BUSINESS CONTINUITY PLAN







BUSINESS CONTINUITY PLAN

Every business should have a business continuity plan. A business continuity plan is your guide to getting your business up and running quickly after a major event. Many small businesses struggle to reopen after a disaster. Planning greatly improves the likelihood that your business will survive.

There are several simple steps to developing your business continuity plan.

- A. Know your risks
- B. Make a plan
- C. Become change ready
- D. Stay alert
- E. Connect with your community

Overview

This plan was developed by Ngarangi Bidois, Managing Director of He Kākano Iti Ltd in Gisborne, with input by Emendas Ltd, for Te Kupenga Hao Pāuaua Progressive Procurement (Te Puni Kōkiri) for use by Māori businesses.

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A. KNOW YOUR RISKS

The table below is a list of potential risks to your business. The Risk Rating is from 1 - 5 ("1" is a very low likelihood and/or impact to your business and "5" is a very high likelihood and/or impact to your business).

Category	Risk	Is there a risk to my business?	Risk rating	Is there a written plan?	Will there be an immediate impact on revenue?
		(Y/N)	(1-5)	(Y/N)	(Y/N)
People	Loss of key staff member				
People	Failure to deliver product or service				
People	Loss of key supplier				
People	Loss of key customer				
People	Risk of fraud				
	Loss of reputation (if business is not able to provide services within a few days)				
Property	Loss of access to workplace(s)				
Property	Loss of or damage to workplace(s)				
Property	Fault with utilities (water, power, gas, sewerage)				
Property	Loss of power				
Property	Loss of water				
Property	Loss of gas				
Property	Loss of sewerage system				
Property	Loss of access to equipment				
Property	Loss of or damage to equipment				
Property	Loss of stock				
Data & Information Data & Information	Loss of access to data/systems/software Loss of data or key documents				
Data &	Loss of communications				
Information	(phone/internet)				
Environmental	Business is near a river				
Environmental	Business is near a forest				
Environmental	Business is near the coast				
Environmental	Business is affected by road closures				

B. MAKE A PLAN

What will you do in an emergency/crisis?

- Think ahead and make sure you have as much as possible in place to help your business minimise the impact of an event. The key step in creating a plan is to think about what are the essential things that you need to keep your business running. What resources are essential and how can you get them if you don't have access to your usual ones. This includes your buildings/workplace, equipment, supplies, people, data/IT and communications.
- Explore various scenarios such as floods, earthquakes, storms, fire, accidents where different resources are unavailable.
- ➤ Brainstorm different solutions with staff. Think about "what if...?" Do you have a plan or process in place for a variety of situations? This will help identify areas of vulnerability in your business.
- ➤ Document the responses and ideas and test some of them to decide which is the best response for your business.
- Work your way through these templates and checklists and complete the various sections of the plan.



- Ensure you train your staff on the plan so more than one staff member knows what the plan is and where to find it.
- Regularly review your plan, at least every year, and work to reduce your risks over time.
- Test and refine the plan with feedback from staff.
- Ensure all new staff are given an induction to the emergency actions plan when they start.

TEMPLATES FOR PREPARING YOUR BUSINESS CONTINUITY PLAN:

- ✓ C. Workplace relocation (stock, supplies, equipment, people)
- ✓ D. Protect your property
- ✓ Contacts & communications plan

- ✓ Finance plan
- ✓ Insurance plan
- ✓ Emergency plan
- ✓ Data and systems plan
- ✓ Community connections
- ✓ Emergency kit checklist
- ✓ Emergency food supplies kit
- ✓ Other important items

C. WORKPLACE RELOCATION & RE-ENTRY PLAN

This plan is about how you will move your business operations, stock or equipment to a safe place. Being able to move your essential business requirements in a hurry will save you time when a potential disaster is coming.



- Speak with other businesses about the plans they have in place to move equipment and stock quickly.
- Explore storage solutions online to see if any suit your business needs.
- Decide now where to move your stock/equipment to save them from disaster.
- Consider an alternative offsite location or positioning things up high.
- Check with the GDC about the maximum height of potential floodwaters.
- Create a re-entry plan: include timeline / internal checks / comms to wider team.

