Version No 1.0



**Business continuity plan**

***enter document no.***

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# DOCUMENT REVISION HISTORY

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# INTRODUCTION

## Purpose

The purpose of the Business Continuity Plan (BCP) is to provide clear guidelines and to document the method(s) of planning and/or managing the impact of a crisis. The plan is to protect the assets of the company, its customers and to provide the capability to resume effective operation after an incident or crisis.

***Guidance Notes***

*This guide will assist you to undertake a Risk Management Plan and Business Impact Analysis and create a Business Recovery Plan for your business.*

*We also suggest the business regularly reviews and update the Business Continuity Plan to ensure that your staff are familiar with it, and that it reflects your changing business needs.*

*Business operators should use the following template as a guide to develop a Business Recovery Plan. Customise it to suit your business needs.*

*The* ***BLUE SAMPLE TEXT*** *is there to guide you and can be deleted after you have completed the template.*

## Scope

This template incorporates the Prevention, Preparedness, Response & Recovery (PPRR) framework. Each of the four key elements is represented by a part in the Business Continuity Planning Process.



* Prevention - Risk Management planning
	+ Incorporates the Prevention element that identifies and manages the likelihood and/or effects of risk associated with an incident.
* Preparedness - Business Impact Analysis
	+ Incorporates the Preparedness element that identifies and prioritises the key activities of a business that may be adversely affected by any disruptions.
* Response – Incident Response planning
	+ Incorporates the Response element and outlines immediate actions taken to respond to an incident in terms of containment, control, and minimising impacts.
* Recovery - Recovery planning
	+ Incorporates the Recovery element that outlines actions taken to recover from an incident to minimise disruption and recovery times.

## Definitions & Abbreviations

|  |  |
| --- | --- |
| **Term** | **Definition** |
| BCP | Business Continuity Plan |
| BRP | Business Recovery Plan |
| BIA | Business Impact Analysis |
| CMP | Crisis Management Plan |
| IRP | Incident Response Plan |
| RMA | Risk Management Assessment |
| RTO | Recovery Time Objectives |
|  |  |

## References

*Insert any documents that are referenced for the development of this BCP e.g. Incident Reports, Incident Response Plans, Crisis Management Plans, Legislative Guidelines etc.*

|  |  |
| --- | --- |
| Document Reference | Description  |
|  |  |
|  |  |
|  |  |

# ROLES & RESPONSIBILITIES

The company is to ensure that each task in the plan is assigned for completion to one of the designated roles. The company will then assign each role, or multiple roles, to one or more staff members and assign back-up staff as appropriate.

*Each role will be applicable to your organisation. The positions below provide the basic organisational framework and examples of the various responsibilities they may include.*

## *Managing Director/ Chief Executive Officer (CEO) / or most relevant senior position*

The Managing Director/CEO or most senior position has overall responsibility for development, implementation, and maintenance of the Business Continuity Plan. Specific responsibilities include but are not restricted to;

* *Providing appropriate resources to ensure the effective implementation of the Business Continuity Plan.*
* *Ensure Leaders identify and manage risks related to their relevant department’s activities*
* *Ensure there is a process for the communication of the plan*
* *Being actively involved in the Business Continuity Plan process, and*
* *Monitor compliance of the Business Continuity Plan.*
* *Brief external stakeholders as necessary*
* *Engage Legal Counsel if required*
* *Formal decisions on activating a Recovery Plan*
* *Act as primary leader for the Recovery Plan or nominate an alternative leader*

## Recovery Team Leader (RTL)

The Recovery Team Leader is responsible for ensuring the implementation of the Recovery Plan. Specific responsibilities include but are not restricted to:

* *Reports directly to the Managing Director/Chief Executive Officer or most senior position*
* *Project manage the Recovery Plan*
* *Communication of the Recovery Plan within their areas of control*
* *Ensuring all employees are aware of their Recovery Plan responsibilities*
* *Analyse facts and advise/discuss with Managing Director/Chief Executive Officer or most senior position*
* *Ensure regular updates/briefings with all key parties*
* *Management and coordination of staff/resources*
* *Develop and implement strategies to reintegrate personnel back to the workplace*
* *Monitor implementation and compliance of the Recovery Plan*

