which can synchronise with the information held on your computer, so you always have an up-to-date copy accessible from any computer or smartphone with internet access. Determine which service best meets your needs.
- Email a PDF of your plan to key staff members and encourage them to save it somewhere offline.
- Save a copy on your smartphone so you have an offline copy when you are out and about.

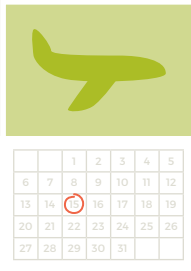


Record the locations where you have saved your plan to make sure you update all saved copies and inform staff when you make any changes. Add this information under Step 11 of your template plan.

# 12 Practice the plan

Congratulations! You should now have your business continuity plan.

It is important that everyone in the organisation understands the business continuity plan and their role during a disruption. The best way to ensure that your staff remember the plan is to practise it! This will also help you to identify how it can be improved.




## Here are some suggested next steps:

- Schedule a date to practise your plan.
- Develop a scenario – for example, what steps would you take following an earthquake if key management staff were unable to get to work?
- Get feedback from your staff. What went well? What needs improvement? Make any necessary adjustments to your procedures, update the plan and set a date for the next session.
- Check you also have dates to regularly practise your emergency procedures, such as fire evacuation and earthquake response.
- Include updating your plan in your processes, such as when you take on a new employee or change supplier.



Set a date at least once a year to practise and revise your plan. Add this information under Step 12 of your template plan.



Business continuity is about developing strong relationships and alternative options so that your business can be more flexible in the short term and more adaptable in the long term to any kind of disruption.

---

### **About the Bay of Plenty Emergency Management Group:**

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#### **DISCLAIMER**

This Guide and associated resources are not intended to override nor replace an agencies, authorities, or businesses emergency plan or business continuity plans. This 'Framework' is intended to be complimentary to existing practices.

Your organisation's policies, procedures, authorisations, and legal due diligence requirements must be exercised before the use and application of this Framework and documentation it contains.

## **My business continuity planning checklist**

I have:

- ☒ Involved my staff in the development of this plan, and encouraged them to be better prepared at work and home
- ☒ Identified our core products and/or services, and the essential roles and tasks needed to deliver these
- ☒ Listed the essential supplies and equipment needed to provide these core products and/or services and identified alternatives
- ☒ Added my key customers/clients to a list and have a plan for maintaining a good relationship throughout a disruption
- ☒ Identified our relocation options
- ☒ Reviewed my insurance needs
- ☒ Considered my business or organisation's delegation of authority
- ☒ Backed up all my records
- ☒ Saved my plan and contact list in multiple locations allowing for different access methods
- ☒ Set time aside to practise and review my plan



**BAY OF PLENTY  
EMERGENCY MANAGEMENT**

**GROUP**



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## **Appendix 7.2**

# **Business Continuity Plan**

## **Template**







# Business Continuity Plan

Follow the 12 easy steps in the **business continuity planning guide** to help you complete this plan. Your completed plan will identify the essential actions required to ensure your organisation is prepared to get through a disruption. Use this plan to prepare your Action list.

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## Your staff:

Potential vulnerabilities or commitments that might impact staff availability after a disruption:

STEP 1

- 
- ☐ All staff members have had a discussion about personal preparedness.
  - ☒ Our organisation has emergency supplies essential for running our business and we have set a calendar reminder to restock them once a year.
  - ☒ Our organisation has our Staff contact list located \_\_\_\_\_ and next of kin contacts for each staff member located \_\_\_\_\_.



STEP 2

## Core Business activity or service 1:

*This should be in order of your most important time critical service and also include a description of the service*



STEP 3

## Essential roles and tasks:

Task	Skill set/qualification	Staff with skill set	Alternative options



STEP 4

## Essential supplies:

Task	Supply	Alternative options

*Core business activity or service 1*

STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

STEP 6

STEP 7

STEP 8

STEP 9

STEP 10

STEP 11

STEP 12



STEP 5

### Essential equipment:

Task	Equipment	Alternative options

*This should also include key priority business equipment such as IT, eftpos terminals, machinery, vehicles etc*



STEP 6

### Key customers/clients:

Customers/Clients	Main contact	Contact number(s)	Email/Facebook/other	Address

*This should be prioritised and include who you should notify and how (social media, phone, prepared statements)*

