**BUSINESS RECOVERY AND CONTINUITY PLAN**

October 2020

# Background

New South Wales State Sporting Organisation (SSOs) boards and management (whether paid or volunteer) should turn their minds towards governance for recovery and not lose sight of their overarching role and responsibility for good organisational governance, purpose and strategic direction and planning.

There are many learnings from COVID-19 for boards and management of SSOs. Some areas for review for SSOs include:

# Planning

* How SSOs plan for future disasters/pandemics will have direct implications on the continuity and recovery of their sport as well as their long-term viability and sustainability.
* Crisis management plans (CMP) and business continuity plans (BCP) should be developed or reviewed and updated to reflect learnings from COVID-19. These plans should be updated frequently, to capture new information and COVID-19 measures around sport sector standards, best practice and any vulnerabilities or structural changes caused by COVID-19.
* In responding to the impact of COVID-19, what was done well and what was done poorly by your organisation?
* SSOs should review existing plans and develop new robust plans including a Sport BCP and Disaster Recovery Planning (DRP) to all operational areas of the sport business?

# Risk Management

* COVID-19 has caused significant risks to SSOs including financial stability, decline, suspending or terminating operational capability, decreased capacity to meet contractual obligations and commercial relationships and workforce layoffs.
* Risk management is a director and board responsibility. SSOs must 'speed up' day-to-day risk management to be more dynamic and forward-looking. It must remain relevant and play a more frontline role in general management and decision making by directors and boards of SSOs.
* Does your risk management framework cater for once in a generation events like COVID-19?
* Did COVID-19 highlight other risks, such as sport delivery, supply chain, operating model, financial or personnel risks that should be addressed by your sport?
* Can WH&S policies be updated as a positive long-term shift rather than a temporary reaction to COVID-19?

# Financial resilience

* Consolidating the SSO’s financial position is critical during times of crisis. This requires consideration around existing and future sources of funding as economic and political climates shift in response to COVID-19.
* SSOs should access their short, immediate, and long-term financials?
* Questions to ask include:
  + Review our operating model to better understand and be aware of their current trading and cash flow position.
  + What is our funding mix and how has COVID-19 impacted this?
  + What is the relative reliance on membership fees, government grants, corporate support, donations and philanthropy and event fundraising? Will support-in-kind become just as valuable as financial donations?
  + Is there sufficient cash to pay costs over the short and long term? Is it prudent to cut non-essential and discretionary expenditure?
  + Is it possible to move accepting income online?
  + Should we consider philanthropy or fundraising events as income streams other than direct sponsorships?
* What innovation initiatives can be developed and implemented to support and retain employees and members in the face of any future constraints?
* SSOs must regularly review cash reserves and understand what amounts are tied to grants and what amounts can be drawn upon if required. A detailed understanding of expenses in the sport business is critical, so decisions can be made on where to adjust spending to improve the forecast cash position.
* Within the risk management decision-making and reporting framework SSOs should regularly analyse their financial health.
* Making profits and accumulating wealth to invest in survival during the next disaster could be the new ‘norm’.

# Other SSO considerations

## Stakeholder relations and external communications

* COVID-19 has exposed the importance of SSOs relying on continued support from key stakeholders, whether in the form of financial support from members, sponsors, government, and pro-bono partners maintaining their existing commitments or engaging in productive dialogue with government and regulators.
* Boards must be more mindful of competing stakeholder expectations and ensuring an effective communication strategy is in place.
* What are stakeholders focused on? Does their focus align with your sport’s purpose, strategy, and business plan? The answer may be different for each stakeholder ranging from the interests of clients, employees, volunteers, sponsors to community partners.
* Will stakeholders support the SSO changing its focus, whether temporarily or permanently? Are they adequately updated on any significant changes to our organisation?
* Does the communication strategy focus both on the immediate response to the crisis, as well as longer term and post-COVID-19 purpose and strategy?
* Is the sport maintaining regular engagement with key regulatory agencies e.g. ACNC, ATO, ASIC and State OFT/Consumer Affairs – to ensure that any changes in regulatory focus do not come as a surprise?
* Is the sport complying with new and changing regulatory responses to COVID-19 whilst continuing to comply with existing legal and regulatory requirements?

## Digital presence, technology capabilities and cybersecurity

* SSOs must have a strong digital presence and technology capability.
* Does the sport’s technology platform support remote, flexible, or work from home arrangements for personnel (employees and volunteers)?
* Is the sport cyber secure to protect the organisation and its personnel?
* How have member behaviours changed – or digitisation trends been accelerated – because of COVID-19?