PEOPLE, STOCK OR EQUIPMENT TO BE RELOCATED		
Person, Item/s or Equipment	Alternative Location	

D. PROTECT YOUR PROPERTY

To ensure the physical protection of documents, files, stock, plants, and equipment during an evacuation or pending weather event, consider the following proactive actions, only where time permits:

- Safeguard documents and files: Store important physical documents and files in waterproof containers or sealable plastic bags to protect them from water damage. If possible, make digital copies as a backup.
- Secure stock: Move valuable or perishable stock to a safe, elevated location within the facility or transfer it to a secure off-site storage facility temporarily. Implement proper packaging and labelling to ensure easy identification and organisation.
- ➤ Protect plants and equipment: Cover or wrap plants and equipment with protective materials such as tarps or plastic sheets to shield them from potential water, wind, or debris damage. If feasible, relocate sensitive or expensive equipment to a more secure area.
- ➤ Implement inventory tracking: Maintain an updated inventory list of all physical assets, including stock, plants, and equipment. This enables efficient tracking, identification, and recovery after the event.
- Check remote access and security protocols: Before the event, review and ensure remote access to security cameras and alarm monitoring protocols are functioning properly. Due to restricted access to the site during an event, it's important to verify that remote monitoring systems are fully operational.
- Remember to prioritise the safety of individuals and follow any official evacuation or safety protocols issued during such situations.

E. CONTACTS & COMMUNICATIONS PLAN

Check your contacts list can work for you in a crisis.

- ➤ In an event, what channels of communications are used?
- ➤ How are employees accounted for? Consider those who work from home or are travelling out of town.
- ➤ What common tools are used (e.g. email, phone etc), would others be required (e.g. WhatsApp, Messenger groups, Teams and Zoom)?
- ➤ If cellular towers have been inoperable in past events, consider the purchase of a satellite phone.

Work out how you and your team will communicate with emergency services, each other, your clients and your customers in a crisis.

EMERGENCY CONTACTS LIST	
Emergency	111
Weather warnings	MetService https://www.metservice.com/towns-cities
Storm, Flood, Earthquake & Tsunami	Civil Defence https://www.civildefence.govt.nz/
Fire (non-emergency)	0800 336 942
Police (non-emergency)	105
Medical (non-emergency)	
Landlord/Building Manager	
Power	
Water	
Gas	
Sewage	
Poisons	0800 764 766
Hazardous Materials & Substances	
Telecommunications	
Local Council	

COMMUNICATIONS PLAN

During an emergency, communication is very important. Throughout your survival journey, it's important to maintain a continual flow of information within the organisation as well as outside the organisation.

- ➤ Provide a realistic picture Be positive and realistic while assessing and communicating the post-crisis situation. Always make achievable and realistic deadlines with your business partners. This can help you and your partners to better manage the operations.
- ➤ Keep track of your core business partners Loyal customers and suppliers play an important role during crisis situations and often provide extra help. Keep in touch with them regularly.
- ➤ Participate in business events and gatherings Your local business network or industry bodies often run events for the business community. This is a good way to meet new people and expand your networks.

COMMUNICATIONS CHECKLIST

	Contact staff and check they are OK
	Contact your insurer or insurance agent
	Update your business partners (suppliers, customers and/or service providers) on your status
	Get together with other businesses and help each other
	Make a list of what you do and don't have available
	Watch staff for stress and keep them motivated
	Pause, reflect, breathe and celebrate small achievements
	Explore new opportunities and adapt to your new environment
	Capture what you have learnt and improve for next time
COI	MMUNICATIONS RESPONSIBILITIES

Staff Member Job Title/Task Contact Details Next of Kin/Emergency Contact Details	STAFF EMERGENCY	CONTACTS LIST		
Celt	Staff Member	Job Title/Task	Contact Details	
Email:			Ph:	Name:
Ph			Cell:	Ph/Cell:
Celt			Email:	Email:
Email:			Ph:	Name:
Ph: Name:			Cell:	Ph/Cell:
Celt:			Email:	Email:
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KEY BUSINESS CONTACTS LIST

Who do you need to talk with to ensure your business can continue to operate?