*Core business activity or service 1*

STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

STEP 6

STEP 7

STEP 8

STEP 9

STEP 10

STEP 11

STEP 12



STEP 2

## Core Business activity or service 2:

*This should be in order of your most important time critical service and also include a description of the service*



STEP 3

## Essential roles and tasks:

Task	Skill set/qualification	Staff with skill set	Alternative options



STEP 4

## Essential supplies:

Task	Supply	Alternative options

*Core business activity or service 2*

STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

STEP 6

STEP 7

STEP 8

STEP 9

STEP 10

STEP 11

STEP 12



STEP 5

### Essential equipment:

Task	Equipment	Alternative options

*This should also include key priority business equipment such as IT, eftpos terminals, machinery, vehicles etc*



STEP 6

### Key customers/clients:

Company	Main contact	Contact number(s)	Email	Address

*This should be prioritised and include who you should notify and how (social media, phone, prepared statements)*

*Core business activity or service 2*

STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

STEP 6

STEP 7

STEP 8

STEP 9

STEP 10

STEP 11

STEP 12



STEP 7

## Relocation options:

Location options	Advantages	Disadvantages



STEP 8

## Insurance requirements:

Insurance type	Provider	Policy number

STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

STEP 6

STEP 7

STEP 8

STEP 9

STEP 10

STEP 11

STEP 12



STEP 9

## Delegation of authority:

Person with delegated authority	Delegations	Contact details (phone & email)	Relationship to business



STEP 10

## Back up your records and key information:

Information type	Method and alternatives	Location

*This should include alternative backup (cloud, paper, secure USB, etc) and contact lists, forms, booking systems etc*

STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

STEP 6

STEP 7

STEP 8

STEP 9

STEP 10

STEP 11

STEP 12



STEP 11

## Save this plan:

Format	Location	Who has access



STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

STEP 6

STEP 7

STEP 8

STEP 9

STEP 10

STEP 11

STEP 12





STEP 12

## Plan, Prepare and Practise:

### ☒ Complete and regularly review this plan (at least annually)

- ☒ Our staff know where this plan is located and understand what their roles and responsibilities will be before a disruptive event occurs.
- ☒ Regularly practice your business's emergency response plans such as tsunami evacuation, earthquake and fire drills
- ☒ Practice BCP with staff through scenarios such as loss of internet, communications, worksite accessibility. Talk through what's missing.
- ☒ Customer, clients, suppliers, and your staff contacts are up to date

Practice the development of an action list and return to work protocols

### Scheduled practice dates:

- ☒ Date \_\_\_\_\_
- ☒ Date \_\_\_\_\_
- ☒ Date \_\_\_\_\_

### Business Continuity Plan completed and backed up:

- ☒ Date \_\_\_\_\_
- ☒ Review \_\_\_\_\_

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## Appendix 7.3

# Business Continuity Plan

## Example





# Business Continuity Plan

Follow the 12 easy steps in the **business continuity planning guide** to help you complete this plan. Your completed plan will identify the essential actions required to ensure your organisation is prepared to get through a disruption.

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## Your staff:

Potential vulnerabilities or commitments that might impact staff availability after a disruption:

STEP 1



All staff members have had a discussion about personal preparedness.



Our organisation has emergency supplies essential for running our business and we have set a calendar reminder to restock them once a year.



Our organisation has our Staff and next of kin contacts lists located \_\_\_\_\_



STEP 2

## Core product or service 1:

*This should be in order of your most important time critical service and also include a description of the service*



STEP 3

## Essential roles and tasks:

Task	Skill set/qualification	Staff with skill set	Alternative options



STEP 4

## Essential supplies:

Task	Supply	Alternative options

Core product or service 1

STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

STEP 6

STEP 7

STEP 8

STEP 9

STEP 10

STEP 11

STEP 12



STEP 5

### Essential equipment:

Task	Equipment	Alternative options



STEP 6

### Key customers/clients:

Company	Main contact	Contact number(s)	Email	Address

*This should be prioritised and include who you should notify and how (social media, phone, prepared statements)*

*Core product or service 1*

STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

STEP 6

STEP 7

STEP 8

STEP 9

STEP 10

STEP 11

STEP 12



STEP 2

## Core product or service 2:

*This should be in order of your most important time critical service and also include a description of the service*