## Strategic partnerships and other opportunities

* Are there strategic partnerships – possibly with other SSOs, NFPs or community partners – that will support and strengthen the SSO into the future? This may deliver benefits ranging from consolidating and strengthening sport product and supply chains, cost reductions and the sharing of knowledge, expertise, or resources.
* Should your sport restructure? Reducing the number of ancillary services which are already better served by other SSOs or other NFPs organisations may resharpen the focus on core strategy and mission statement.
* Has COVID-19 presented any opportunities or challenges unique to our sport sector or organisation? How can your sport leverage or overcome these?
* SSOs should review and update existing SSO strategic and business plans to reflect the short-term impact of COVID-19 and changes to their organisation's operating environment, especially around changes in the focus and expectations of the community, members, and volunteers.
* SSOs should refocus their attention on their primary governance role. SSO boards must look forward and plan the 'road to recovery', ensure their mission statement, purpose and strategic direction remains fit for purpose and maintain adequate oversight and management of key risks and opportunities for the organisation beyond COVID-19.

# Introduction

This resource has been prepared by the NSW Office of Sport to assist State Sporting Organisations (**SSOs**) develop an organisational COVID-19 Recovery Plan (**RP**) and a Business Continuity Plan (**BCP**). The RP will seek to explain how to develop and implement a recovery plan for the organisation. The main goal of a BCP is to protect personnel and assets, both during and after an emergency. The document will assist SSOs to implement a process to develop, test and update either their current business continuity plan or, show them how to develop one.

The document has been designed specifically for sport. It is a governance document and your board should take ultimate responsibility for it. It should however be able to be used by volunteers and staff alike.

As with any legal document, this does not replace obtaining legal advice on your specific requirements.

Key definitions

**Business continuity planning** is the process of creating systems of prevention and recovery to deal with potential threats to an organisation. In addition to prevention, the goal is to enable ongoing operations before and during execution of disaster recovery.

**Consequence** is the outcome of an event affecting objectives.

**Crisis** means a time of intense difficulty or danger.

**Crisis management** is the process by which an organisation deals with a disruptive and unexpected event that threatens to harm the organisation or its stakeholders.

**Disaster** means a sudden accident or natural catastrophe that causes great damage or loss of life.

**Likelihood** is the chance of something happening.

A **recovery plan** should enable an effective response if a crisis affects your organisation. It should shorten recovery time and minimise losses. A recovery plan contains information relating to planning for recovery as well as the resumption of critical business activities after a crisis has occurred.

**Risk** is the effect of uncertainty on objectives.

**Risk management** are coordinated activities to direct and control an organisation with regard to risk.

**Stakeholders** are persons and organisations that can affect, be affected by, or perceive themselves to be affected by, a decision or activity.

**Standard** means ISO 31000:2018 Risk management.

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# Business continuity planning

Business continuity planning involves developing a practical plan for how your sport can prepare for, and continue to operate after an incident or crisis. A BCP will help you to:

* identify and prevent risks where possible
* prepare for risks that you can't control
* respond and recover if an incident or crisis occurs.

Preparing a BCP will help your sport recover more quickly if an incident does happen. You may not be able to predict every kind of incident that could threaten your organisation, but you can develop a plan that covers a range of incidents (e.g. natural disasters, computer problems, staffing issues).

To get the most out of a BCP, a schedule for testing and updating it should be included, making sure you consider any changes to operations, the sports industry or the location you operate in.

# What should be in a BCP?

A BCP should form part of the organisation’s business plan. It should contain all of the information the sport needs to be operational running again after an incident or crisis.

The size and complexity of a BCP will depend on your sport. It will typically include the following sections:

* an introduction, with distribution list, executive summary, objectives and glossary
* a risk management plan with business impact analysis
* an incident response plan, with plan activation, incident response team, communications and contact list
* a recovery plan
* a test, evaluate and update schedule.

## Introduction

The introduction section of a BCP should include information on the distribution of the plan, its objectives and a summary of common terms used in the plan. The following are some of the key aspects of the introduction section.

Distribution list

The distribution list details:

* where copies of the BCP are stored (including e-records stored off-site), in case the original copy is destroyed or unreachable in an incident
* who needs a copy of the plan
* any other associated documents and plans (e.g. an evacuation plan) and checklists for specific incidents (e.g. natural disasters, pandemics).

Executive summary

The executive summary provides an overall picture of the BCP. It includes information on your priorities and an overview of what you will need to do to continue if your business is affected by an incident. The executive summary section is often written last, when you have assessed the potential risks to your business and developed some strategies for dealing with them.

