

Rural

Business Continuity Plan



Planting the
Seeds for
Resilience





EMERGENCY MANAGEMENT
SOUTHLAND
Te Rākau Whakamarumaru Murihiku



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Introduction

Emergency Management Southland has developed this business continuity template to help Southland rural businesses develop their own Business Continuity Plan.

The purpose of this template is to record key business information and contacts which family members, decision makers and employees involved in your business may need in the event of an emergency. While recording your information, you should identify areas to be improved upon now, in terms of planning, training, resources and information. It is important to develop your business continuity plan with your family and to consult with your staff, contractors and main suppliers.

Some pages of this plan will need to be duplicated to list various suppliers and staff contacts.

What is business continuity?

Business continuity is about being prepared to manage any disruption to your business to ensure the continuity of operations/services.

You want your employees to know that you can provide "business as usual" even if others around you are experiencing difficulties.

The disruption to your business could be caused by an emergency such as a flood, or a critical input disruption like an extended electricity blackout.

Your business could be affected in isolation (that is, agricultural businesses are trading as normal), or as part of a community/region-wide event.

What is a Business continuity Plan?

A Business Continuity Plan includes any documents and arrangements you've made, to manage any disruptions, so your business can continue operating.

Why should I prepare a Business continuity Plan?

By being prepared, your business will be more likely to survive an adverse event or critical input disruption.

Your staff, key customers and insurer may also like to know you have a Business Continuity Plan. This will give them more confidence that your business is well organised and able to withstand business disruptions.

Business continuity planning will also help you to better understand your business, and its vulnerabilities so you can better manage them.





Tokanui – Gorge Road Highway 2013

What are the major risks in Southland?

Southland businesses are subject to a wide range of significant natural, man-made and biological hazards, including:

Natural hazards

Floods, storms, snow, earthquakes, tsunamis, rural fires, human pandemics, animal epidemics and drought.

Man-made / technological hazards

Lifeline utility failure¹, hazardous substances spill, major transport accident, closed highway access to Southland, criminal act/terrorism, building fire, and animal and plant diseases and pests.

Highest Risks

Workshops with technical experts, and scientific and historical data have been used to analyse the likelihood of hazards occurring and the risk posed by each hazard.

River flooding caused by localised heavy rain poses the highest risk in Southland. With the Waiau, Oreti, Aparima, and Mataura Rivers and their tributaries, there is an ever present threat from flooding. An Alpine Fault earthquake could prove to be the most destructive hazard we face as the table below shows.

¹ For example, electricity failure, communications failure, water failure, effluent/sewage shutdown, road/rail failure, fuel supply disruption



Know your Risks

What could happen that would significantly disrupt your rural business? Below are examples of disruptions that may complicate the implementation of your Business Continuity Plan.

Disruption	RISK to your business
Flood	Loss of livestock Damage to infrastructure Owners/Employees homes flooded Unable to get stock/product to market Damage to factory and office Unable to get raw materials Staff unable to get to work
Electricity Failure	Unable to run machinery Unable to run the office Computers won't run email/website down
Wind	Damage to plant and infrastructure Long term loss of electricity Availability of spare parts

Disruption	RISK to your business
Freight	Unable to collect product and/or receive goods Storage overflow Animal welfare
Communications failure	No telephones to contact suppliers/customers No internet/website
Earthquake	Building Damage Infrastructure failure Access to the property may be limited
Fire	Building loss Total loss of production Loss of office and paper records Loss of computer records
Water shutdown	Unable to run cooling or cleaning Unable to water livestock Effluent/Sewage failure
Effluent shutdown	Unable to use facility – health hazard Biosecurity spills / contamination
Snow	Unable to feed livestock Staff unable to get to work
Human Pandemic	Staff illness Restrictions on people getting together Suppliers may also be affected
Animal Epidemic	Movement of freight/livestock may be restricted



Risk Assessment Matrix

Using your list of potential hazards and critical assets, you are now ready to begin to prioritize things and assess where your business is vulnerable to disruption. For each of the six categories, you will decide the level of impact each of the hazards will have on your business.

