

Business Continuity Plan Template:

1. DISCLAIMER

This template has been developed by Devon Municipality to provide general information and advice about developing business continuity plans for small to medium sized hotels, although it is also suitable for guest houses. It is not intended to provide detailed or specific advice to individuals or their businesses. If required you should seek professional advice to help develop your own tailor made plan. Will accept no liability arising from the use of this document.

2. AIM

The aim of this plan is to provide a reference tool for the actions required immediately following an emergency or incident that threatens to disrupt normal business activities.

An **emergency** is an actual or impending situation that may cause injury, loss of life, destruction of property, or cause the interference, loss or disruption to normal business operations to such an extent it poses a threat.

An **incident** is any event that may be, or may lead to, an interruption, disruption, loss and/or crisis.

The plan will try to ensure the continuation of normal business activities by minimising the impact of any damage to premises, staff, equipment or records.

The plan will:

- Ensure a prepared approach to an emergency/incident.
- Facilitate an organised and co-ordinated response to an emergency/incident.
- Provide an agreed framework within which staff can work in a concerted manner to solve problems caused by an emergency/incident.

The plan will also help to identify actions that could be taken in advance of an emergency or incident to reduce the risk of it happening.

3. BUSINESS CRITICAL PROCESSES

Whilst most parts of any premises are considered important, if an incident occurred, priority must be given to the restoration of the functions or services that are deemed to be critical to the safety and wellbeing of the guests and secondly of the staff.

Business critical functions are commonly defined as: *“those where loss of delivery would endanger finances, damage the reputation of the business in the eyes of its customers, or would seriously affect its ability to comply with legislation.”*

These business critical functions must be given priority to minimise the detrimental effect of any disruption and to restore normal service as soon as possible. A business continuity plan will help you to recover.

4. SCOPE OF THE PLAN

The plan will document how to reduce the potential impact of an incident by being prepared to maintain services in the event of the:

- Loss or damage to premises
- Loss of key staff
- Loss of IT / data
- Loss of telecommunications
- Loss of hard data / paper records
- Loss of utilities (electricity, water, gas)
- Loss of a key partner or supplier
- Disruption due to an industrial action
- Disruption due to severe weather

5. ASSUMPTIONS

- The business continuity plan covers the actions necessary for the business to restore normal, or as near to normal, service as is possible covering timescales from one hour up to seven days following an incident. A long term recovery plan would normally be developed during the initial seven days of an incident.
- The business continuity plan will be reviewed regularly, with a full update on an annual basis or where a significant change to staffing or the business occurs.
- In the event of a minor disruption such as an evacuation due to a fire alarm it is assumed that guests and staff will be outside for up to an hour. If there was a real fire then rooms would be unavailable overnight. For a more significant disruption it is assumed that access would be denied for more than one night.
- The business would be able to cope without access to IT for up to **x** hours.
- In the event of a communications failure lasting longer than **x** hours landlines will be transferred to mobile numbers.

- An absence rate exceeding **x** staff would result in the business continuity plan being activated.
- Loss of electricity for more than **x** hours would result in severe operational problems.
- Loss of mains water and or disruption to the sewerage services beyond **x** hours would result in severe operational issues.
- In a fuel shortage situation the business expects to impacted within **x** days

6. THE PLAN

- **Form A – Immediate Actions Checklist** is a list of the actions that should be taken in response to the initial incident. The checklist is not prescriptive, exclusive or prioritised; any incident will require a dynamic assessment of issues and actions required.
- **Form B – Response Actions Checklist** is a list of the actions that should be taken to maintain business critical processes. The checklist is not prescriptive, exclusive or prioritised; any incident will require a dynamic assessment of issues and actions required.
- **Form C – Essential Services** is a list of the essential functions undertaken by the business that must be maintained or quickly restored in the event of a disruptive incident.
- **Form D – Summary of Post Incident Resources & Equipment** summarises the key resources and equipment needed to maintain operations.
- **Form E – Staff Details** lists all staff, with their personal details, including next of kin where appropriate.
- **Form F – Key Contacts** a list of those people that might need to be contacted in the event of an incident.
- **Form G – Plan Summary** provides a single sheet summary of the main business continuity options of the plan.