Objectives

The objectives section outlines what you hope to achieve with your BCP and helps your personnel understand what is expected of them in the event of an incident.

Glossary

The glossary explains terms, definitions and acronyms used throughout your BCP.

Risk management plan

The risk management plan identifies critical business activities. It assesses the risks to your sport and the strategies needed to minimise the impacts they could have. The risk management plan:

* lists the potential risks for your business
* analyses the likelihood of the risks happening
* evaluates the consequences of the risk happening
* ranks the risks that need to be dealt with in order of priority
* identifies ways of managing risks.

Business impact analysis

A business impact analysis identifies the activities in your business that are key to its survival, also known as critical business activities. It also helps you identify:

* the resources needed to support each activity
* the impact of ceasing to perform these activities
* how long your business could cope without these activities.

Incident response plan

Your incident response plan contains all the information you will need to respond immediately before and after an incident or crisis. The plan may also have associated documents or plans attached to it (e.g. an evacuation plan).

Depending on the size of your business, your incident response plan may include the following sections.

* Plan activation: The opening section of an incident response plan should include a clear statement of the circumstances when the plan will be activated, such as a natural disaster. It also includes details of which personnel are authorised to activate the plan.
* Incident response team: Putting together an incident response team will depend on the personnel you have and the types of incidents you may need to respond to. If you have enough personnel, you should identify who will be critical in responding to an incident, and, if possible, a suitable backup in case they are unavailable. For smaller businesses, you may find that all your personnel.
* Communications: The communications section of your incident response plan lists the key communication methods and timings needed to keep everyone safe and get your business running again in the event of an incident.
* Contact lists: The contact lists section includes details of all the people you will need to communicate with in an incident, such as:
  + internal personnel \and their families
  + emergency services
  + external contacts (e.g. suppliers, customers).

Recovery plan

The recovery plan outlines the steps you will need to take to get your business running again after an incident or crisis. It includes a realistic time frame in which you can get your operations back on track to minimise financial losses.

Test, evaluate and update schedule

The testing and maintenance section should include details about how the reliability of the BCP can be tested and kept up to date. It includes:

* strategies and a schedule for testing the BCP
* review and update timetables and deadlines
* a detailed revision history.

## BCP management

A BCP is a living document. Testing the plan regularly will help evaluate how reliable it will be if you have to respond to an incident or crisis. It can then be updated and improved.

A BCP should be updated at least once a year. It will also need to be updated whenever there are changes in your sport, the sport industry or the location it operate in.

Keeping personnel up to date with any changes to the BCP will assist them put it into action in case of an incident, which will in turn reduce adverse impacts to your sport.

## Strategies for testing your business continuity plan

Some parts of your business continuity plan will be easier to test than others. For areas that are difficult to physically test, consider paper-based exercises and meetings to review and assess the plan. The following are some strategies for testing your plan.

Drills and training

You may be legally required to provide training and conduct drills to test some of the WH&S aspects of the BCP, such as fire evacuation plans.

If you deal with hazardous materials, special equipment, or in risky environments, you may need to provide training for personnel so they can do their jobs safely and respond appropriately if there is an incident.

Planning meetings

Planning meetings are a good way to bring personnel together to inform them of the BCP and their individual responsibilities in an incident.

Examine the BCP as a group to identify problems and solutions. If a new plan has been developed or an old one updated, this should highlight any oversights. The BCO can then be modified as necessary before undertaking testing exercises (e.g. training or drills).

Scenario testing

Scenario testing works by simulating a live event and allowing personnel to make decisions as the scenario unfolds in much the same way they would if a real incident occurs. When writing scenarios, think about the risks to your business that you identified in your risk management plan. This will help make the scenarios more realistic and give a better idea of how effective the BCP is likely to be.

# Developing a recovery plan

A recovery plan will help you respond effectively if an incident or crisis affects your business. It aims to shorten your recovery time and minimise losses.

Your recovery plan should contain information relating to planning for recovery as well as the resumption of critical business activities after a crisis has occurred. It also outlines the time frame in which you can realistically expect to resume usual business operations.

Developing a recovery plan gives you a chance to consider how you will get your business back on track if you do experience a crisis. It should include:

* strategies to recover your business activities in the quickest possible time
* a description of key resources, equipment and staff required to recover your operations
* your recovery time objectives
* a checklist you can use after a crisis has passed and it is safe to return to your premises.

# Review your time frame for recovery

A recovery time frame covers the time from when an incident or crisis happens to the time your business can resume usual operations. Your recovery time frame should be based on your critical business activities identified in your business impact analysis.

Critical activities are those that your sport cannot operate without.

