

Road to Recovery Workbook

February 2011



What would you like to grow?

Contents

| | |
|-------------------|----|
| Claims management | 4 |
| Cash flow | 5 |
| Clients/customers | 6 |
| Staff | 7 |
| Suppliers | 8 |
| Bankers | 9 |
| Taxation | 10 |
| Schedule and plan | 11 |

Claims management

| <i>Ref</i> | <i>Question</i> | <i>Response</i> | <i>Action required (y/n)</i> | <i>Priority rating</i> |
|------------|---|-----------------|------------------------------|------------------------|
| 1. | Do you have a disaster recovery plan? | | | |
| 2. | Do you know the extent and level of cover you have? | | | |
| 3. | Have you notified your insurer? | | | |
| 4. | Have you located copies of your policy documents (including PDS)? | | | |
| 5. | Have you had your policy reviewed by a solicitor? | | | |
| 6. | Do you have any concerns about your insurance broker? | | | |
| 7. | Have you appointed an independent party to quantify and assess your loss? | | | |
| 8. | Have you set up separate accounting codes to capture the associated costs? | | | |
| 9. | Have you obtained quotes to repair or replace your property? | | | |
| 10. | Have you notified your landlord? | | | |
| 11. | Have you had your lease/commercial contracts reviewed for rental abatement? | | | |
| 12. | Do you know if your landlord will reinstate or seek indemnity? | | | |
| 13. | Do you know if your landlord is liable for any of your loss? | | | |
| 14. | Are there any third parties responsible for your loss? | | | |
| 15. | Have you obtained and documented evidence of your loss? (photographic/video and documentary)? | | | |
| 16. | Does your policy cover business interruption insurance? | | | |
| 17. | | | | |
| 18. | | | | |
| 19. | | | | |
| 20. | | | | |

Cash flow

| <i>Ref</i> | <i>Question</i> | <i>Response</i> | <i>Action required</i> | <i>Priority rating</i> |
|------------|--|-----------------|------------------------|------------------------|
| 21. | Do you have a cash flow statement? | | | |
| 22. | Do you know the impact of customer receipts? | | | |
| 23. | Do you know the impact on supplier payments? | | | |
| 24. | Do you know what the abnormal disaster costs will be? | | | |
| 25. | Do you know if you are likely to be making losses as a result of the disaster? | | | |
| 26. | Do you know if you can defer ATO payments/payment arrangements? (refer to taxation section) | | | |
| 27. | Do you know what your unused banking facilities are? | | | |
| 28. | Do you have the capacity to raise additional funds? | | | |
| 29. | Do you have monthly loan repayments? | | | |
| 30. | Will you need to relocate your premises (short/long term)? | | | |
| 31. | Will you have some uninsured operating costs? | | | |
| 32. | Will you have some uninsured capital costs? | | | |
| 33. | Does your lease entitle you to rent abatement? | | | |
| 34. | Will you have to pay any redundancy payments? (refer to staff section) | | | |
| 35. | Will you need to pay staff special assistance? (refer to staff section) | | | |
| 36. | Are you aware of the government grants and assistance packages available? | | | |
| 37. | Can you defer or cancel any capital expenditure plans? | | | |
| 38. | | | | |
| 39. | | | | |
| 40. | | | | |

Clients/customers

| <i>Ref</i> | <i>Question</i> | <i>Response</i> | <i>Action required</i> | <i>Priority rating</i> |
|------------|---|-----------------|------------------------|------------------------|
| 41. | Have you contacted your customers? | | | |
| 42. | Do you understand how your customers have been affected and what impact that may have on their demand for your products/services? | | | |
| 43. | Have you advised your customers about outstanding/incomplete orders? | | | |
| 44. | Have you advised your customers about deposit monies you hold? | | | |
| 45. | Have you asked your customers about their position and current ability to pay invoices? | | | |
| 46. | Have you updated your website? | | | |
| 47. | Are you on facebook? | | | |
| 48. | Have you informed your customers what your plans are for your business? | | | |
| 49. | Do you have any commercial contract commitments with your customers? | | | |
| 50. | If your company is listed, have you made a market announcement? | | | |
| 51. | How should you identify and evaluate business opportunities that arise as Queensland recovers? | | | |
| 52. | | | | |
| 53. | | | | |
| 54. | | | | |
| 55. | | | | |
| 56. | | | | |
| 57. | | | | |
| 58. | | | | |
| 59. | | | | |