## Chief Financial Officer (CFO)

The Chief Financial Officer (CFO) reports to the Team Leader and is responsible for assisting in the implementation of the Business Recovery Plan. Specific responsibilities include but are not restricted to:

* *Reports directly to the Recovery Team Leader*
* *Provide access to funds*
* *Process insurance claims and liaise with Legal Counsel if required*
* *Process and reimburse expenses*
* *Provide expenditure estimates*
* *Asses financial risks*
* *Liaise with Bank/s*
* *Responsible for sourcing applicable Government grants, funding & support assistance*
* *Assist with Business Continuity & Recovery Plan*

## Legal Counsel

Legal Counsel is responsible for assisting in all legal aspects of the Business Recovery Plan. Specific responsibilities include but are not restricted to;

* *Reports directly to the Recovery Team Leader*
* *Review all communications and recovery activities for legal exposure*
* *Liaise with external legal advisors if required*
* *Prepare and issue media statements if required*

## HSEQ Consultant

The external consultant is responsible in assisting in the implementation of all OHS requirements of the Business Recovery Plan. The consultant shall be knowledgeable about the plan they will be implementing. Specific responsibilities include but are not restricted to;

* *Reports directly to the Recovery Team Leader*
* *Provide technical advice relating to OHS issues/impacts*
* *Liaise with regulatory bodies such as Worksafe etc.*
* *Provide access to State and National legislation as appropriate*
* *Provide Recovery Team Leader with HSEQ support*
* *Liaise with and/or engage external consultants (if required)*

## Administration Coordinator

The Administration Coordinator is responsible in assisting in the administration requirements of the Business Recovery Plan. Specific responsibilities include but are not restricted to;

* *Reports directly to the Recovery Team Leader*
* *Ensure this plan is a checklist of activities*
* *Advise team members of Recovery Plan meetings*
* *Record minutes of Recovery Plan meetings*
* *Provide support and take direction from the Recovery Team Leader*
* *Ensure that alerts or relevant information is posted on work notice boards*
* *Engage additional administrative resources (if required)*

## IT/IS Coordinator

The IT/IS Coordinator is responsible in assisting in the technical requirements of the Business Recovery Plan. Specific responsibilities include but are not restricted to;

* *Reports directly to the Recovery Team Leader*
* *Implement shared file for communications amongst the Recovery Plan Team*
* *Establish and provide IT support (all data communication links)*
* *Maintain system security*
* *Investigate software programs that can assist in the recovery plan and future business*
* *Source an alternative for storing* *digital data – e.g.: cloud computing (storing data in a server that is in a protected and secure location off site)*

## Key Contacts

A key contact list should be implemented to document both all internal and external Business Recovery Team contacts.

### Contact List – Internal

*The table below can be used to document your staff contact details. Each business will have different positions identified in its contact list.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Person** | **Contact number/s** | **Email** | **Role** |

|  |  |  |  |
| --- | --- | --- | --- |
| *Bill White* | *0400 000 000* | *Bill.White@xcorporation.com* | *Managing Director/CEO* |
|  |  |  |  |

### Contact List – External

*The table below can be used to document external services contact details. Each business will have different external suppliers and stakeholders.*

| **Contact Type** | **Organisation Name** | **Contact** | **Title** | **Phone/Mobile number** |
| --- | --- | --- | --- | --- |
| *Insurance* | *ABC Insurance* | *D Smith* | *Claims Advisor* | *0401 001 001* |
| *Telephone/internet services* |  |  |  |  |
| *Bank/building society* |  |  |  |  |
| *Accountant* |  |  |  |  |

# RISK MANAGEMENT PLANNING

[It is necessary to manage the risks](http://www.business.qld.gov.au/business/running/risk-management) by identifying and analysing the things that may have an adverse effect and by choosing the best method of dealing with each of these identified risks to minimise the impact on the business.

The following questions are to be considered:

* What could cause an impact?
* How serious would that impact be?
* What is the likelihood of this occurring?
* Can it be reduced or eliminated?

Completing a risk management assessment on the key areas of the business is recommended.