* How long could your organisation cope (even without serious financial losses), if your key services, resources and personnel (staff and volunteers) were affected by a crisis and it was unable to conduct its activities?
* How would the organisation get back on track if something did happen? How long it would take.

This is the recovery time frame. It is important that the time frames included in the recovery plan are realistic.

A recovery time objective should be assigned to each critical business activity. This will help prioritise business activities so you can work out what will need attention first if a crisis does occur.

A recovery plan is part of your business continuity plan. It should outline practical strategies to help the organisation manage and recover from a crisis. A business continuity plan also includes your risk management plan and incident response plan.

A recovery plan is the recovery step in the [prevention, preparedness, response and recovery (PPRR) model](https://www.business.qld.gov.au/running-business/protecting-business/risk-management/pprr-model) of business continuity planning. While an incident response plan helps you deal with a crisis immediately before, during and immediately after it has happened, your recovery plan has a longer term focus and helps you get your business running again.

# Develop recovery strategies

Developing and implementing strategies will help your sport recover from an incident or crisis. Recovery strategies should demonstrate a clear understanding of the sport's recovery objectives and reflect what is needed to continue operations. Prioritise critical business functions and record a recovery time for each. This process will highlight the actions you should list in your recovery plan.

The following are some strategies to consider when developing a recovery plan for your business.

## Designate a recovery team

* Nominate staff to be part of a recovery team, assign backups and ensure that all are aware of their roles and functions in the recovery process. A recovery team can be similar to an incident response team.
* Ensure that more than 1 person knows how to do a certain task so essential skills or knowledge are not lost if something happens to a staff member.
* Make sure the team can use manual processes in case equipment or machinery is damaged.
* If dealing with hazardous materials, special equipment, or in risky environments, training for staff may need to be provided so they can do their jobs safely and respond after an incident. This will help reduce the impact a crisis may have on the organisation and aid a faster recovery.

## Review your emergency kit and contact lists

* As part of your incident response plan you should develop an emergency kit that includes key documents that will be essential for recovery. Ensure the emergency kit is stored safely off-site in case premises are unreachable in a crisis.
* Put together contact lists of all people who may be affected by a crisis, including staff, key customers and suppliers and your insurance company. Be ready to alert stakeholders of alternative methods of contact and what to expect from your organisation in the event of a lengthy outage.
* Record contact details of people who can fix equipment, machinery and systems if they are damaged.

## Maintain external communications

Keep the lines of communication open with stakeholders. Make sure there are contact lists of all people who may be affected by the incident. Effective and timely communication will create and build the perception that the organisation is under control, and that you know and understand what is happening. Finally, that the situation will be resolved.

## Identify alternative suppliers, facilities and equipment

* Develop relationships with more than 1 supplier, so that if one is affected by an incident the organisation can continue as usual.
* Establish a disaster recovery location where personnel can work off-site, if necessary, and are able to access critical backup systems, records and supplies. This may be a room or space at another business location or at a hotel or home.
* Determine which assets (including documents) are essential for recovery and therefore require protection.
* Factor in disruptions to electricity, gas, water, sewerage and telecommunications systems. Work out what backup systems or alternatives are available.

## Keep your sport operating

* Be prepared for cash flow emergencies. Keep enough cash on hand to handle immediate needs and consider setting up internet banking services.
* Assess processes to determine if operating costs can be reduced.
* Assess the impact of the crisis on the organisation and consider a range of strategies to keep it operating.

# Monitor the recovery process

Once a crisis has passed and the organisation and resume “normal” operations including a safe return to your premises, there are a number of steps that you should take. Part of the recovery plan should be to develop a checklist to use to assess the extent of the damage after a crisis and monitor the recovery process.

Below is a draft recovery checklist . Click 'Yes' or 'No' to answer the questions.

If you answer 'No' to any question, you can then create a list of actions and use this to ensure your business can recover quickly from an incident or crisis.

Details of the crisis

Have you recorded:

|  |  |
| --- | --- |
| Details of any injured people, including staff, customers and other members of the public? | Yes   No |
| Damage to buildings, equipment, company vehicles and stock? | Yes   No |
| Impact on business functions? | Yes   No |
| Predicted damage to the business' reputation? | Yes   No |

