

Supplier & Critical Resource Continuity Register

Disaster Risk Management Authority | The Bahamas

Derived from the DRM Authority Business Continuity Planning Workbook



What this tool helps you do

Maintain the operational details needed to protect critical supplies, services and resources; confirm whether alternatives are genuinely available and independent; set switching triggers; and keep supplier, logistics, stock and emergency purchasing arrangements ready for use.

Use this tool when...

- critical functions depend on goods, services or resources supplied from outside the business;
- one supplier, route, utility, piece of equipment or source has no confirmed alternative;
- port, airport, shipping, fuel, payment or communications disruption could interrupt operations; or
- supplier and resource information is informal, outdated or held by one person.

How to use the tool

1. Identify the supplies, services and resources that support critical functions.
2. Record the primary source, lead time and how long the business could operate without each item.
3. Identify and confirm practical alternatives.
4. Test whether the alternative shares the same vulnerability.
5. Set stock levels, switching triggers, authority and emergency purchasing arrangements.
6. Confirm, test and review the arrangements regularly.

Key concepts

Critical supply / service

A product or service whose loss could stop or seriously disrupt a critical function.

Critical resource

A material, utility, asset, facility, transport link or other resource needed to keep a critical activity operating.

Independent alternative

A backup source that is not likely to fail for the same underlying reason as the primary source.

Switch trigger

The condition or threshold that signals when the business should activate an alternative arrangement.

Continuity areas to consider

Suppliers Critical goods, services, specialist providers and alternatives	Transport / Shipping Ports, airports, freight, inter-island movement and delivery routes	Stock / Inventory Minimum quantities, reorder points, substitutes and storage
Utilities / Fuel Electricity, water, Internet, mobile service, payment systems and fuel	Equipment / Assets Critical machinery, tools, vehicles, parts and replacement access	Finance / Payment Emergency purchases, supplier payments, banking access and credit

1. Critical Supplier & Resource Register

Identify the products, services and resources that support your critical functions. Record how long the business could operate without each one and who is responsible for keeping the information current.

Ref.	Critical Function Supported	Critical Supply / Service / Resource	Primary Supplier / Source	Location / Origin	Normal Lead Time	How Long Could We Operate Without It?	Internal Owner
1							
2							
3							
4							
5							
6							

Questions to ask

Criticality Would loss of this item stop a critical function or prevent recovery within its Target Recovery Time?	Tolerance How long could the business operate using current stock, capacity or workarounds?	Access Who holds the relationship, account information, ordering process or authority needed to obtain it?	Review When was the information last confirmed, and what change would make it outdated?
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2. Alternative Supplier & Source Register

An alternative is only useful if it can provide the required product, service or resource within the time the business needs it. Confirm capacity, lead time, access, terms and any advance arrangement required.

Ref.	Alternative Supplier / Source	Primary Contact / After-Hours Contact	Location / Origin	Product / Capacity Confirmed?	Emergency Lead Time	Terms / Pre-Arrangement Required	Last Confirmed / Tested	Owner
1								
2								
3								
4								
5								
6								

Important

Do not treat an unconfirmed name on a list as a working alternative. The supplier or source should be contactable, able to meet the required need, accessible within the required timeframe and supported by a practical ordering and payment arrangement.

3. Independence & Shared-Exposure Test

A primary and an alternate source may appear separate while depending on the same underlying manufacturer, location, shipping route, service provider or resource. Test whether the alternative is genuinely independent.

Supply / Resource	Primary Supplier / Source	Alternative Supplier / Source	Shared Dependency or Exposure	Independent? Yes / Partly / No	What Must Change?	Owner / Date

Bahamas Supply-Chain Test

Is the backup supplier vulnerable to the same disruption as the primary supplier? Ask what each supplier depends on to reach you - including the same port, airport, freight provider, inter-island route, fuel source, telecommunications service, storage facility or overseas manufacturer.

Shared exposures to test

Origin / Manufacturer Do both sources rely on the same overseas manufacturer or geographic area?	Port / Airport / Route Would one closure or delay stop both primary and alternate deliveries?	Freight / Transport Do both use the same carrier, vessel, aircraft, trucking or inter-island provider?	Utilities / Telecoms Could the same electricity, Internet, mobile or payment outage affect both?
Fuel / Storage Do both depend on the same fuel source, warehouse, cold storage or handling facility?	Payment / Credit Could one banking, card, transfer or credit problem prevent access to both?	People / Authority Does one person control both relationships, accounts, approvals or access?	Timing / Capacity Can the alternative respond quickly enough and at the volume the business requires?