BUSINESS	CONTACT NAME	PHONE	EMAIL	WHO WILL CONTACT THEM?
Accountant				
Lawyer				
Property Manager/Landlord				
Bank/Lender				
EFT/Pos provider				
Insurance Agent				
Internet Provider				
Phone Provider				
Power/Electricity				
Fuel Account				
Gas				
Water				
Sewage				
PR/Comms				
Building Manager or Body Corporate				

KEY CUSTOMER CONTACTS

CUSTOMER NAME	CONTACT PHONE NO.	EMAIL	WHO WILL CONTACT THEM?

KEY SUPPLIER CONTACTS

CUSTOMER NAME	CONTACT PHONE NO.	EMAIL	WHO WILL CONTACT THEM?

SERVICE SUPPLIER CONTACTS

CUSTOMER NAME	CONTACT PHONE NO.	EMAIL	WHO WILL CONTACT THEM?

EMPLOYEE ASSISTANCE CONTACTS

BUSINESS	CONTACT NAME	PHONE	EMAIL	WHO WILL CONTACT THEM?
Employee Assistance Programme				
1737 – Need to Talk				
Group scheme providers				
Maintenance				
Cleaners				

F. FINANCE & LEGAL PLAN

Your finance plan will help you access your financial records and systems during a disaster so that you can continue to invoice customers, pay your staff, pay your bills and manage your cash flow. This will help you to continue to operate your business or get up and running as soon as possible.

You may need to talk to your accountant or business advisor to develop your disaster recovery financial plan.

EMERGENCY RESPONSE LEGAL CONSIDERATIONS:
How will hours of work be recorded (wage-based workers) (i.e. if a time clock system is used)?
Workers affected: Production (manufacturing) vs Office workers vs Field Officers – some departments may be able to function close to 100%, while other departments that are reliant on plant or machine access (especially production, manufacturing, labouring type roles) may be restricted.
What is the percentage of those that can work from home (sales / accounts / admin) vs those that can't (warehouse / production)?
What type of employment agreements are workers on: Fulltime / Part-time / Casual? Contractor (fixed term or independent)?

Does the business have shifts – AM / PM / Night? Will these require merging or amending?
Where any of the above requires a Variation to Agreement (including temporary), an Employment Relations / Human Resources advice plan should be in place.
COMMERCIAL OPERATIONAL LEGAL CONSIDERATIONS
What is the procedure if the Director(s) are incapacitated: Legal trustee / Power of attorney / ownership / succession / legal will / trustee contacts / temporary plan.
How will this be communicated to the Steering Committee?
Is this current, and how often is this due for review?

G. INSURANCE PLAN

Being able to access your insurance information in one place helps when a disaster strikes. Make sure you review your insurance policies annually to ensure you have enough of the right insurance to cover you against your biggest risks and to protect your assets.

To help you consider your insurance options, you may find a business insurance broker helpful. Also, check out other resources such as https://www.business.govt.nz/risks-and-operations/planning-for-the-unexpected-bcp/insurance/

INSURANCE COVER	POLICY NUMBER	CLAIM LIMITS	INSURER NAME	CLAIMS CONTACT DETAILS
Building				
Contents				
Plants & Equipment				
Vehicle				
Public Liability				
Business Interruption				
Medical/Health				
Key Person				

EMERGENCY PLAN

Every business should have an emergency plan to ensure that people are safe in a disaster or emergency event. Complete and discuss this plan with your team. Place it on a wall where all your team can see it.

If required to evacuate because of a non-weather event (e.g. adjacent building on fire), what other security measures need to be considered besides electricity, gas, and water? For example, air conditioning unit(s) (danger of fumes) in shared premises may be contracted works and may have control restrictions (Note: evidenced recently in Mangere with the scrap fire)
Check if the landline has an external dial out (e.g. 9-111) and add.
Add the local Civil Defence Centre (CDC) location. If this isn't known list the closest council hall or fire station – especially for rural/semi-rural areas.
List the nearest medical centre / hospital location and contact numbers.
Add the local Civil Defence Centre (CDC) location. If this isn't known list the closest council hall or fire station – especially for rural/semi-rural areas.