Are personnel up to date

Have you:

|  |  |
| --- | --- |
| Conducted a critical incident debrief within 48 hours (preferably within 24 hours) following a crisis? | Yes   No |
| Held a meeting for debriefing personnel? (The crisis debriefing will help your personnel understand some of the reactions they may have and encourage them to seek support from each other. It's important to consider how your personnel may feel after a crisis and to give them time and space to discuss any thoughts and feelings they have. Remember to monitor their progress in the months following a crisis.) | Yes   No |
| Kept personnel informed throughout the recovery process? | Yes   No |
| Advised personnel about colleagues who may be injured or ill? | Yes   No |
| Kept personnel informed about what is expected of them? | Yes   No |
| Advised personnel whether they should turn up for the role and when? | Yes   No |
| Reassured paid personnel about job security? | Yes   No |

Contact your insurer

Have you:

|  |  |
| --- | --- |
| Contacted your insurance company to make a claim (before beginning cleaning up and removing goods)? | Yes   No |
| Recorded or photographed damage to your premises, fixtures, vehicles, stock, customer records and equipment? | Yes   No |

Seek support

Have you investigated:

|  |  |
| --- | --- |
| The possibility of applying for government support programs (Local, State and Federal)   to help recovery after a crisis? | Yes   No |
| What support might be available from banks and other businesses? (This may be available after a natural disaster.) | Yes   No |
| What grants and support services and disaster assistance may be available? | Yes   No |

Regulatory assistance

Have you:

|  |  |
| --- | --- |
| If appropriate, contacted the ATO, ASIC, ACNC or State OFT/CAV to find out about assistance available for individuals and businesses who have been affected by natural disasters? | Yes   No |
| Requested more time to meet activity statement, income tax and other lodgement obligations? | Yes   No |

Emotional and crisis support

Have you:

|  |  |
| --- | --- |
| If appropriate, contacted [Lifeline](https://www.lifeline.org.au/) on 13 11 14 for confidential emotional and crisis support? | Yes   No |
| If appropriate, contacted [Beyond Blue](https://www.beyondblue.org.au/) for depression and anxiety support? | Yes   No |

Review your recovery processes

Have you:

|  |  |
| --- | --- |
| Recorded what was learned from this crisis? | Yes   No |
| Reviewed and updated the recovery plan? | Yes   No |
| Reviewed and updated your overall business recovery plan? | Yes   No |
| Reviewed what went well and what did not? | Yes   No |
| Considered what key lessons were learned? | Yes   No |
| Implemented changes needed to improve business processes? | Yes   No |

# Detailed Business continuity strategies

*[What strategies will you consider to help maintain business as usual practices? Have you considered a virtual office service, website or an online e-marketplace shopfront?]*

## Key personnel training

*[List your current staff in the table below and any cross-training requirements.]*

| **Job title** | **Name** | **Expected staff turnover** | **Skills or strengths** | **Cross-training requirements** |
| --- | --- | --- | --- | --- |
| *[e.g. Marketing/ Sales Manager]* | *[e.g. J. Smith]* | *[e.g. 12-18 months]* | *[e.g. Relevant qualifications in Sales/Marketing. At least 5 years experience in the industry. Award in marketing excellence 2007. Fully qualified in first aid 2006.]* | *[e.g. Requires training in finance system]* |
| *[e.g. Marketing/ Sales Manager]* | *[e.g. J. Smith]* | *[e.g. 12-18 months]* | *[e.g. Relevant qualifications in Sales/Marketing. At least 5 years experience in the industry. Award in marketing excellence 2007. Fully qualified in first aid 2006.]* | *[e.g. Requires training in finance system]* |
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## Skill retention strategies

*[What procedural documentation will you provide to ensure the skills of staff are maintained? Do you have an appropriate allocation of responsibilities? How are responsibilities documented and communicated to staff? What internal processes will you implement to regularly check that the current skills of staff members are still appropriate for the business?]*

## Data security & backup strategy

*[How have you protected your data and your network (e.g. virus protection, secure networks and firewalls, secure passwords and data backup procedures)? Detail your backup procedures in the table below.]*

| **Data for backup** | **Type of data** | **Frequency of backup** | **Backup media/ service** | **Person responsible** | **Backup procedure steps** |
| --- | --- | --- | --- | --- | --- |
| *[List all the essential data that your business cannot recreate from other sources. If this list is substantial, consider a full system backup]* | *[e.g. Email, spreadsheet, payroll system data, website.]* | *[e.g. Daily, weekly, monthly]* | *[e.g. Magnetic tape, CD ROM, external hard disk drive, remote/online backup service.]* | *[e.g. C. Jones]* | *[List the steps required to perform the backup or attach a procedure document to the back of this plan]* |
| *[List all the essential data that your business cannot recreate from other sources. If this list is substantial, consider a full system backup]* | *[e.g. Email, spreadsheet, payroll system data, website.]* | *[e.g. Daily, weekly, monthly]* | *[e.g. Magnetic tape, CD ROM, external hard disk drive, remote/online backup service.]* | *[e.g. C. Jones]* | *[List the steps required to perform the backup or attach a procedure document to the back of this plan]* |
| *[List all the essential data that your business cannot recreate from other sources. If this list is substantial, consider a full system backup]* | *[e.g. Email, spreadsheet, payroll system data, website.]* | *[e.g. Daily, weekly, monthly]* | *[e.g. Magnetic tape, CD ROM, external hard disk drive, remote/online backup service.]* | *[e.g. C. Jones]* | *[List the steps required to perform the backup or attach a procedure document to the back of this plan]* |