Before completing your Risk Assessment Matrix you need to understand the difference between the levels of impact. Below the levels are discussed and listed in order of escalation.

- **Negligible** – limited to no operational disruptions or property damage
- **Marginal** – a hindrance that may affect operations without shutting down, you have no minor damage, it may be an occurrence in the surrounding neighborhood
- **Critical** – temporary disruptions of service or major damage to the facility, impacts are to the community
- **Catastrophic** – a emergency event that affects entire regional community causing service disruptions and forces closure of building(s). This is an event of large proportions. It can include complete destruction, multiple injuries or deaths, and a regional event which means limited or no outside resources available for prolonged periods of time.

The table on the following page will help you to determine and prioritize your Business risks. General types of events are listed on the left side. There are additional spaces provided to customize for your business needs.

Begin with the first listed emergency event, Alpine Fault – ground shaking. Circle the number in each asset area to score how the hazard would likely impact your business. Complete the other rows then total your numbers for both columns and rows.

As the last step, prioritize which areas should be addressed first, based on highest vulnerability, and then assign each column with your priority number 1-6.

From: *7 Steps to an Earthquake Resilient Business*, Earthquake Country Alliance, www.earthquakecountry.info/roots/



Risk Assessment Matrix							
Type of Event / Hazard	Impact to Critical Assets						
	People	Building	Equipment	Data	Inventory/Product	Operations	Total Score
	1=Negligible 2=Marginal 3=Critical 4=Catastrophic	1=Negligible 2=Marginal 3=Critical 4=Catastrophic	1=Negligible 2=Marginal 3=Critical 4=Catastrophic	1=Negligible 2=Marginal 3=Critical 4=Catastrophic	1=Negligible 2=Marginal 3=Critical 4=Catastrophic	1=Negligible 2=Marginal 3=Critical 4=Catastrophic	
Alpine Fault	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	
Animal Epidemic	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	
River / Stream Flooding	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	
Drought	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	
Electrical Failure	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	
Tsunami	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	
Communications Failure	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	
Distant Tsunami	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	
High Winds	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	
Snow	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	
Wind	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	
²	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	
	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	
Totals							
Priority							

² Other hazards to consider include: Fuel Supply Disruptions, Coastal Erosion, Fire, Transport Interruptions, Landslides, Storm Surge/Tidal effects, Water shutdown, Effluent/sewage shutdown, Human Pandemic.



Activation Points

This Business Continuity Plan is be activated if any of the following triggers occur:

ACTIVATION POINTS
1. Loss of Power
2. Loss of supplier
3. Shutdown or plant malfunction
4. Loss of Internet
5. Loss of key personnel
6. Loss of a significant quantity of operational personnel
7.
8.
9.
10.

Notes:



Critical Assets

If these items are taken away, it would drastically affect or harm your business or cause a major disruption to operations. What does your business need to operate?

People (employees, consumers, family members, Trust members, clients, etc.)	
Building (physical structures, storage facilities, farm buildings, office facilities, etc.)	
Product / Inventory (stock [feed, fuel], Water supply, Household supplies, veterinary supplies stored on site, etc.)	
Computer Equipment (computers, software, servers/network, specialty tools, etc)	
Data (documents, payroll, files, vital / pedigree records, server back-up tapes, etc)	
Plant, Machinery, Equipment (specialty tools [stock feed-out trailers], agricultural equipment, etc.)	
Furniture and Fixtures (office furniture, audiovisual equipment, etc.)	
Other (Suppliers [Lifelines, Agricultural], Processing Companies, Maintenance Companies, etc.)	



Identifying your critical supplies/resources

Below are examples of critical inputs that may be required by your business to continue operations.

