



**Community**  
Underwriting

# PREPARING A BUSINESS CONTINUITY PLAN

## A resource to help not for profits prepare for and manage the impacts of an incident or crisis

Although not necessarily driven by the same imperatives as commercial businesses, not for profit organisations still face the potential for significant disruption following major crises such as fires, weather events, terrorism, serious injury or even minor incidents such as power outages or computer glitches.

Business continuity planning prepares your organisation to manage the response and recovery after an incident or crisis to ensure that you can continue to operate effectively.

A well-constructed plan is a collection of instructions, documents and processes that:

- Facilitates quick decision making;
- Reduces disruption and down time to the operations, employees and the people that you provide services to;
- Minimises potential loss and risks; and
- Increases recovery capability.

### Ownership of the plan

The Board and senior management are responsible for creating and maintaining a robust and effective business contingency planning process.

It should be driven by the Board and Executive with sufficient resources allocated to the development, execution and updating of continuity plans.

Business continuity planning must involve all key areas of the organisation including operational, IT, human resources and marketing.



## Preparing a plan

Conduct an impact analysis.

Identify and quantify the potential impacts of an incident, interruption or disruption.

- Useful inputs include any risk assessments or reviews previously undertaken, with internal and external risks identified from the organisations risk register.
- Identify physical risk attributes for all critical business premises and surrounding areas as well as geographical diversity.
- Identify, document and prioritise critical assets, functions, personnel and activities.
- What are the processes and information necessary to operate and deliver services to an acceptable level during and after an interruption?
- What are the recovery times necessary to minimise impact on the organisation and/or the delivery of services?
- Assessment of potential short and/or long-term alternative premises for continuing operations.
- What opportunities exist to operate from mobile locations or employee homes?
- What back-up and redundancies are built into systems, processes and suppliers (particularly IT) that significantly minimise any potential impacts?
- What manual processes can be activated when there is no access to facilities, power or IT systems?
- Identify any critical financial impacts and alternative source of funds that may be required.
- Analyse any interdependencies between functions that may increase the potential for disruption.
- What insurance is in place and how would this provide funding and resources to manage the impacts of the incident?
- Consider the impact of an incident that does not directly affect the organisation but has an impact on the supply of goods and services, access to your premises or offsite data / asset storage.



## Common elements of a plan

### Response phase

Planned responses as the incident happens and immediately after.

Actions taken for incident management addressing containment, limiting loss of life or property as well as preventing escalation of any incident.

- What are the actions to be taken, the people involved, the roles, authorities and resources required depending upon the incident?
- Implementation (as appropriate) of emergency evacuation procedures, warning systems, and shut down procedures.
- Activation of the crisis management / incident response team involving representatives from all key areas with specific responsibilities for containment, control and minimising impacts.
- Securing the site and critical assets, damage, hazard and salvage assessment.
- Ongoing access management including liaison with relevant authorities.
- Identification of alternate site(s) for crisis co-ordination and continuing operations with immediate access to power, internet, telecommunications and emergency provisions.
- Initial access to critical assets and information.
- Access contact lists of stakeholders that may be affected by the incident including employees, volunteers, clients, suppliers and your insurance broker / insurers.

### Recovery phase

Actions and processes to recover or partially restore critical activities within a predetermined timeframe after a crisis or disaster.

- Identifying partnerships for sharing or outsourcing of activities and resources with similar organisations.
- Identification of alternative site(s) for continuing operations, implementation of employee work from home / agile working strategies.
- Replacement strategies for critical assets and urgent restoration of key systems and processes.
- IT recovery plans for reinstatement of systems and information from back-up resources.
- Technology and processes required to enable communication to all key stakeholders of initial impacts, restoration plans and ongoing timelines.
- Access to additional funding from financial institutions or other stakeholders to ensure liquidity during the period of disruption.
- Potential for insurance recoveries to replace damaged assets, compensate for additional costs / business interruption and/or access to crisis consulting resources.



## Training, testing and maintenance of the plan

A plan that is documented, easy to follow / understand and accessible remotely

- Induction of employees and volunteers to understand their roles and how the organisation will respond to an incident or crisis.
- Desktop or formal testing and practice drills.
- Annual review to reflect changes to processes, key employees and volunteers as well as new services and activities.
- Review against any changes to legislation.
- Research new processes and technologies to improve business recovery.
- Recording learnings from any incident to provide an opportunity to revise and update your plan and/or make changes to systems and processes.



**Community**  
Underwriting

**Making a real difference to the way insurance is provided  
to the Not for Profit sector**

Community Underwriting are specialists in charity insurance, Not For Profit insurance and insurance for community organisations. We offer a range of insurance solutions customised to meet the needs of community organisations.

Call us: 02 8045 2580 Email us: [enquiries@communityunderwriting.com.au](mailto:enquiries@communityunderwriting.com.au)

[www.communityunderwriting.com.au](http://www.communityunderwriting.com.au)

AFS No 448274 ABN: 60 166 234 715