Add instructions of what to do in the event of an area (street, block etc) lockdown due to a large fire, bomb alert, crime (robbery), terrorist attack (armed offenders squad callout), an event that closes off usual entry / exit routes.		
INSTRUCTIONS F	FOR SWITCHING OFF	
Electricity:		
Gas:		
Water:		

KNOW YOUR ESCAPE ROUTE

- Download the Red Cross Hazard App.
- Follow Civil Defence Emergency Management on Facebook and Twitter.
- Follow your local or district council on Facebook and view their website for updates.
- This website: https://getready.govt.nz/en/prepared/stay-informed/ lists the radio stations to keep tuned into for emergency updates.

IN AN EARTHQUAKE







In an earthquake, Drop, Cover, Hold. It stops you from being knocked over, makes you a smaller target for falling and flying objects, and protects your head, neck and vital organs.

DROP down on your hands and knees. This protects you from falling but lets you move if you need to.

COVER your head and neck (or your entire body if possible) under a sturdy table or desk (if it is within a few steps of you). If there is no shelter nearby cover your head and neck with your arms and hands.

HOLD on to your shelter (or your position to protect your head and neck) until the shaking stops. If the shaking shifts your shelter around, move with it.

If there is no shelter near you, crawl to an inside corner of the room and cover your head and neck with your hands and arms. Do not run outside or stand in a doorway. Many people are injured while trying to move DURING the shaking. It is safer to Drop, Cover, and Hold until the shaking is over.

- If you are inside a building, move no more than a few steps, then Drop, Cover and Hold to protect yourself from falling objects. Stay indoors till the shaking stops and you are sure it is safe to exit. In most buildings in New Zealand, you are safer if you stay where you are until the shaking stops.
- Not all people may be able to easily drop. If you are unable to drop the best action is to stop moving and brace yourself against a wall or furniture.
- ➤ If you are outside, move away from buildings, trees, streetlights, and power lines, then Drop, Cover and Hold. Stay there until the shaking stops.
- ➤ If you are driving, pull over to a clear location, stop and stay there with your seatbelt fastened until the shaking stops. Once the shaking stops, proceed with caution and avoid bridges or ramps that might have been damaged.

WHAT TO DO DURING A FLOOD OR IF A FLOOD IS IMMINENT

Put safety first. Don't take any chances. Act quickly if you see rising water.

Floods and flash floods can happen quickly. If you see rising water do not wait for official warnings. Head for higher ground and stay away from floodwater.

STAY OUT OF FLOODWATER

Never try to walk, swim or drive through flood water. Many flood fatalities are caused by people attempting to drive through water.

Always assume that flood water is contaminated with farm run-off, chemicals and sewage. Contaminated flood water can make you sick. Make sure you wash your hands, clothes and property after contact with flood waters.

IF FLOODING IS POSSIBLE:

- > Stay informed in an emergency. Listen to the radio or follow your Civil Defence Emergency Management Group online.
- ➤ Be prepared to evacuate and keep your grab bag near. Listen to emergency services and local Civil Defence authorities. Follow any instructions about the evacuation of your area. Self-evacuate if you feel unsafe.
- Move pets to a safe place and move stock to higher ground. If you have to leave, take your pets with you. If it's not safe for you, it's not safe for them.
- > Turn off water, electricity and gas if advised to.
- Move valuable and dangerous items as high above the floor as possible. This includes electrical equipment and chemicals. Use watertight containers to store important items.
- > Lift curtains, rugs and bedding off the floor.
- > Check on your neighbours and anyone who may need your help.

LINKS TO INFORMATION ABOUT:

- Get ready flood information https://getready.govt.nz/en/emergency/floods/
- Food safety in an emergency https://www.mpi.govt.nz/protection-and-response/responding/adverse-events/
- State Highway conditions https://www.journeys.nzta.govt.nz/highway-conditions
- Weather warnings and forecasts www.metservice.com
- Insurance www.eqc.qovt.nz

H. DATA AND SYSTEMS PLANS

- ➤ Make sure ALL data that is critical to your business is stored safely, regularly backed up, and accessible offline.
- ➤ Important data can include financial records, customer contact lists, manuals, contracts, emails, project documents anything that you would need to continue your operations in a crisis. Don't forget to consider anything that is still paper-based.