## Environmental resilience

*[What environmental choices have you made to help you achieve climate change adaptability?]*

## Business impact assessment

*[Based on your assessment of the damage to your business, complete the table below (in order of severity) or attach your own impact assessment to the back of your plan.]*

| **Rank** | **Damage** | **Impact to business** | **Severity** | **Action** | **Recovery steps** | **Resources needed** | **Actioned by** | **Estimated date of completion** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *1* | *[List any damage to buildings, assets, stock, documents or surrounding area/community.]* | *[Describe any direct or indirect impacts the damage will have on your business' critical functions.]* | *[High, Medium, Low.]* | *[Repair, replace, rebuild.]* | *[List the steps needed to recover the damage.]* | *[List the resources needed to recover including any cost estimates, service providers, employees, building materials.]* | *[Assign someone to each task.]* | *[Due date for completion.]* |
| *2* | *[List any damage to buildings, assets, stock, documents or surrounding area/community.]* | *[Describe any direct or indirect impacts the damage will have on your business' critical functions.]* | *[High, Medium, Low.]* | *[Repair, replace, rebuild.]* | *[List the steps needed to recover the damage.]* | *[List the resources needed to recover including any cost estimates, service providers, employees, building materials.]* | *[Assign someone to each task.]* | *[Due date for completion.]* |
| *3* | *[List any damage to buildings, assets, stock, documents or surrounding area/community.]* | *[Describe any direct or indirect impacts the damage will have on your business' critical functions.]* | *[High, Medium, Low.]* | *[Repair, replace, rebuild.]* | *[List the steps needed to recover the damage.]* | *[List the resources needed to recover including any cost estimates, service providers, employees, building materials.]* | *[Assign someone to each task.]* | *[Due date for completion.]* |

## Recovery contacts

*[Include all of the organisations/people that will be essential to the recovery of your business. See also Emergency contacts above.]*

| **Contact Type** | **Organisation Name** | **Contact** | **Title** | **Phone/Mobile number** |
| --- | --- | --- | --- | --- |
| Insurance | **[e.g. XYZ Insurance]** | **[e.g. G. Jones]** | **[e.g. Claims Advisor]** | **[(Area code) Number]**  **[Mobile number]** |
| Telephone/internet services provider | **—** | **—** | **—** | **—** |
| Bank/building society | **—** | **—** | **—** | **—** |
| Employee | **—** | **—** | **—** | **—** |
| Supplier (Main) | **—** | **—** | **—** | **—** |
| Supplier (Backup) | **—** | **—** | **—** | **—** |
| Customer | **—** | **—** | **—** | **—** |
| Business advisor | **—** | **—** | **—** | **—** |
| Accountant | **—** | **—** | **—** | **—** |
| Lawyer | **—** | **—** | **—** | **—** |

## Insurance claims

*[What insurance policies have you claimed for? Use the table below to record any discussions you have had with an insurer about your claim]*

| **Insurance company** | **Date of contact** | **Details of conversation/claim** | **Follow up actions** |
| --- | --- | --- | --- |
| *[e.g. XYZ Insurance, D.Higgins*  *(Area code) Number]* | *[Day/Month/Year]* | *[Enter any relevant details discussed with your insurer about your claim. e.g. When will the assessor visit? Did you receive an estimated claim amount?].* | *[Is there anything you or the insurer need to complete to continue processing the claim? Is there any information the insurer requires to process the claim (e.g. estimate of the damage, serial numbers for stolen equipment, photos)? Are there any special instructions the insurer has asked you to do/not do in regards to the cleanup effort or property?]* |
| *[e.g. XYZ Insurance, D.Higgins*  *(Area code) Number]* | *[Day/Month/Year]* | *[Enter any relevant details discussed with your insurer about your claim. e.g. When will the assessor visit? Did you receive an estimated claim amount?].* | *[Is there anything you or the insurer need to complete to continue processing the claim? Is there any information the insurer requires to process the claim (e.g. estimate of the damage, serial numbers for stolen equipment, photos)? Are there any special instructions the insurer has asked you to do/not do in regards to the cleanup effort or property?]* |
| *[e.g. XYZ Insurance, D.Higgins*  *(Area code) Number]* | *[Day/Month/Year]* | *[Enter any relevant details discussed with your insurer about your claim. e.g. When will the assessor visit? Did you receive an estimated claim amount?].* | *[Is there anything you or the insurer need to complete to continue processing the claim? Is there any information the insurer requires to process the claim (e.g. estimate of the damage, serial numbers for stolen equipment, photos)? Are there any special instructions the insurer has asked you to do/not do in regards to the cleanup effort or property?]* |