STEP 3

## Essential roles and tasks:

Task	Skill set/qualification	Staff with skill set	Alternative options



STEP 4

## Essential supplies:

Task	Supply	Alternative options

Core product or service 2

STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

STEP 6

STEP 7

STEP 8

STEP 9

STEP 10

STEP 11

STEP 12





STEP 5

### Essential equipment:

Task	Equipment	Alternative options

*This should also include key priority business equipment such as IT, eftpos terminals, machinery, vehicles etc*



STEP 6

### Key customers/clients:

Company	Main contact	Contact number(s)	Email	Address

*This should be prioritised and include who you should notify and how (social media, phone, prepared statements)*

*Core product or service 2*

STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

STEP 6

STEP 7

STEP 8

STEP 9

STEP 10

STEP 11

STEP 12



STEP 7

### Relocation options:

Location options	Advantages	Disadvantages



STEP 8

### Insurance requirements:

Insurance type	Provider	Policy number

STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

STEP 6

STEP 7

STEP 8

STEP 9

STEP 10

STEP 11

STEP 12



STEP 9

## Delegation of authority:

Person with delegated authority	Delegations	Contact details (phone & email)	Relationship to business



STEP 10

## Back up your records:

Information type	Method	Location

*This should include alternative backup (cloud, paper, secure USB, etc) and contact lists, forms, booking systems etc*

STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

STEP 6

STEP 7

STEP 8

STEP 9

STEP 10

STEP 11

STEP 12



STEP 11

Save this plan:

Format	Location	Who has access

Example



STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

STEP 6

STEP 7

STEP 8

STEP 9

STEP 10

STEP 11

STEP 12



STEP 12

## Plan, Prepare and Practise:

- ☒ **Complete and regularly review this plan (at least annually)**
- ☒ Our staff know where this plan is located and understand what their roles and responsibilities will be before a disruptive event occurs.
- ☒ Regularly practice your business's emergency response plans such as tsunami evacuation, earthquake and fire drills
- ☒ Practice BCP with staff through scenarios such as loss of internet, communications, worksite accessibility. Talk through what's missing.
- ☒ Customer, clients, suppliers, and your staff contacts are up to date
- ☒ Practice the development of an action list and return to work protocols

### Scheduled practice dates:

- ☒ Date \_\_\_\_\_
- ☒ Date \_\_\_\_\_
- ☒ Date \_\_\_\_\_

### Business Continuity Plan completed and backed up:

- ☒ Date \_\_\_\_\_
- ☒ Review \_\_\_\_\_

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## Appendix 7.4

# **Sensitive Business Information**

## **Template**

Business Name:

# Sensitive Business Information



## Key Instructions for opening and running this business:

For example:

- Instructions for accessing the workplace (location of keys, lock box, and alarm codes)

## Bank account and investments - access information

Accounts:

Account numbers

Login details:

## Customer database - access instructions

### Disclaimer

The Bay of Plenty CDEM Group or Emergency Management Bay of Plenty does not take any responsibility for any information recorded in this template



## Software - access instructions



## Other Instructions

For example:

- Links to any key sales and purchase agreements
- Links to any any key operating procedures
- Links to any supply agreements

## Inland Revenue & Companies House Information

IRD Number \_\_\_\_\_ Companies registration number \_\_\_\_\_  
IRD Online login details \_\_\_\_\_ Companies registration key \_\_\_\_\_

**Websites:**

**Login details:**

**Passwords:**

Follow the 12 easy steps in the business continuity planning guide to identify the essential actions required to ensure your organisation is prepared to get through a disruption.

Save this document before you begin editing.

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## **Appendix 7.5**

# **DURING an Emergency**

## **Checklist**



YOUR ORGANISATION NAME



# **Checklist – During an emergency**

Review the checklist and think about what tasks you need to complete to keep you, your family, and your staff safe during an emergency as well as what actions you can take to understand how your business has been affected.

*This checklist should be reviewed and updated when your BCP is updated or after an emergency event.*

## **Monitor the emergency**

Stay up to date with the latest information for your area. This will help keep you, your family, your staff, and customers safe.

- Check official sources of information including credible local radio stations, Bay of Plenty Civil Defence Emergency Management website and their social media channels.
- Continually assess the risks to you and your family and your business with any updated information.
- Enact your evacuation plan if you need to (or requested to by officials) and it is safe to do so.
- Assess other mandates and restrictions from emergency services and other official emergency response staff (i.e. drinking water restrictions, road closures, etc).