Key Products and Services	CRITICAL INPUTS
Production of Core product	Electricity Water supply for stock and plant Staff to do the work Buildings Plant Spare parts for plant Freight and Road access Suppliers / Processors
Sales	Telephone Internet banking/invoicing Competent staff Processing Companies Computer back up to hard drive - weekly
Supplier A – Electricity Co	Continuity of supply Overhead lines Restoration to remote locations
Supplier B - Communications	Internet Telephone Banking Radio / TV Business Continuity Plan Restoration to remote location
Supplier C – Consumable supplies	Daily farm consumables Regular maintenance items Household goods and consumables
Freight – Tanker, Livestock, Goods	Exclusive contract Good Business Continuity Plan Reliable Farm to Processor - product / livestock Supplier to farm - goods / livestock



Key Business Information and Contacts

At a glance reference, current and contingency business information including nominated emergency decision makers.

Primary Business Site

Business Name			
Address			
Town		Postal Code	
Province			
Legal Land Description			
Telephone Number			
Mobile Number			
Fax Number			
Email Address			

Secondary Business Site

Business Name			
Address			
Town		Postal Code	
Province			
Legal Land Description			
Telephone Number			
Mobile Number			
Fax Number			
Email Address			

The following person(s) are the business owner(s). If these person(s) are unable to manage the business during an emergency, a nominated person will assume management duties.

Owner / Manager
Certifications (Check)
First Aid
CPR
Other

Nominated Person
Certifications (Check)
First Aid
CPR
Other



Health Profile ³
Telephone Number
Mobile Number
Email Address

Health Profile ³
Telephone Number
Mobile Number
Email Address

Staff Notification

Staff should be regularly updated on business operational status including whether they should report to work, what work conditions are like, alternate work sites and plans, plan triggers etc.

Notification		
Staff will be notified by:		Staff Member Responsible For Notification
<input type="checkbox"/> Phone Tree <input type="checkbox"/> Email <input type="checkbox"/> Text Message <input type="checkbox"/> Automatic Notification System		
		Telephone Number
		Email Address
Staff will respond by:		
<input type="checkbox"/> Phoning in live person <input type="checkbox"/> Email in / reply <input type="checkbox"/> Text Message in / reply <input type="checkbox"/> Other		Plan Trigger(s)
Staff Member(s) to Notify		
Name	Phone Number(s)	Email address

³ Current Medication, vaccination, allergies



Employee Contact Information

(fill one sheet per person)

Gather information on all employee including family members so that each person can be contacted by the owner / manager or nominated person. Maintain an up-to-date copy of contact information for each employee in an accessible and secure location.

Name			
Key Responsibilities			
Home Address			
Town/City			
Province			
Home Phone		Mobile Number	
Home Email			
Emergency Contact's Name		Relationship	
Emergency Contact's Phone		Alternate Number	
Certificates	First Aid CPR Other		
Health Profile ⁴			
Other Information			

⁴ Include special medication needs, vaccination records etc.



Emergency Staff Contact Information

The following is a list of temporary employees or volunteers who could be contacted if needed during an emergency event.

Name	Phone	Mobile Phone	Email	Job(s) can do



Key Contacts and Suppliers

(fill one sheet per contact/supplier)

List the key contacts for administration of your business such as your bank, your creditors, your insurance agent, accountant etc. They also include services in the community you may need to help you resume operations, such as utilities, emergency responders, business partners and business organisations. Your key customers are an essential part of this list.

Type:

- | | |
|---|--|
| <input type="checkbox"/> Accountant | <input type="checkbox"/> Insurance Company (Health Claims) |
| <input type="checkbox"/> Bank | <input type="checkbox"/> Transport Carrier |
| <input type="checkbox"/> Creditor | <input type="checkbox"/> Telephone Company |
| <input type="checkbox"/> Contractors | <input type="checkbox"/> Electrical Company |
| <input type="checkbox"/> Veterinarian | <input type="checkbox"/> Gas Company |
| <input type="checkbox"/> Technicians | <input type="checkbox"/> Water Supplier |
| <input type="checkbox"/> Lawyer | <input type="checkbox"/> Fuel Supplier |
| <input type="checkbox"/> Insurance Agent / Broker | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Stock Feed Company | |