Imagine you have to leave a burning building without any business computers, can you easily access all important information?

TRY THE 3-2-1 RULE FOR BACKUPS

Keep 3 copies of your data on 2 different devices/cloud systems with 1 off-site storage solution.

Remember to test backup systems frequently

What systems do you have in place?

SYSTEMS	LOGIN	PASSWORD
Accounting		
Email		
Phone lockscreen		
EFTPOS		
CRM		
OneDrive		
Outlook 365		
SharePoint		

What is the process to arrange access to replacement hardware? IT provider? IT supply store account?	1

What hardware should be required at what phases?
Only share the sensitive business information recorded in this template with trusted, delegated members of your family or business and save it in a safe and secure place.
KEY INSTRUCTIONS FOR OPENING AND RUNNING THIS BUSINESS:
For example:
Instructions for accessing the workplace (location of keys, lock box and alarm codes)
Customer base – access instructions
Other instructions
For example:
 Links to any key sales and purchase agreements
Links to any key operating proceduresLinks to any supply agreements
, , , , , ,

INLAND REVENUE & COMPANIES INFORMATION

ORGANISATION	USER ID/LOGIN	PASSWORD
IRD No.		
MyIR login details		
Company Registration No.		
Company Registrar login		
RealMe Login		

WEBSITES: LOGIN DETAILS: PASSWORDS

WEBSITE HOST	LOGIN	PASSWORD
Website		
Facebook		
Twitter		

I. COMMUNITY CONNECTIONS

Building strong connections within your community can be a great source of information and support during times of crisis. Building these relationships can include:

- getting involved with your industry body and local business networks and associations.
- getting to know your neighbours, customers, suppliers, competitors and your local community.

CONNECTIONS:

- Business associations, industry bodies and business networks that the business belongs to.
- Add any local government agencies that can provide support in times of crisis.
- Add marae, hapū and iwi contacts.

NEARBY BUSINESSES	
Business Name	
Contact Person	
Address	
Phone No.	
Email	
What assistance can they provide	
What assistance can you provide them?	
Business Name	
Contact Person	
Address	
Phone No.	
Email	
What assistance can they provide	
What assistance can you provide them?	
Business Name	
Contact Person	
Address	
Phone No.	
Email	

What assistance can they provide	
What assistance can you provide them?	
LOCAL MARAE	
Contact Person	
Address	
Phone No.	
Email	
What assistance can they provide	
What assistance can you provide them?	
LOCAL HAPŪ	
Contact Person	
Address	
Phone No.	
Email	
What assistance can they provide	
What assistance can you provide them?	
LOCAL IWI	
Contact Person	
Address	
Phone No.	
Email	
What assistance can they provide	
What assistance can you provide them?	

J. EMERGENCY KIT CHECKLIST

The below items are the civil defence suggestions for equipment to be included in your emergency kit. They are a guide only and what you need will depend on the number of staff and the nature of your business, the type of building, and your location.

Diarise an annual review of the kit, and kit/component supplier for replacement items.

EMERGENCY KIT SUPPLIES		
Blanket, foil	Plastic bin bags	
Blanket, wool	Wrecking bar	
Stretcher, foam	Saw, wood	
Stretcher, board	Saw, hack	
Rope, poly 30m	Sledge hammer	
Rope, sisal 12m	Cutter/pliers	
Torch, batteries + spares	Axe	
Radio, batteries + spares	Meths stove for water	
Gloves/debris	3 litre billy for water	
Dust mask (rated P2 or N95)	Matches (packet)	
Goggles	Lighter	
Water	Disposable gloves	
Water tablets		
CD first aid kit		
Toilet paper		
Sanitary needs		
Broom		
Brush/pan		
Disinfectant		
Mouth guards		
Light sticks		
Hard hat		
Bucket		

EMERGENCY FOOD SUPPLIES KIT

The following list is the Civil Defence example food requirements list for 15 people for three days. Food items should be checked annually. Replace any food that is expired or needs replacing. Diarise an annual review of the kit, and kit/component supplier for replacement items.

Calculate how many litres of water is required for three days based on the total number of workers (Civil Defence: three litres of drinking water per person per day). The following is a suggested menu.