## **Implement your emergency plan procedures**

This is the point when you begin implementing your emergency plan.

- Follow procedures (eg fire evacuation)
- Ensure all staff are accounted for
- Quickly decide what staff should/need to leave to check on family
- If applicable, talk to Emergency Services (if onsite) to determine likely length of time and requirements before returning to worksite etc.



## **Activate your business continuity plan (BCP)**

- Activate and implement your BCP
- Create or implement your action list of what needs to be done straight away
- What activities can be temporary be halted?
- Assign roles and responsibilities to staff as per your BCP
- What internal and external comms are required?
- Record decisions and impacts to your business
- Notify your insurers as soon as practical

## **Identify the implications for your business**

This includes how your business has been disrupted as well as businesses in your supply chain.

- Record all the known effects on your business as well as any future risks and uncertainties.
- Prioritize each of the effects, uncertainties and future risks and identify if they are easy (1), moderate (2) or difficult (3) solve.

## **Assess the disruption to other connected businesses**

You may rely on other businesses to provide stock, transport, or other services. It's important to understand how they have been affected as it may impact on your business.

- Contact all businesses within your supply chain (including your main customers and clients) and ask how they have been affected.
- Record any supply chain issues and how it will affect your business.
- Notify businesses to cancel or delay orders/deliveries/services or direct to alternate location.

## **Keep communicating**

- Keep communicating with staff and delegate tasks if they are able to help. Offer support to your staff if they need it.
- Keep in contact with your business connections including suppliers, competitors, neighbours, insurance advisor, accountant, electricity provider, internet provider, etc. Offer support if you are in a position to do so.
- Importantly, keep customers updated on the situation of your business. Be transparent and provide timeframes if you are able to.

## **Monitor your staff and your Wellbeing**

- Ensure workload of all staff and management remains reasonable (consider shifts, working from home, shorter hours)
- Provide access to wellbeing support services
- Ensure time with families remains a priority during an emergency event



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## Appendix 7.6

# **AFTER an Emergency**

## **Checklist**



YOUR ORGANISATION NAME

# Checklist – After an emergency

Review the checklist and think about what tasks you need to complete to find a pathway forward for your business after an emergency.

## Prepare your business recovery plan and actions

This is the point where you need to take all the thought processes, experience and notes you have created and record in a concise recovery plan which is easily understandable by others.

- create a recovery action plan which systematically records the challenges, different options, preferred option and the prioritized actions required to achieve the outcome of the preferred option.
- Ensure that the people and equipment you need are available to assist where required.

*The following are key components of your recovery plan:*

## Identify short- and long-term challenges

Your business may face a variety of challenges, some of which may be easily resolved in the short-term to others which may continue for months or years.

- Create a list of challenges that your business is facing. Some challenges may need to be broken down into smaller components.

## Assess different options and solutions

There may be a variety of options for the different challenges your business is facing. This is when you begin to problem solve by exploring different options.



## **Develop a list of prioritised actions**

The next part involves breaking down the solutions into achievable and sequential actions. It's important that each solution is broken down into a step-by-step process of how you are going to achieve the intended outcome.

- Record all the actions that are required to achieve each of the solutions listed from the previous step.
- Prioritise the list of actions based on the importance of each task and when they need to be achieved by.
- Include any other people or equipment that you will need to complete each action.

*. Begin implementing your recovery plan and record progress against each of the actions as well as listing any new actions where they arise*

## **Keep communicating**

This remains a pivotal part after a civil defence emergency and will help you to continue progressing forward.

- Keep communicating with staff and delegate tasks if they are able to help. Accept help if you need it.
- Keep in contact with your business connections including suppliers, competitors, neighbours, insurance advisor, accountant, bank, electricity provider, internet provider, etc. Offer support if you are in a position to do so.
- Importantly, keep customers updated on the situation of your business. Be transparent and provide timeframes if you are able to.

## **Continue to monitor staff and your “Wellbeing”**

- Ensure workload of all staff including management remains reasonable (consider shifts, working from home, shorter hours)
- Provide access to wellbeing support services
- Ensure time with families remains a priority during an emergency event



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## **Appendix 7.7**

# **During & After an Emergency**

# **PRIORITY ACTION LIST**

## **Template**



# BCP Priority Action List (During and After emergency)

No	Action	Resources Needed	Who (responsibility)	Due Date

No	Action	Resources Needed	Who (responsibility)	Due Date





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