

#	Checklist Item	Short Term Goal	To Dos	Status
1	What is the immediate impact of the emergency on my business?			
	a) Ensure safety/assess and manage danger or threat			
	b) Assess impact of staff			
	c) Assess impact on customers			
	d) Assess impact on suppliers			
	e) Estimate realistic impact on sales/revenue			
2	What do people need immediately?			
	a) Breathe deeply: Stay clear, calm and connected			
	b) Communicate with staff, customers and other key people			
	c) Express urgency, challenge, resilience and hope			
3	Where can costs be reduced?			
	a) Reduce ongoing supply of goods and services			
	b) Staff: Negotiate hours / rates			
	c) Rent: Negotiate rate / deferral / payment plan			
	d) Utilities: Negotiate			
	e) Accounts payable: Negotiate amount / payment plans			
	f) Loan repayments: Negotiate deferral / payment plan			
	g) Other: Negotiate			
	h) Communicate with staff and key people			
4	What can be done to immediately bring in more cash earlier, make more sales or other income?			
	a) Ask big and unaffected customers to pay faster			
	b) Seek large customer forward orders			
	c) Test reduced pricing			
	d) Test additional customer convenience options			

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5	Can the business continue operating/trading now?			
	a) Prepare short term cash flow: Update weekly or as changes			
6	If so, how well can the business continue operating/trading into the future?			
	a) Review customer ability to buy			
	b) Review ability to get supply			
	c) Update cash flow projection into medium term			
7	How long can the business survive the negative impact (whether trading or not)?			
	a) Access cash reserves			
	b) Sell liquid assets			
	c) Government grants or assistance available			
8	Can the business temporarily 'pivot' (change) to meet other demands?			
	a) Re-purpose premises			
	b) Assess capabilities and match to new demand			
	c) Options in other segments or geography			
	d) Risk assessment			
	i. Sufficient market demand			
	ii. Supply chain issues			
	iii. Operational issues: re-tool, re-train			
	iv. Reputation issues			
	v. Financial issues			
	vi. Meet statutory requirements e.g., WH+S			
	e) Communicate with staff, customers and key people			

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9	What is the ongoing communications strategy?			
	a) Staff relational: Timely (check in often), relevant, empathetic			
	b) Staff operational: Regular, flexible, action oriented			
	c) Customers: Relevant, right frequency			
	d) Priority A/B stakeholders: List & frequency			
	e) Variety of ways to ensure comms received and understood			
10	Leading people over time?			
	a) Breathe deeply: Stay clear, calm and connected			
	b) Demonstrate resilience and hope			
	c) Physical wellbeing plan: Self and Team			
	d) Mental wellbeing plan: Self and Team			
	e) Social wellbeing plan: Self and Team			
	f) Practical support for working staff			
	g) Support for staff made redundant or stood down			
	h) Creative ways to encourage and show empathy			
11	Managing ongoing and other related risks?			
	a) Alert to continuing threats from emergency/crisis			
	b) Preserve un-utilised assets where possible			
	c) Plan for assets that cannot be preserved			
	d) Systems and data security			
	e) Premises and other asset security			
	f) Photograph everything			
12	What needs to be recorded or documented?			
	a) Everything documented and digitised			
	b) Everything up to date			