Company Name			
Your Account No.			
Materials / Services Provided			
Company Address			
Town / City			
Main Company Phone			
Primary Contact		Title	
Primary Contact Phone		Primary Contact Mobile Phone	
Primary Contact Email		Primary Contact Fax	
Alternate Contact		Title	
Alternate Contact Phone		Alternate Contact Mobile Number	
Alternate Contact Email		Alternate Contact Fax	
Website Address			
Other Information			
Alternate Provider of this Service / Product			



Insurance Coverage Discussion Form

Use this form to discuss your insurance coverage with your agent. Having adequate coverage now will help you recover more rapidly from an emergency event.

Insurance Agent				
Address		Contact Name		
Town / City	Postal Code	Contact Phone Number		
Telephone Number	Fax Number	Contact Emergency Number		
Website Address		Contact Email Address		
Insurance Policy Information				
Type of Insurance	Policy Number	Deductibles	Policy Limits	Coverage (General Description)
Emergency Related Insurance Questions				
Do you need Flood Insurance? <input type="checkbox"/> Yes <input type="checkbox"/> No		What perils or causes of loss does my policy cover?		
Do you need Earthquake Insurance? <input type="checkbox"/> Yes <input type="checkbox"/> No		How will my property be valued?		
Do you need Business Income and Protection Insurance? <input type="checkbox"/> Yes <input type="checkbox"/> No		Does my policy cover the cost of required upgrades to code? <input type="checkbox"/> Yes <input type="checkbox"/> No		
How much insurance should I require?		What does my policy require me to do in the event of a loss?		
What type of records and documentation will my insurance company want to see?		Am I covered for lost income in the event of business interruption because of a loss? Do I have enough coverage? For how long is coverage provided? How long is my coverage for lost income if my business is closed by order of a civil authority?		
To what extent am I covered for loss due to interruption of power? Is coverage provided for both on and off premises power interruption?				
How will my Business Continuity Plan affect my rates?		To what extent am I covered for reduced income due to customers' not all immediately coming back once the business reopens?		
Notes				



Essential Operations

Use this form to identify what operations are critical to the survival of the business.

The following are some key questions to help you decide what they are:

- What are my most critical and time sensitive operations?
- How much down time can I tolerate for each operation?

Operation			
Priority	<input type="checkbox"/> Critical (requires resumption immediately or within 24 hours) <input type="checkbox"/> Vital (requires resumption within 72 hours) <input type="checkbox"/> Necessary (requires resumption within 2 weeks) <input type="checkbox"/> Desired (could be delayed for 2 weeks or longer but are required to resume after crisis)		
Person in charge		Alternate	
Timeframe or Deadline			
Key Supplies / Equipment		Key Suppliers / Contractors	
Who else can perform this operation? (List all that apply)			
Family Member or Employee(s)			
Vendor(s)			
Procedures to restart operation after minimal emergency impact:			
Procedures to completely restore operation after a significant emergency impact:			
Brief description of procedures to complete operation:			



Developing continuity strategies to operate your business

Below are examples of contingency strategy to restore each key product and service to your maximum acceptable outage.

Key Products and Services	Continuity Strategy
Loss of Electricity – short term	Wait for power to come back on
Loss of Electricity – long term	Source generator – Hire Firm
Loss of water supply	Install 30000 litre water tank
Staff	Source reliable employment company
Buildings	Operate from an alternate location
Plant	Database of plant suppliers
Consumables	Database of suppliers
Freight	Database of suppliers
Suppliers	Source alternative suppliers
Telephone – power outage	Source analogue phone
Telephone – loss of connection	Cell phone/Satellite phone
Internet Banking	Retain ability to do manual sales/banking
Staff	Have a competent casual available at short notice
Processors	Review their BCP's annually
Suppliers	Review their BCP's
	Investigate temporary alternative sources
Freight	Use own vehicle for freight
	Employ Part timer to cover
Sewerage Problems	Hire Portable Toilets



Computer Inventory Form

Use this form to:

- Log your computer hardware serial and model numbers. Attach a copy of your vendor documentation to this document.
- Record the name of the company from which you purchased or leased this equipment and the contact name to notify for your computer repairs.