Please refer to example shown on - ***Appendix A – Risk Management Assessment***

*The attached Risk Management Assessment includes key sections which should be considered when conducting the risk assessment, it should be edited to reflect the organisations structure and activities and the nature of the incident.*

# BUSINESS IMPACT ANALYSIS

Business impact analysis is the process of gathering information to determine basic recovery requirements for your key business activities in the event of a crisis/disaster

A [Business Impact Analysis](http://www.business.qld.gov.au/business/running/risk-management/risk-management-plan-business-impact-analysis/conduct-business-impact-anaylsis) (BIA) is designed to use the information in your Risk Management Plan to assess the identified risks and impacts in relation to critical activities of your business and to assist in determining basic recovery requirements.

Critical activities are defined as primary business functions that must continue in order to support the business. The following needs to be identified and is shown on the example below:

* The critical business activities
* What the impact to the business would be in the event of a disruption
* How long could the business survive without performing this activity.

Please refer to example shown on - ***Appendix B –*** ***Business Critical Activities***

As part of the Business Impact Analysis you should assign Recovery Time Objectives (RTO) to each function. The RTO is the time from which you declare a crisis/disaster to the time that the critical business function must be fully operational in order to avoid serious financial loss.

Please refer to example shown on - ***Appendix C –*** ***Business Impact Analysis & Recovery Time Objectives (RTO)***

# INCIDENT RESPONSE PLAN

*A stand-alone Incident Response Plan should be developed to provide clear guidelines for managing the immediate impact of a significant incident upon the company and defines the process to be followed in response communication to persons and relevant authorities in relation to serious incidents, injuries and fatalities in the workplace (including travel to and from the workplace). Depending on the severity and consequence of the incident this could in the form of Crisis Management Plan (CMP) or other document the company may use.*

*Information from the Incident Response Plan will flow into this plan well analysing the impact of the incident.*

*Please reference your Incident Response Plan in this section.*

# RECOVERY PLANNING

[Recovery](http://www.business.qld.gov.au/business/running/risk-management/developing-recovery-plan) is the return to the company’s pre-emergency condition. Performing your critical activities as soon as possible after a critical incident is the primary focus.

The company should complete the plan with the intention of supporting recovery in ‘worst case’ scenarios. It can then be modified according to the degree of loss to the business. The recovery planning incorporates information from the Risk Assessments and Business Impact Analysis.

The recovery plan process should include:

* Developing strategies to recover the business activities in the quickest possible time
* Identify all resources required to recover the company’s operations
* Documenting the company’s identified Recovery Time Objectives (RTO)
* Identifying the person/s who have responsibility for each task and the expected completion date.

Please refer to example shown on - ***Appendix D – Recovery Plan***

# COMMUNICATION

Effective communication is critical to the implementation of the Business Recovery Plan. It should be prepared to ensure that it remains relevant and useful, as this is a key factor in the successful implementation of the plan.

# MONITORING & REVIEW

The company must ensure that they regularly review and update their plan to maintain accuracy and reflect any changes inside or outside the business.