## Market assessment

*[Based on your assessment of the damage to your business and/or surrounding area, list any areas of your market that have changed below. Alternatively, attach a complete market assessment to the back of this plan. Download our* [*Marketing plan template*](https://www.business.gov.au/Planning/Business-plans/How-to-write-your-marketing-plan) *for further guidance.]*

| **Market changes** | **Impact to business** | **Business options** |
| --- | --- | --- |
| *[What has changed in the market since the emergency?]* | *[What part of your business will be affected by these market changes and how?]* | *[How can your business adapt or change to suit these new market conditions? e.g. Can you move location, trade online, change key products or services or just re-evaluate the way you run your business to make sure you are still meeting market needs?]* |
| *[What has changed in the market since the emergency?]* | *[What part of your business will be affected by these market changes and how?]* | *[How can your business adapt or change to suit these new market conditions? e.g. Can you move location, trade online, change key products or services or just re-evaluate the way you run your business to make sure you are still meeting market needs?]* |
| *[What has changed in the market since the emergency?]* | *[What part of your business will be affected by these market changes and how?]* | *[How can your business adapt or change to suit these new market conditions? e.g. Can you move location, trade online, change key products or services or just re-evaluate the way you run your business to make sure you are still meeting market needs?]* |

## Marketing strategy

*[Detail your marketing strategy after the emergency. If your business is reopening its doors after the disaster, how will you get the message out? What channels will you use to target customers? How does this strategy differ in light of any changes in the market? e.g. You may consider a targeted marketing effort (such as a social media campaign) to communicate your business reopening.]*

# Finances

## Current creditors

*[List all current creditors and any arrangements you have made during the recovery period]*

| **Creditor name** | **Contact details** | **Special arrangement details** | **Period of special arrangement** | **Amount to pay** |
| --- | --- | --- | --- | --- |
| *[e.g. Example Banking Corp.]* | ***[J. Harmer, Business Loan Advisor, (Area code) Number]***  ***[Mobile number]*** | ***[List the conditions of your arrangement. e.g. Loan temporarily changed to interest only arrangement for the period of recovery.]*** | ***[Enter the period the arrangement will be valid until. e.g. Period of 6 months ending on 1 July 2011]*** | ***[Detail the amounts you are required to pay within the arrangement period.]*** |
| *[e.g. Example Banking Corp.]* | ***[J. Harmer, Business Loan Advisor, (Area code) Number]***  ***[Mobile number]*** | ***[List the conditions of your arrangement. e.g. Loan temporarily changed to interest only arrangement for the period of recovery.]*** | ***[Enter the period the arrangement will be valid until. e.g. Period of 6 months ending on 1 July 2011]*** | ***[Detail the amounts you are required to pay within the arrangement period.]*** |
| *[e.g. Example Banking Corp.]* | ***[J. Harmer, Business Loan Advisor, (Area code) Number]***  ***[Mobile number]*** | ***[List the conditions of your arrangement. e.g. Loan temporarily changed to interest only arrangement for the period of recovery.]*** | ***[Enter the period the arrangement will be valid until. e.g. Period of 6 months ending on 1 July 2011]*** | ***[Detail the amounts you are required to pay within the arrangement period.]*** |

## Current debtors

*[List all current debtors you have contacted and their agreed payment amount and date.]*

| **Debtor name** | **Contact details** | **Details** | **Agreed payment date** | **Amount to receive** |
| --- | --- | --- | --- | --- |
| *[Example Business]* | *[P. Fred, (Area code) Number]*  *[Mobile number]* | *[Briefly list what the payment was for.]* | *[Day/Month/Year]* | *[$$$]* |
| *[Example Business]* | *[P. Fred, (Area code) Number]*  *[Mobile number]* | *[Briefly list what the payment was for.]* | *[Day/Month/Year]* | *[$$$]* |
| *[Example Business]* | *[P. Fred, (Area code) Number]*  *[Mobile number]* | *[Briefly list what the payment was for.]* | *[Day/Month/Year]* | *[$$$]* |