FORM A: Immediate Action Checklist

To be completed by the senior staff employee at the incident site:

Action	Notes	Tick done
<p>If necessary:</p> <ul style="list-style-type: none"> • Follow evacuation procedure picking up grab bag • Call emergency services 		

Maintain a record of all emergency actions taken. A logging form for that purpose is included in the plan		
Assess the situation and level of response required. Can it be dealt with as a day-to-day management issue or does the business continuity plan (BCP) need to be invoked?		
Communications: <ul style="list-style-type: none"> • Advise staff and guests of the immediate implications for them and the business services • Advise the staff of the immediate requirements to deal with the situation • If necessary advise key staff / suppliers 		
If necessary: facilitate all staff and guests to contact next of kin to advise they are safe?		
If necessary arrange for the premises to be secured?		

Name of attending manager.....

FORM B: Response Action Checklists

To be completed by the Manager

Action	Notes	Tick done
Once you are in control of the initial emergency / incident update guests, staff and any key contacts on a regular basis and keep them fully informed of developments		

<p>Priority should be given to the needs of the guests and the business critical services that support them</p>		
<p>Temporary Accommodation</p> <ul style="list-style-type: none"> • Do you need to consider moving guests to alternative shelter or accommodation? • Do you need to arrange for replacement equipment to be ordered? • Do you have access to all essential systems or records? • Make arrangements for telephones and deliveries to be re-directed 		
<p>Non-Business Critical Staff</p> <ul style="list-style-type: none"> • Non-essential staff should be reallocated to support business critical functions / services • Make sure any staff sent home are aware of when to make contact to check on progress or when to return to work 		
<p>Guests</p> <p>Give careful consideration to any distress caused to guests. Can you provide any additional support?</p> <p>Are they warm and comfortable?</p>		

Create any new operational procedures, manual workarounds and instructions		
Give careful consideration to staffing levels. In a low staff level situation a priority will be a rota of replacements to avoid fatigue		
Closely monitor staff issues, morale, overtime, welfare, etc.		
Do you need to complete an Accident Log?		
Financial Procedures Keep records of all additional expenditure for insurance purposes		
Preservation of records <ul style="list-style-type: none"> • Do not destroy anything. Try to recover as many documents as possible and preserve them somewhere where they can be retrieved easily. This is an ongoing obligation throughout and after the incident • Make someone responsible for co-ordinating and preserving a Master Log of all documents • Make a record of all actions and decisions. • Make a hard copy of any relevant computer data and electronic mail 		
If mobile phones are being used make chargers available and ensure they have sufficient credit if pay-as-go		

Support the post-incident evaluation by direct contribution and by facilitating the involvement of key members of staff. Recovery should always be treated as an opportunity to improve the business.		
At the end of the recovery phase when normality is achieved, inform all interested parties and mark with an occasion.		
Review the Business Continuity Plan to learn from the decisions taken.		

Name of attending manager.....

FORM C: Essential Processes

What are the essential parts of the business that are required within the first hour?

What are the essential parts of the business that are required within 4 hours?

What are the essential parts of the business that are required within 24 hours?

What are the essential parts of the business that are required within 2 – 7 days?

Other than guests which businesses are dependent on the hotel?

Which external suppliers / partners / contractors does the hotel depend upon?

FORM D: Summary of Post Incident Resources and Equipment

Requirement	Within 1 – 4 hours	Within 24 hours	Within 7 days
People			
Number of staff (daytime)			
Number of staff (Night time)			
Space			
Bedrooms			
Reception			
Function room(s)			
Kitchen			
Bar			
Lounge / Playroom			
Office			
Laundry			
Cloakroom			
Office Equipment			
Office phones			
Mobile phones			
Desktop PC			
Laptops			
Printers			
Fax			
Scanner			
Photocopier			
Filing cabinets			
Credit card reader			
Records			
Paper records / files			
Computerised records			
Special provisions			
Wheelchair access			
Secure area for safe			
Delivery area			

Storage space			

FORM E: Staff Details

Name	Position / Role	Address	Home no.	Mobile No.	Next of Kin

FORM F: Key Contacts

Name	Position / Role	Email address	Business No.	Mobile No.