# APPENDICES

## Appendix A - Risk Management Assessment

|  |
| --- |
| RISK MANAGEMENT APPROVAL |
| *Name* | *Position*  | *Company*  | *Signature* | *Approval Date* | *Review Date* |
|  |  |  |  |  |  |
|  |
| **RISK MANAGEMENT PROCESS** |
| STEP 1: CONSEQUENCE (C) - Select from table below the consequence (severity) that best describes the outcome or potential outcome of the event. |
| **CONSEQUENCE** | **Health & Safety** | **Environment** | **Community** | **Legal Compliance** | **Financial Impact**  |
| Critical  | Fatality or permanent disability or whole-body impairment > 30% | Off-site impact which may have permanent and/or irreversible effect | High level of community concern, national media interest / coverage | Serious breach of legislation resulting in prosecution / fine | Over $250,000 |
| Major | Lost Time Injury or on-going illness / health effects  | Off-site impact with some detrimental effect.  | Increased and repeated complaints. Local media coverage | Major breach of legislation resulting in prosecution and penalty / fine  | $50,001 to $250,000 |
| Moderate | Medical Treatment Injury or Restricted Duties Injury. | On-site impact across site operations | Repeated complaints from same area. Local media interest | Breach of regulation resulting in prosecution and fine  | $10,001 to $50,000 |
| Minor | Doctor/site medical centre visit  | On-site impact to a localised area  | Small number of complaints (less than 5) | Technical/legal compliance issue resulting in either a notice or fine | $1,001 to $10,000 |
| Low | First aid treatment | On-site impact with negligible impact  | Isolated complaint, no media enquiry or interest. | Minor technical/legal breach not attracting regulatory body | Less than $1000 |
|  |  |  |  |  |  |
| STEP 2: PROBABILITY (P) -Select likelihood that best describes potential outcome of the event*.*  |  | STEP 3: RISK ASSESSMENT MATRIX (C x P) – *Use the risk matrix to determine inherent risk.* |
| PROBABILITY | **Probability of the event occurring based on experience and industry norms.** |  |  | Low | Minor | Moderate | Major | Critical |
| Very Likely  | Could happen on a regular basis |  | Very Likely | M-11 | H-16 | H-20 | E-23 | E-25 |
| Likely | Not a certainty but there is a good chance of occurrence. |  | Likely | M-7 | M-12 | H-17 | H-21 | E-24 |
| Unlikely | Could occur. |  | Unlikely | L-4 | M-8 | M-13 | H-18 | H-22 |
| Very Unlikely | Could occur but not expected. (multiple failures of systems/controls.) |  | Very Unlikely | L-2 | L-5 | M-9 | M-14 | H-19 |
| Rare | Little chance of occurrence. Would require a combination of factors to occur |  | Rare | L-1 | L-3 | L-6 | M-10 | H-15 |
|  |  |  |
| STEP 4: RISK HIERARCHY OF CONTROL– Once the Inherent risk score has been calculated, apply control measures to reduce the risk to as low as is reasonably practical. A combination of controls may be necessary |  | STEP 5: DECISION MATRIX ***–*** *Determine the* residual risk once the appropriate controls have been decided, administrative or PPE controls have a minimal effect on reducing risk. |
| **Elimination** | Redesign the job to design out risks altogether is the most effective method of risk control. |  | Risk Matrix  | Action Required |
| **Substitution** | Replace materials, chemicals, plant, and equipment with less hazardous ones. |  | Extreme | Do not proceed. Senior Management review risk and work process. |
| **Isolation** | Enclosing or isolating the hazard from people can reduce the risk of injury or disease. |  | High  | Review and sign off by Line Manager/Supervisor after risk review |
| **Engineering** | Engineering controls may involve the provision of mechanical aids, barriers, guarding etc. |  | Medium | Investigate implementation of extra hard controls |
| **Administrative** | Policies, procedures, work practices, training, workplace inspections or additional supervision |  | Low | Manage by existing procedures |
| **PPE** | Last control measure to be considered or to increase protection from risk of injury or disease. |  |  |
| NOTES: |
| 1. RISK ASSESSMENT- developed using AS/NZS ISO 31000:2009 (Risk Management – Principles and Guidelines) and tailored to suit company operations
 |
| 1. RISKS ASSESSED as ‘high’ before treatment (inherent risk) are considered significant risks.
 |
| 1. RISK APPETITE - Ultimately, the Managing Director makes the final decision on deciding whether the residual risk levels are acceptable or tolerable by approving the risk register.
 |
| 1. REVIEW AND MONITORING - Review and monitoring of stated control measures will be completed by workplace observations, inspections, and audits.
 |
|  |

| Risk ID | Risk Description | Unwanted Events | Inherent Risk | Risk Treatment Measures **(Use Hierarchy of Control)** | Residual Risk | Risk Owners & Stakeholders | Legislative Requirements |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **1** | **HUMAN RESOURCES** |
| *Example* | *Unable to provide ongoing full-time work to employees* | *Loss of knowledge and expertise**Financial hardship for employees* | ***Major x Likely H-21*** | *Provide reduced hours**Job sharing where possible**Provide leave where practicable**Government support programs* | ***Major x Very Unlikely M-14*** | *Management* *Employees**Government* | *Fair Work Act 2009* |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
| 2 |  **COMMUNICATION**  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
| 3 | **FINANCIAL**  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
| 4 | **INSURANCE** |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
| 5 | **LEGAL & OTHER REQUIREMENTS** |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
| 6 | **MANUFACTURING/PRODUCTION** |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
| 7 | **MARKET ANALYSIS** |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
| 8 | **SUPPLY CHAIN** |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
| 9 | **IT SYSTEMS & DATA** |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
| 10 |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |
|  |  |  | Choose an item. |  | Choose an item. |  |  |

|  |  |  |  |  |  |
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| Revision No: | **1** | **2** | **3** | **4** | **5** |
| Last review / update and any comments |  |  |  |  |  |