Make additional copies as needed.

Keep one copy of this list in a secure place on your premises and another in an off-site location.

Hardware Inventory					
Hardware (central processing unit (CPU), monitor, printer, keyboard, mouse, external storage device, plus description)	Model Purchased	Serial Number	Date Purchased	Company purchased or leased from	Cost

Software Inventory					
Name of Software	Version	Serial / Key Number	Disc or Download	Date Purchased	Cost



Information Technology Security

Data security and backup should be an ongoing process; however, it is crucial before an emergency. If you use a contractor for your IT support, they should be included in your business continuity planning. Identify the records that are essential to perform your critical functions. Vital records may include employee data, payroll, financial and insurance records, client data, legal and lease documents. Are any impossible to re-create? Are copies stored offsite?

Data Security and Back-Up	
Lead Staff or Contractor:	Emergency Contact Telephone No.
Email:	Alternate Contact Telephone No.
Back-Up records are stored onsite here:	Back-Up records are stored offsite here:
Virtual records are stored here:	Virtual back-up contact:
If our Virtual records are destroyed, we will provide for continuity in the following ways:	

Information Technology Asset Security	
Lead Staff or Contractor:	Emergency Contact Telephone No.
Email:	Alternate Contact Telephone No.
Key Computer Hardware:	To protect our computer hardware, we will:
If our computers are destroyed, we will use back-up computers at the following locations:	



Alternate / Temporary Location

(fill one sheet per business component requiring an alternate location)

Determine if it is possible to set up an alternate or temporary location if your primary site is unavailable. Could this site become your new primary site? Do you have multiple locations in which you can condense work operations? How much work (if any) can be done virtually? Does your business have options for relocation in the same area? Would a work-from-home strategy work for your organization? What pre-agreements would you need for these options?

Component of business being relocated: e.g. shearing shed, dairy shed

Component of business being relocated: e.g. shearing shed, dairy shed

Alternate Location	
Address	
Town	
Province	
Postal Code	
Telephone Number	
Is there a pre-arrangement in place?	
Point of Contact	
Contact Name	
Telephone Number	
Mobile Number	
Email Address	

Second Alternate Location	
Address	
Town	
Province	
Postal Code	
Telephone Number	
Is there a pre-arrangement in place?	
Point of Contact	
Contact Name	
Telephone Number	
Mobile Number	
Email Address	



Site Assessment
Type of operation to take place here
Number and type of staff to work here
Supplies/equipment already in place at this site
Supplies/equipment that would be needed
Time to set up operations
Length of time to stay on this site
Possible hazards in the area
Notes

Site Assessment
Type of operation to take place here
Number and type of staff to work here
Supplies/equipment already in place at this site
Supplies/equipment that would be needed
Time to set up operations
Length of time to stay on this site
Possible hazards in the area
Notes



Continuity of Management Plan

You can assume that not every key person will be readily available or physically at the facility after an emergency. Ensure that recovery decisions can be made without undue delay. If relevant, consult your legal department regarding laws and corporate bylaws governing continuity of management.

Establish procedures for:

- Assuring the chain of command
- Maintaining lines of succession for key personnel

Policy Statement Regarding Continuity of Management			
Leader Name			
Address		Successor Name	
Town	Postal Code	Successor Telephone No.	
Phone No.	Mobile No.	Successor Email	
Email		Relationship to Leader	
Leader Name			
Address		Successor Name	
Town	Postal Code	Successor Telephone No.	
Phone No.	Mobile No.	Successor Email	
Email		Relationship to Leader	



Plan Review

Copies of this plan are stored at:

a. _____

b. _____

This plan will be updated again on:

Date

Month

Year

Signed

