

Business Continuity Communications Pack

Disaster Risk Management Authority | The Bahamas
Derived from the DRM Authority Business Continuity Planning Workbook



What this pack helps you do

Plan how your business will communicate with employees, customers, suppliers, partners, banks or insurers, regulators and the public during disruption and recovery. Use it to decide what each audience needs to know, which channels will be used, who is authorized to communicate, how often updates will be provided and how communications will be recorded.

Use this pack when...

- you are developing or updating a Business Continuity Plan;
- normal communication channels may fail or become inaccessible;
- different audiences need different instructions or operating updates;
- communications depend too heavily on one person, device, list or channel; or
- you need messages that can be adapted quickly during disruption and recovery.

How to use the pack

1. Map each audience, its information needs and the person responsible.
2. Select a primary channel and a genuinely usable backup channel.
3. Confirm authorized spokesperson, message approval and verification arrangements.
4. Prepare message templates, update cadence and trusted information sources.
5. Use the Communication Log during an event, then review and improve the arrangements.

Communication standards

ACCESSIBLE	IMMEDIATE	FREQUENT	SPECIFIC	CLEAR
Uses channels and formats the audience can receive and understand.	Shared as soon as action is needed and information is verified.	Updated at predictable intervals, even when little has changed.	States what has happened, what it means and what the audience should do.	Uses plain language and avoids ambiguity, speculation and unnecessary jargon.

Important

Continuity communication is about helping people act and keeping the business coordinated. This pack does not replace official emergency instructions, legal or regulatory requirements, or a full media or crisis-communications plan. Use verified information, protect sensitive information and do not make promises the business cannot keep.

1. Stakeholder Communications Matrix

Good crisis communication helps employees act, customers make decisions, suppliers coordinate and the business maintain credibility. Complete one row for each audience. Record what that audience needs to know, how it will be reached if the primary channel fails and who is responsible for communicating.

Audience	What Do They Need to Know?	Primary Channel	Backup Channel	Responsible Person
Employees				
Customers				
Suppliers				
Business partners				
Bank / insurer				
Government / regulator				
Public / media				
Other:				

Questions to ask as you complete the matrix

Message purpose - What does this audience need to know now? - What action should it take? - When will it receive the next update?	Channel resilience - Can this channel work if power, Internet or mobile service fails? - Can contact lists be accessed away from normal systems? - Is the backup genuinely independent?	Responsibility and control - Who prepares, approves and sends the message? - Who responds to questions? - What personal, commercial or security information must not be disclosed?
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2. Channel Resilience, Communication Authority & Verification

Do not depend on one channel

Email, WhatsApp and social media may appear to be three separate channels. If all depend on the same Internet connection, device, administrator or contact list, however, the business may have less redundancy than it thinks. Test whether backup channels can actually be accessed and used during disruption.

Audience	Primary Channel	What It Depends On	Failure to Plan For	Backup Channel	How Backup Is Accessed / Tested
Employees					
Customers					
Suppliers / partners					
Bank / insurer / regulator					
Public / media					

Authorized spokesperson and communication roles

Communication Role	Primary Name / Position	Alternate Name / Position	Limits / Conditions
Authorized spokesperson			
Message approval authority			
Message preparation / coordination			
Monitor questions and feedback			

Verify before you communicate

☐ What do we know?	☐ What do we not know?	☐ Is the information verified?	☐ Are we revealing sensitive information?	☐ Are we making promises we can keep?
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3. Ready-to-Use Message Templates

Replace every bracketed prompt before release. Adapt each message to the confirmed facts, the audience and the action required. Messages should be approved through the business's established process and issued only through authorized channels.

A. Holding Statement

[Business Name] is currently responding to [brief confirmed disruption].

Our immediate priority is [priority].

At this time, [known operating status].

Employees/customers/partners should [action].

We will provide our next update by [time/date] through [official channel].

It is acceptable to say: "We are still assessing the situation and will provide another update at [time]."

B. Employee Notification

We are currently experiencing [disruption].

At this time, [workplace/operations status].

Employees should [instruction].

Please confirm your status through [method].

The next official update will be provided by [time] through [channel].

Before release

Confirm the operating status, the action required, any limitations or alternative arrangements, the authorized sender and the time of the next update.

3. Ready-to-Use Message Templates — Continued

C. Temporary Closure

Due to [disruption], [Business Name] is temporarily closed.
We are working to restore operations as safely and quickly as possible.
During this period, [customer instructions/alternative arrangements].
We will provide another update by [time/date].

D. Limited Operations

[Business Name] is currently operating on a limited basis following [disruption].
The following services remain available: [services].
The following services are temporarily unavailable or delayed: [services].
Customers can reach us through [channel].

E. Reopening / Resumption of Operations

We are pleased to advise that [Business Name] will [reopen/resume operations] effective [date/time].
[Any remaining limitations.]
We thank our employees, customers, suppliers and partners for their patience and support.

4. Communication Cadence & Update Schedule

During a disruption, stakeholders may need updates even when there is little new information to report. Decide in advance how soon the first update should be issued, how often each audience should hear from the business, who will provide the update and which primary and backup channels will be used.

Audience	First Update By	Update Frequency	Responsible Person	Primary Channel	Backup Channel
Employees					
Customers					
Suppliers / partners					
Bank / insurer					
Government / regulator					
Public / media					

When there is little new information

Update template

[Business Name] continues to assess [disruption]. At this time, [current operating status]. [Audience] should continue to [action]. Our next update will be provided by [time/date] through [channel].

Review the cadence as operations change

Continuity Operations - Provide instructions, operating status and immediate alternatives. - Keep updates predictable while conditions change quickly.	Recovery Operations - Explain restoration progress, service availability and continuing limitations. - Update reopening or recovery milestones.	Normal Operations - Confirm normal service has resumed or identify any remaining restrictions. - Close the communication cycle and review what should improve.
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5. Trusted Information Sources

Identify the official or otherwise trusted sources your business will use before making continuity decisions or communicating with stakeholders. Record how each source is accessed and what backup source or contact will be used if the normal access method is unavailable.

Information Needed	Trusted Source	How Accessed	Backup Source / Contact	Date Last Verified
Weather / hazard information				
National disaster information	Disaster Risk Management Authority			
Utilities				
Ports / airports / transport				
Regulatory information				
Banking / insurance				
Technology / telecommunications				
Other:				

Do not rely on unverified information

Do not base major continuity decisions solely on rumours, screenshots or unverified social media posts. Save official links, numbers and access instructions in advance, and test whether they remain available if power, Internet or mobile service is disrupted.

Source access check

☐ Official link/account saved	☐ Telephone or offline backup recorded	☐ Authorized staff know where to find it	☐ Source list reviewed and dated
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6. Communication Log

Use this log during a disruption or exercise to record what was communicated, to whom, through which channel, by whom and when the next update is due. Keep it with the business’s continuity records so later decisions and Lessons Identified can be traced.

Date / Time	Audience	Message Provided	Channel	Sent By	Next Update

After-action communication review

☐ Did messages reach the intended audiences?	☐ Did the backup channels work?	☐ Were updates timely and predictable?	☐ Were messages verified, specific and clear?	☐ What must be updated before the next event?
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What to do next

Transfer the completed stakeholder matrix, spokesperson and approval arrangements, communication cadence and trusted sources into your Business Continuity Plan. Keep the message templates and Communication Log accessible during disruption. Test the primary and backup channels, keep contact information current and review the pack after every exercise or continuity event.

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