## Appendix B - Business Critical Activities

In the following table, list the business activities that must be performed to ensure your business continues to operate effectively. If you have several business units/departments, complete one table for each.

|  |  |
| --- | --- |
| Business Activity Name: | ***EXAMPLE ONLY – REMOVE BLUE TEXT WHEN COMPLETING*** |
| Business Activity Description:  | *Production of customised widgets for individual customer orders* |
|  |  |
| **What are the losses if the business activity could not be provided?** |
| Loss of Revenue: | *$7,500 per week* |
| Increased Costs: | *$ N/A* |
| Staffing: | *Production staff numbers will need to be reduced* |
| Product / Service: | *Number of widgets available for sale will be reduced until production resumes* |
| Fines or Penalties due to Missed Deadlines: | *N/A* |
| Legal Liability, Personal Damage, Public Harm: | *N/A* |
| Loss of Goodwill, Public Image: | *Will occur if unable to meet current client orders* |
|  |  |
| Comments: | *Current stocks will meet demands for up to 2 weeks* |
|  |  |
| **For what maximum amount of time could this business activity be unavailable (either 100% or partial) before the losses would occur?** |
| Hours: |  |
| Days: |  |
| Weeks: | *2* |
| Months: |  |
|  |
| Comments: | *If stock is not produced for more than 2 weeks the business will lose sales and customers will source alternative widget manufacturer* |
|  |
| **Does this activity depend on any outside service or products for its successful completion?** |
|  No ** Yes |
| If yes, check on of the following: |
| ** Sole Supplier  Major Supplier  Many Alternate Suppliers |
|  |
| Comments: | *If production is lost, standing order with the supplier will need to be adjusted to prevent build-up of excess widget material* |
|  |
| **On a scale of 1 to 5 (1 being the Most Important, 5 being the Least Important), where would this business activity fall in terms of being important to the operation of your department or business?** |
| ** - 1  - 2  - 3  - 4  - 5 |
|  |
| Comments: | *Widgets production is the primary activity of the business* |
|  |
| Complete By: | Date: |

## Appendix C - Business Impact Analysis & Recovery Time Objectives

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Critical Business Activity** | **Description** | **Priority** | Impact of loss***(describe losses in terms of financial, staffing, loss of reputation etc)*** | RTO***(critical period before business losses occur)*** |
| ***EXAMPLE ONLY – REMOVE BLUE TEXT WHEN COMPLETING****Production services* | *Production of customised widgets for individual customer orders.* | *High* | * *reduced $7,500 revenue per week*
* *build-up of stock and inventory related to slow-down in orders for design and production services*
* *customers will source alternate suppliers*
* *unable to meet business overheads e.g.: rent, staff wages*
* *potential job losses (after 2 weeks).*
 | *2 weeks* |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

## Appendix D - Recovery Plan

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Critical Business Activities** | **Preventative/Recovery Actions** | **Resource Requirements/ Outcomes** | **Recovery Time Objective** | **Responsibility** | **Completed** |
| ***EXAMPLE ONLY – REMOVE BLUE TEXT WHEN COMPLETING****Production Services - halted* | * *re-assess financial position of business including cash flows due to loss of revenue to meet minimal overheads*
* *minimise overheads – review expenses and develop plan of action to reduce fixed and variable overheads include reduction of casual and permanent staff hours*
* *negotiate with suppliers to prevent build-up of materials and reduce costs*
* *source alternative production site*
* *diversify product range and services offered e.g. repairs and restoration.*
 | * *put aside cash reserves to cover costs*
* *reduce costs where able*
* *research new products and services*
* *identify alternative production site.*
 | *2 weeks* | *Business owner/ operator* | *0/0/0* |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
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