FORM G: Plan Summary

	Service	Trigger & Disruption	Preventative measures	Contingency plans
1	Loss of all or significant number of rooms	<p>Could be due to a major fire, virus outbreak, storm damage, flooding or vandalism</p> <p>Guests and staff may need to be accommodated at alternative premises for a few hours or possibly days this could lead to financial loss</p>		
2	Loss of reception area	<p>Could be due to a major fire, storm damage, flooding or vandalism</p> <p>Unable to greet guests and process bookings in a quick and efficient manner</p>		
3	Loss of function room(s)	Could be due to a major fire, storm		

		<p>damage, flooding or vandalism</p> <p>Loss of reputation if an event has to be cancelled</p>		
4	Loss of the Kitchen	<p>The loss of power source or breakdown of cooking equipment in the kitchen.</p> <p>Guests and staff may need to be accommodated at alternative premises for a few hours or possibly days this could lead to a financial loss.</p> <p>The loss of the main cookers in the kitchen would make it difficult to cook hot meals for guests or restaurant users.</p>		
5	Loss of an individual bedroom	<p>The Duty Manager assesses that a room is not available. Loss of the room could be due to a minor incident, vandalism, a small fire or burst water pipe.</p> <p>If alternative provision cannot be made bookings may need to be cancelled resulting in the loss of revenue and reputation.</p>		
6	Staffing	<p>A number of staff members report sick or do not turn up for</p>		

		<p>their shift due to an accident</p> <p>There may be insufficient staff to meet the staffing requirements which may put services at risk. It may depend on whether the missing staff are vital to the smooth running of the business.</p>		
7	Loss of electricity	<p>Failure of all electrical appliances</p> <p>Accumulated problems arising from the loss of electricity could force the hotel to close.</p>		
8	Water or sewerage supply	<p>A loss of the water supply or evidence of a loss of the sewerage system or blocked drain etc.</p> <p>There would be no water for personal hygiene, laundry, cooking or flushing of toilets as a result of which guests and staff health could be put at risk.</p> <p>Failure of the sewerage system would make it impossible to dispose of waste from toilets, baths, showers, hand basins, sinks etc. This would present a significant health risk if the situation were to</p>		

		continue for more than a few hours.		
8	Breakdown of essential white goods	<p>The breakdown of the washing machine / tumble dryer / freezer etc or the loss of the electric supply.</p> <p>The loss of the washing machine and or tumble dryer may disrupt any in-house laundry.</p> <p>The loss of the freezer could cause inconvenience to the preparation of meals.</p>		
9	Loss of landline telephone	<p>Guest and staff unable to make or receive landline telephone calls.</p> <p>Inconvenience to hotel business and potential lost sales.</p>		
10	Computer system	<p>The corruption of data or the failure of an administration pc.</p> <p>The complete loss of a pc or the information held could cause disruption to the records and information held on guests and staff.</p>		
11	Loss of paper records	<p>Loss of essential paper records</p> <p>Personal information relating to staff and guests could be lost</p>		

		causing potential operational difficulties.		
12	Loss of key partner or supplier	Failure of a business partner or supplier. Vital supplies may not be delivered. There could be financial losses or implications.		

EMERGENCY LOG

Use this log to record decisions and actions taken during the disruption so you can learn from them and if necessary make improvements to the plan.

Incident:

Date:

Time	Event	Action

8. TRAINING AND REVIEW DATES

The plan will next be tested.

The plan will next be reviewed **x** or earlier in the event of a significant change to staff, services or the business.

WATER CRISIS

What can businesses do by GreenCape (www.greencape.co.za)

Sustainable water use journey



Figure 1: GreenCape | Stages in the sustainable water journey

1. Understand water uses and risks

As the old adage goes, you cannot manage what you do not measure. This is the first step on the sustainable water journey, and perhaps the most important. Businesses need to get a handle on what their water usage is, where it is being used and for what purposes. This can be done by conducting water audits, by installing smart-meters and/or sub-metering your business property. Metering has proven to be an incredibly effective strategy at identifying leaks, so that they can be fixed quickly. Metering alone has helped businesses reduce their consumption significantly due to the identification of leaks and the subsequent behaviour changes. It is also important to note that large water users (using more than 10 000 000 litres per annum) are required to report their water use to the City of Cape Town.