EXAMPLE: DAY 1

Baked beans, 10 x 820g cans Cream corn, 10 x 440g cans Raisins, 4 x 12 mini box packet Muesli bars, 3 x 8 bar box

EXAMPLE: DAY 2

Tuna in water, 10 x 425g cans Potato salad, 10 x 310g cans Raisins, 4 x 12 mini box packet Muesli bars, 3 x 8 bar box

EXAMPLE: DAY 3

Spaghetti, 10 x 820g cans Green beans, 10 x 425g cans Raisins, 4 x 12 mini box packet Muesli bars, 3 x 8 bar box

ADDITIONAL FOOD/SUPPLIES

Barley sugars, 9 packets
Chocolate, 9 king-size blocks
Paper plates, 125 x 25cm
Plastic forks, 100
Methylated spirits 1 x 1 litre
Can opener x 4
Large garbage bags (for sanitation) x 25
LPG supplies
Cooking burner or BBQ

K. OTHER IMPORTANT ITEMS

Prepare a waterproof pack of copies of all essential documents such as deeds and titles, insurance documents and any other essential business items. Store this in a secure but easy-to-access location within your business.

Ensure you store digital copies of all vital documents in cloud storage also.

DOCUMENTS TO PLACE IN EMERGENCY ESSESNTIALS KIT	TO BE ADDED TO EMERGENCY ESSENTIALS KIT ON THE DAY OF DISASTER
Business Registration documents	Any cash on site (register, petty cash)
Deeds & Titles to property	Portable electronic devices
Any licences, certificates, awards	Charging cables for laptops & phones
Insurance Policies	
Emergency Action Plan	
Neighbourhood contact information	
Important contact information (staff, customers, suppliers etc)	
All key contacts and bank documentation	
Your Business Continuity Plan	

USEFUL LINKS:

Add any links that might be helpful for your business here.

L. ROLES, RESPONSIBILITIES AND AUTHORITIES

- Form a Steering Committee that reviews, updates, and implements aspects of the Business Continuity Plan (BCP).
- > Each aspect / section of the BCP should be allocated an 'owner.'
- In the event of an incident, the Director(s) will play a crucial role in fulfilling finance and legal responsibilities, which may limit their operational capacity.
- ➤ Who has Delegated Authorities (DA) if the Director(s) are incapacitated?
- Areas of responsibility for the Steering Committee can be outlined by function (e.g. safety, sales, finance, IT, facilities, technical (business specific) or by section.
- ➤ Specifying delegated authorities assists with interim decision-making and can be permitted / limited based on decision risk rating or by monetary value (e.g. sales manager can authorise post-incident actions up to risk value of 18 / medium and one-off up to \$5000 transaction).

M. PLAN TESTING & REVIEW

- > Test the plan periodically explain how this can be done (e.g. check backups work).
- > Diarise a periodic review date.

N. TRAINING & COMPETENCIES

- > If a person is given a responsibility (ownership) outside of their current role, do they need training / certification?
- > What training / competencies / certification are required?

O. RISK ASSESSMENT (RA)

- Go / No Go for re-entry post-event.
- ➤ Consider a Re-entry of premise checklist this can include general safety and site/task specific considerations post event (e.g. is entry to site safe, plant safe to use, what factors would limited/permit re-entry or resuming operations?)
- Working from home checklist (the home office becomes a workplace and duties under HSWA apply).
- ➤ Relocation Plan: Temporary or Permanent? What is the expected duration and would plans differ depending on this?
- > Temporary site checklist new risks and hazards will be present and need to be identified and controlled under HSWA
- Re-entry RA to ensure safe re-entry on completion of any remedial works plant / equipment, powerup / calibrations etc.
- Consider a broad outline of phases leading up to re-entry e.g. CoC issued / X days plant set-up / X days checks / X days workers re-entry / X days trading resumes.
- Cultural consideration(s): karakia etc.

P. BUSINESS CONTINUITY PACK

- ➤ Diarise periodic check / review and explain how this will be managed (e.g. use of Outlook calendars or similar).
- > Location of where hard copies are stored.
- > Bring the list of 'Other Important Items' to this section so it is clear what is required for the pack.