4. Transport, Shipping & Logistics Dependencies

Record the routes, ports, airports, freight providers and other logistical links required for critical products and resources to reach the business. Identify the signal that should trigger an alternate route or method.

Ref.	Critical Item / Resource	Origin	Usual Route / Port / Airport	Freight / Transport Provider	Normal Delivery Time	Disruption Signal	Backup Route / Method	Contact / Owner
1								
2								
3								
4								
5								

Logistics reality check

Access interruption What happens if the usual port, airport, road, dock, warehouse or delivery area cannot be used?	Delay and congestion How would customs delays, fuel shortages, reduced sailings or freight backlogs affect recovery time?	Last-mile delivery Even if the product reaches the island, who and what are required to move it to the business?
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5. Minimum Stock & Critical Resource Levels

For items that can be stored or held in reserve, define the minimum level needed, the action point for replenishment and the substitute or workaround if normal supply is interrupted.

Item / Resource	Unit / Rate of Use	Minimum Level Needed	Current / Typical Level	Reorder / Action Point	Days Supported	Storage / Expiry / Security	Substitute / Workaround	Owner

Prioritize when supply is limited

Continue Which critical functions must continue to receive the resource first?	Reduce What service level, usage rate or operating hours can be reduced temporarily?	Suspend / Substitute What can be paused, rationed, substituted or delivered another way?
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6. Switching Triggers & Continuity Actions

A supplier or resource alternative should be activated when a defined condition occurs. Record the trigger, decision-maker, first action and the conditions for reviewing or ending the arrangement.

Supply / Resource	Trigger / Condition	Who Decides?	First Action	Alternative Activated	Communication Required	Review / End Condition	Last Tested

Possible switching triggers

The primary supplier cannot deliver within the required timeframe; stock reaches the reorder or action point; a port, airport or route closes; the supplier cannot confirm capacity; a utility or service outage threatens the Target Recovery Time; required cost, credit or payment conditions exceed an approved limit; or a substitute is needed to maintain Minimum Viable Operations.

Primary authority to switch supplier / source		Alternate authority	
Emergency spending limit		Approval / review condition	

7. Emergency Procurement, Payment & Access Arrangements

Confirm that authorized personnel can obtain, approve and pay for critical supplies and resources during disruption. Record where instructions and supporting records are kept without placing passwords or PINs in this register.

Decision / Requirement	Primary Authority / Arrangement	Alternate / Backup	Limits / Conditions	Where Instructions / Records Are Kept
Approve emergency purchase				
Change supplier or accept substitute				
Approve deposit, credit or advance payment				
Access banking / payment system				
Issue purchase order / vendor setup				
Approve transport or expedited freight				
Confirm customs, tax or regulatory documents				

Security reminder

Do not record passwords, PINs, security answers or full banking credentials in this register. Record where authorized personnel can securely access them and confirm that at least one alternate person has the required authority and access.

8. Supplier, Resource & Escalation Contact Directory

Maintain current primary, alternate and after-hours contacts. Use account or reference numbers only where appropriate and protect commercially sensitive information according to business policy.

Supply / Resource	Organization	Primary Contact	Alternate / After-Hours Contact	Phone / Email	Account / Reference	Internal Owner	Escalation / Notes

Directory last checked		Checked by	
Next review date		Secure storage location	

9. Confirmation, Testing & Review Record

Record each confirmation, call, test or review used to verify that supplier and resource continuity arrangements remain practical. A listed alternative should be reconfirmed whenever important circumstances change.

Date	Supplier / Resource	What Was Confirmed or Tested?	Method / Evidence	Result	Action Required	Owner / Target Date	Next Review

What to confirm or test

☐ Contact details and after-hours access	☐ Product, service or resource capacity	☐ Normal and emergency lead times	☐ Shipping route and transport arrangements
☐ Pricing, credit and payment process	☐ Substitute product or workaround	☐ Authority to switch and place an order	☐ Supporting records and secure access

Priority actions

Priority 1 Supply / resource: Action: Owner / target date: How we will verify:	Priority 2 Supply / resource: Action: Owner / target date: How we will verify:	Priority 3 Supply / resource: Action: Owner / target date: How we will verify:
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