An example of how water use varies by type of facility indicated [here](#).

Understanding how much water is being used, where and how will help you create a resilience plan with the greatest impact. Furthermore, it is important to evaluate the quality of water required for your various uses, for example, potable water is not required for flushing toilets and therefore [alternative water sources could be explored](#). You also need to evaluate where your biggest risk from a lack of water may arise. If you (or your suppliers or customers) do not have access to water, how will this impact on your business?

Once your current consumption has been benchmarked, the next step is to create targets for your organisation, linking them to individual users and interventions. Here is an example of a water wise pledge by [FEDHASA Cape](#), that reflects commitment to set targets and openness to accountability. Below are tools and case studies that can assist you in this process, categorised into sectors.

Hospitality sector

For hotels, lodges and B&B's that wish to determine where and how water is used in their establishment as well consider what alternatives are available to reduce water consumption the [AquaSmart Hotels tool](#) is available on the Water Research Council (WRC) website. Note, it consists of two excel workbooks, [the first](#) is the tool itself and [the second](#) is a database where water consumption can be stored. Businesses in the sector can also consider utilising [posters](#) to encourage water saving by guests.

2. Water efficiency interventions

Once your business has identified where its water is being utilised, the next step is implementing water efficient technologies, fittings, processes and behaviours. Toilets, taps and showers typically consume 40-60% of the total annual potable water use in domestic and commercial areas. Therefore, these fixtures are a high impact target area to address when

looking to reduce water consumption. They are also relatively easy and cost effective to retrofit with water saving fixtures. Refer to the [summary guidelines for the installations of alternative water installations](#) in Cape Town for a comprehensive understanding of the risks and regulatory requirements. These interventions will again vary significantly by sector, but some generic examples are included below.

Water efficient fittings (typically easy to retrofit):

- Hold-flush or dual flush toilets
- Waterless urinals
- Cistern displacement item (older toilets)
- Low-flow aerated taps
- Low-flow shower-heads
- High efficiency pre-rinse spray valves
- Water efficient dishwashers & washing machines
- Automatic switch off devices / motion sensor devices – e.g. for cleaning conveyor belts

Water efficient practices:

- Fix leaks and faulty / leaking equipment & service equipment on a regular basis
- Uncomplicated reporting procedure for staff to report leaks
- Optimise the operation of cooling systems
- Sweeping or mopping floors rather than spraying down floors
- Implement [water wise gardening](#) and do not irrigate with potable water
- Only operate dishwashers and washing machines when fully loaded
- Staff training and guest awareness programmes

Hospitality Sector

There are a number of guidelines for the hospitality sector, including [Best Practice Guidelines for Water Usage for Hotel Industry](#) developed by the water supplies department of Hong Kong. This provides a useful guideline for hotels on where water efficiency interventions can be implemented. Green Hotelier also provides an overview of water efficiency interventions that should be considered their [Water Management and Responsibility in Hotels](#) article. In recognition of the severity of the drought, 120 hotel leaders in [Fedhasa CAPE](#) signed a water pledge on 5 October 2017 to reduce water consumption (through various measures) and to share water use data. [FEDHASA Cape will also establish a water-wise task team](#) to assist members in developing water wise policies and implementation plans. Here is an [article](#) on how the city's top hotels are taking action in the drought climate.

3. On-site reuse

Once the water use has been clearly assessed and efficient processes implemented, the third step is to consider onsite reuse. The primary intention of re-use is to cascade water use between processes where fit-for-purpose quality water is required. Depending on the intended use, the wastewater may require treatment prior to reuse, and may either be treated to potable or non-potable standard. Greywater from commercial and residential properties can be re-used on-site either outdoors (for garden irrigation) or indoors for toilet flushing if treated. Current technologies for outdoor use range from simple low-tech adaptors to automated systems incorporating basic treatment and irrigation systems.