Staff

| <i>Ref</i> | <i>Question</i> | <i>Response</i> | <i>Action required</i> | <i>Priority rating</i> |
|------------|--|-----------------|------------------------|------------------------|
| 60. | Have you had your premises inspected by qualified tradesman to insure it is a safe workplace (OH&S)? | | | |
| 61. | Has any staff been injured when assisting with the disaster consequences? | | | |
| 62. | Have you considered the well being of your staff? | | | |
| 63. | Have you considered staff taking unused leave? | | | |
| 64. | Are there any fair work concerns? | | | |
| 65. | Is your staff worried about your business' sustainability? | | | |
| 66. | Does your staff know what the plan is?(both short-term and in the future) | | | |
| 67. | Will any staff be required to lose their jobs? | | | |
| 68. | Are you aware there may be FBT consequences as a result of direct financial or other assistance to your employees? | | | |
| 69. | Have you considered setting up a workplace giving program? | | | |
| 70. | Have you considered flexible working arrangements for affected staff? | | | |
| 71. | Have you considered offering an employee assistance program offering confidential professional support? | | | |
| 72. | Are you regularly communicating with staff regarding business continuity and the role they play? | | | |
| 73. | | | | |
| 74. | | | | |
| 75. | | | | |
| 76. | | | | |
| 77. | | | | |
| 78. | | | | |

Suppliers

| <i>Ref</i> | <i>Question</i> | <i>Response</i> | <i>Action required</i> | <i>Priority rating</i> |
|------------|--|-----------------|------------------------|------------------------|
| 79. | Have you contacted your suppliers? | | | |
| 80. | Are you able to get supply still? | | | |
| 81. | Will your suppliers extend their trading terms with you | | | |
| 82. | Do your suppliers know what your plan is (both short term and in the future) | | | |
| 83. | Are you under any commercial contract commitments with your suppliers? | | | |
| 84. | | | | |
| 85. | | | | |
| 86. | | | | |
| 87. | | | | |
| 88. | | | | |
| 89. | | | | |
| 90. | | | | |
| 91. | | | | |
| 92. | | | | |
| 93. | | | | |
| 94. | | | | |
| 95. | | | | |
| 96. | | | | |
| 97. | | | | |
| 98. | | | | |

Bankers

| <i>Ref</i> | <i>Question</i> | <i>Response</i> | <i>Action required</i> | <i>Priority rating</i> |
|-------------------|---|------------------------|-------------------------------|-------------------------------|
| 99. | Have you contacted your banker? | | | |
| 100. | Have you prepared a short term plan and provided it to your banker? | | | |
| 101. | Have you established what capacity you have to borrow additional funds? | | | |
| 102. | Have you communicated with your banker about your claims status? | | | |
| 103. | Have you advised your banker about progress on insurance payments? | | | |
| 104. | Have you asked your banker about how to deal with assets they hold security over? | | | |
| 105. | Has your banker visited your premises? | | | |
| 106. | Have you considered the impact on banking covenants from asset write-downs? | | | |
| 107. | Have you considered re-finance options – repayment deferrals, changing from fixed to variable | | | |
| 108. | Are there any opportunities for sale/lease back of assets? | | | |
| 109. | | | | |
| 110. | | | | |
| 111. | | | | |
| 112. | | | | |
| 113. | | | | |
| 114. | | | | |
| 115. | | | | |
| 116. | | | | |
| 117. | | | | |
| 118. | | | | |
| 119. | | | | |

Taxation

| <i>Ref</i> | <i>Question</i> | <i>Response</i> | <i>Action required</i> | <i>Priority rating</i> |
|------------|---|-----------------|------------------------|------------------------|
| 120. | Have you contacted your accountant? | | | |
| 121. | Do you know when your income taxes, GST and payroll tax are due to be lodged? | | | |
| 122. | Have you applied to the ATO to defer any upcoming lodgments? | | | |
| 123. | Have you got any payment arrangements with the ATO or other government authorities? These may be able to be deferred or reduced in the short term | | | |
| 124. | Do you have the ability to vary your PAYG installment? | | | |
| 125. | Do you know what the taxation impact will be on lost assets and insurance recoveries? (incl CGT, depreciation, trading stock, buildings, repairs etc) | | | |
| 126. | Did you pay your December quarter superannuation obligations? | | | |
| 127. | Have you lost any tax records? | | | |
| 128. | Are you expecting any refunds? These can be fast tracked | | | |
| 129. | Have you taken advantage of tax concessions available to you? | | | |
| 130. | | | | |
| 131. | | | | |
| 132. | | | | |
| 133. | | | | |
| 134. | | | | |
| 135. | | | | |
| 136. | | | | |
| 137. | | | | |
| 138. | | | | |
| 139. | | | | |

This material has been prepared by PwC for general circulation on matters of interest only. It is not advice and does not take into account the objectives, financial situation or needs of any recipient. Any recipient should, before acting on this material, make their own enquiries and obtain their own professional advice in relation to any issue or matter referred to herein. We do not, in preparing this material, accept or assume responsibility for any purpose or to any person to whom this material is shown and shall not be liable in respect of any loss, damage or expense whatsoever caused by any use the reader may choose to make of this material. © 2011 PwC. All rights reserved. "PwC" refers to PricewaterhouseCoopers, an Australian limited liability partnership, or as the context requires, the PricewaterhouseCoopers global network or other member firms of the network each of which is a separate and independent legal entity.

What would you like to grow?