## Government funding

*[List all government funding you have applied for and the expected amount.]*

| **Program Name** | **Contact details** | **Funding details** | **Date of application** | **Amount to receive** |
| --- | --- | --- | --- | --- |
| *[e.g. Flood relief package]* | *[R. Smith],*  *[Agency name]*  *(Area code) Number]*  *[Mobile number]* | *[Briefly mention the terms of the funding.]* | *[Day/Month/Year]* | *[$$$]* |
| *[e.g. Flood relief package]* | *[R. Smith],*  *[Agency name]*  *(Area code) Number]*  *[Mobile number]* | *[Briefly mention the terms of the funding.]* | *[Day/Month/Year]* | *[$$$]* |
| *[e.g. Flood relief package]* | *[R. Smith],*  *[Agency name]*  *(Area code) Number]*  *[Mobile number]* | *[Briefly mention the terms of the funding.]* | *[Day/Month/Year]* | *[$$$]* |

## Expected cash flow

*[Consider the example below when developing your own expected cash flow sheet to include in your plan]*



# SSO Continuity Plan Checklist

## Planning

|  |  |  |  |
| --- | --- | --- | --- |
| Task | Completed | In Progress | Not Started |
| Assign responsibility for planning and preparedness to a senior executive and a deputy |  |  |  |
| Consult all key internal stakeholders |  |  |  |
| Consult key external stakeholders (key suppliers, regulators, customers) |  |  |  |
| Assess high level impact on your organisation (and broader sport) and attach appropriate priority to the planning process |  |  |  |
| Develop a sport continuity plan (SCP) |  |  |  |
| Establish authorities, triggers and procedures for implementing plan |  |  |  |
| Test and review the plan on a regular basis and use any learnings to enhance SCP processes and controls |  |  |  |

## Strategic Considerations

|  |  |  |  |
| --- | --- | --- | --- |
| Task | Completed | In Progress | Not Started |
| Identify critical activities and the employees and inputs required to maintain them |  |  |  |
| Evaluate the possible impact of employee absences |  |  |  |
| Evaluate the possible impact of disruption to the supply of inputs from suppliers in Ireland and overseas suppliers |  |  |  |
| Examine the likely impact on your sport and on your members and stakeholders’ requirements (scenario planning, sensitivity analysis, working capital requirements) |  |  |  |
| Identify and agree strategic imperatives |  |  |  |
| Review the need for face-to-face meetings and consider the potential for remote working |  |  |  |
| Review the need for business related travel |  |  |  |
| Consider the circumstances under which you might decide to scale back or suspend operations |  |  |  |

## Continuity Measures

|  |  |  |  |
| --- | --- | --- | --- |
| Task | Completed | In Progress | Not Started |
| Nominate deputies |  |  |  |
| Cross-train and identify alternative sources of labour |  |  |  |
| Prepare emergency communications plan and assign ownership through telephone trees |  |  |  |
| Assess the impact of increased take-up of employee welfare services and sickness absence |  |  |  |
| Prepare policies on sick leave and compassionate leave |  |  |  |
| Make arrangements to assure key supplies are maintained during a significant event |  |  |  |
| Assess the possibility of changes to your product, your service, or your interaction with customers, and plan for any changes you consider appropriate |  |  |  |
| Review business interruption insurance coverage |  |  |  |

## Workplace Risks

|  |  |  |  |
| --- | --- | --- | --- |
| Task | Completed | In Progress | Not Started |
| Risks assess all office spaces and ensure appropriate health, safety and hygiene standards can be maintained |  |  |  |
| Prepare policies on hygienic behaviour for employees and visitors to premises |  |  |  |
| Plan for frequent and effective cleaning of the workplace |  |  |  |
| Plan measures to reduce face-to-face contact with customers / suppliers and between employees from different sites |  |  |  |
| Prepare policies on flexible work locations and flexible working times |  |  |  |
| Provide ICT infrastructure to support teleworking and remote customer interaction |  |  |  |

## Review

|  |  |  |  |
| --- | --- | --- | --- |
| Task | Completed | In Progress | Not Started |
| Ensure that your SCP includes appropriate disaster recovery arrangements for all critical IT infrastructure |  |  |  |
| Ensure remote working arrangements in place are adequately controlled and that business impacts have been assessed in the event of downtime |  |  |  |
| Ensure your SCP is aligned with updated financial, operational and resourcing plans |  |  |  |
| Test and review the plan on a regular basis and use any learnings to enhance SCP processes and controls |  |  |  |