Table 1: Types of wastewater

Type	Description
Industrial effluent	This is any wastewater generated by an industrial activity.
Greywater	Relatively clean wastewater from hand basins, showers, baths and laundries.
Blackwater	Sanitation (toilet) water.

Industrial water reuse is an established and growing sector. For example, [Ford has invested more than \\$21-million in a Wastewater Treatment Plant](#) at its Silverton, Pretoria facility. The processes involved in treating industrial process water are complex, but are incentivised by the City of Cape through their [industrial water rebate \(section 11.16 of their Water and Sanitation Tariff Policies\)](#). This allows businesses to recover some of the capital costs they undertake to improve industrial effluent's quality and quantity. For more information [contact the City of Cape Town](#).

4. Alternative water-supply

In a drought as extreme as the current one, it may be prudent to explore alternative sources of water to secure your business continuity. However, this should not be pursued before the first three steps of the process have been exhausted. Below are the options available to households and businesses (noting that potable water supply remains the responsibility of the municipality):

Rainwater or stormwater harvesting

Rainwater harvesting should be explored as a possible option to supplement supply, but treated with caution. The Western Cape is predominantly a winter rainfall region, and without significant storage, the captured rainfall may not last long into the summer. However it is a good option to explore if you have significant hard surfaces (roofing and paving) where rainwater could be funnelled and captured. To consider how much water you can collect consider that each square metre of roof area collects 1 litre of water for every 1 millimetre of rainfall received.

The [Bayside Mall](#) presents an interesting case where both rainwater and stormwater is being harvested for toilet flushing and irrigation. [CTM](#) has also successfully installed at least two rainwater harvesting projects. In addition, CTM plans to consider rainwater harvesting on all new developments as well as part of renovations of existing stores. Utilise the [Water Harvesting Tool](#) to help you assess the viability of using rainwater to supplement your supply.

Water storage

Businesses should protect themselves from the risk of municipal water not being available or intermittent through the installation of on-site water storage. It is also important to note that [Cape Town's Water By-law \(2010\) section 52d](#) require businesses to have some water storage on site.

Groundwater or borehole use

Groundwater or boreholes are a reliable means of accessing water, however the access to this water is limited and regulated carefully. There are effectively three categories of groundwater use:

- Schedule 1 (of the National Water Act): This is for domestic and non-commercial use only. You will need to register your use with your municipality and ensure that you don't exceed the abstraction limit of 10 kl/day. This water is typically used for watering residential gardens or common amenity areas
- General Authorisation: This is when you are abstracting more than the Schedule 1 limit noted above or you intend to utilise this water for commercial purposes, but your usage is below [your area's general authorisation limit](#) and therefore doesn't require a water use license. The limits, as outlined in the [General Authorisation for the Taking and Storing of Water](#), are very location specific. For example, in most of Cape Town, you can abstract up to 400 kl/hectare/year without requiring a water use license, however in Saldanha Bay and Swartland your general authorisation limit is 150 kl/hectare/year. It is also important note that some areas have a zero general authorisation level, and any water extraction above schedule 1 will require a water use license. You may also not extract more than 40 000 kl/year for one property, regardless of the area you are in. If you meet

all of the criteria outlined in the General Authorisation, then you must register your groundwater use with DWS, which can take a few weeks.

- Water use license: A water use license can be applied for through the DWS's online [Electronic Water Use Licence Application and Authorisation System \(e-WULAAS\)](#). Please note that this process can take some time, with the department committing to a 300 day deadline from submission to notification of application decision.

Treated municipal effluent

Municipal wastewater is typically treated to “river quality” and returned to rivers or the sea. However, there is growing recognition of the usefulness of this resource for businesses and industry. While the water has been treated to a safe standard it is not potable, thus not fit for human consumption. The water can however be used for irrigation and could also be treated further, if need be. The City of Cape Town is promoting the use of treated effluent and you can apply to collect this water from your nearest [Waste Water Treatment Works](#) (contact details are on the map). Treated effluent water is also substantially cheaper than municipal water so may be a financially sound manner to decrease your business' use of municipal water. The application form can also be [downloaded here](#).