

BUSINESS CONTINUITY MANAGEMENT

**A GUIDE TO PREPARING A BUSINESS
CONTINUITY PLAN FOR A SMALL TO
MEDIUM SIZED HOTEL**

TEMPLATE PREPARED BY

LOCAL AUTHORITY LOGO

CONTENTS

1. DISCLAIMER	3
2. BACKGROUND	3
3. METHODOLOGY	3
4. GENERAL ASSUMPTIONS.....	4
5. INSTRUCTIONS.....	5
5.1-Business Impact Analysis	6
5.2 Risk Assessment	7
6. OUTLINE RECOVERY STRATEGIES.....	11
6.1 Loss of Building / Accommodation	11
6.2 Loss of Staff	11
6.3 Loss of utilities	12
6.4 Loss of telephone landline services	12
6.5 Loss of IT services	13
6.6 Loss of hard data / paper records	13
6.7 Disruption by industrial action	13
6.8 Loss of a key partner or supplier	13
6.9 Severe Weather	13
7. FINANCIAL ISSUES	14
8. MEDIA COMMUNICATIONS.....	14
9. RESPONDING TO AN INCIDENT	14
9.1 Initial Response	14
9.2 Invoking the plan	15
9.3 Action Checklists	15
10. COLLECTING THE BASIC INFORMATION	15
11. TESTING AND REVIEWING THE PLAN.....	16
12. POPULATING THE TEMPLATES	17
Form A – Immediate Actions Checklist	17
Form B – Response Actions Checklist	17
Form C – Essential Services	17
Form D – Summary of Post Incident Resources & Equipment	19
Form E – Staff Details	20
Form F – Key Contacts	20
Form G – Plan Summary	21
13. EMERGENCY LOG.....	27
14. TESTING AND REVIEWING	28

RECORD OF AMENDMENTS

Amdt No	Date	Paragraphs/Pages Amended	Initials

1. DISCLAIMER

This guide has been developed by [redacted] 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. [redacted] will accept no liability arising from the use of this document.

2. BACKGROUND

Under the Civil Contingencies Act 2004 Local authorities are required to promote Business Continuity Management (BCM) to businesses and voluntary organisations. Specifically the Act requires local authorities to provide advice and assistance to those undertaking commercial activities and to voluntary organisations in relation to business continuity planning in the event of emergencies.

BCM is seen as a way of building 'community resilience', a way of helping local organisations to help themselves, to reduce the economic impact of emergencies and to reduce reliance on public sector bodies. The result will be stronger links with the business community and improvements in the local authorities own emergency management arrangements.

If you do not feel able to devote the necessary time, or you lack the expertise to complete a plan you should consider using a consultant to help you develop a plan specifically for your needs.

3. METHODOLOGY

The suggested methodology for producing a plan is:

- **Understand your business** by deciding which parts of the daily hotel functions are crucial. This does not mean that the other elements are surplus to requirements, but instead means that in a period of disruption, when resources might be limited, that there is a need to concentrate on the areas where business disruption would have the greatest impact.
- **Access the risks** by deciding how likely an event is to occur and what the impact might be. This exercise will often identify actions that can be taken to reduce the risk happening in the first place. As an example you have smoke detectors to reduce the risk and impact of a fire.
- **Develop a strategy and plan** based on your knowledge of the hotel and the risks involved. You might be willing to accept some risks but for others you need to make contingency plans. Use the templates in the accompanying document to develop a plan.

- **Test and review the plan.** All staff must understand their role in the plan. Make sure the plan is tested and updated regularly. It is pointless having an out of date plan gathering dust on a shelf.

4. GENERAL ASSUMPTIONS

When determining your strategy you will need to make certain assumptions about the type of business interruption you might experience. Feel free to amend or add new assumptions if these are not appropriate to your circumstances:

- In the event of a minor disruption such as an evacuation due to a fire alarm assume guests and staff will be outside for up to an hour. If there was a real fire then rooms would be unavailable for hours and possibly overnight. For a more significant disruption assume access would be denied for more than one night.
- How robust is your IT system? Could you cope without access to booking information stored on your computer? Do you have a maintenance contract in place? Assume you will not have access for at least a couple of hours.
- How reliable is your telephone network? In the event of a communications failure do you have a contract with a third party maintenance company? Could you get by with mobile phones if there was a fault with the landline? Plan to be without landline phones for at least five hours.
- In a sickness outbreak 25% - 30% of staff could be off work at any one time. Rates could be even higher in a smaller hotel. The absence rate will include those who are sick, those caring for others and the 'worried well' who are simply too scared to come to work. In a smaller hotel it is often more difficult to cope with staff shortages.
- Loss of electricity supply across a region could last 24 hours, although in areas more exposed to extreme weather three days might be a more realistic assumption.
- Assume that loss of water and or disruption to the sewerage services could last for three days.
- During severe weather staff may not be able to get to work. Depending on their home compared to the hotel you may need to assume some may not get in for three days. Guests may also cancel if the advice is not to travel.
- In a fuel shortage situation staff might struggle to get to work and you may not receive deliveries as usual. How long could you reasonably expect to cope in this situation? You may also have guests cancelling.

The disruption to the transport network from a fuel crisis could easily last up to ten days.

5. INSTRUCTIONS

Before completing the plan template it is essential to fully understand the workings of the hotel processes and to collate sufficient background information to justify how the decisions and actions contained in the plan were arrived at.

- Firstly decide what are the essential roles or functions undertaken at the hotel. Where is it most vulnerable? Deciding what is essential may depend on whether it has a direct impact on hotel guests. A **Business Impact Analysis** will help to determine the priority services. Those scoring highest will need to be included in the plan. Those scoring lowest may still be included if you wish to or may be excluded if they are unlikely to happen or the impact is negligible.
- Use a **Risk Assessment** form to identify the risks that have the potential to disrupt normal business operations and where it might be possible to take preventative measures to significantly reduce their likelihood and/or impact.
- It will be necessary to fully understand how the business critical aspects work to identify any strengths and weaknesses and to determine alternatives to cope with any disruption. This is a good opportunity to involve other staff in the discussion.

The completed plan will hold the information needed to maintain or restore normal business following an incident but will also act as a useful reference document for dealing with day-to-day issues and problems.

5.1-Business Impact Analysis

List each process / function / facility or service in the left hand column.
Complete the other columns according to the instructions below.

Impact: Consider:

- Does the service, when considered overall, have a direct impact on the guests or staff as a whole? or
- Is there a significant financial impact?
- How necessary is the service in an emergency?
- Could your reputation be damaged?

5 = vital	4 = high	3 = medium	2 = low	1 = non-vital
-----------	----------	------------	---------	---------------

Restoration Priority: Estimate the length of time you could operate before that service / process must be operating again:

5 = within 2hrs	4 = 12 hrs	3 = 24 hrs	2 = 2 - 7 days	1 = longer
-----------------	------------	------------	----------------	------------

Alternative delivery: Could part or all of the service be provided by alternative means, perhaps by another person, or at another location for a short period of time? Estimate how much of the service could be provided this way?

5 = none	4 = 25%	3 = 50%	2 = 75%	1 = 100%
----------	---------	---------	---------	----------

Analysis

Service / Function	Impact	x	Priority	x	Alternative	=	Score
e.g	4	x	5	x	3	=	60
Reception		x		x		=	
Rooms		x		x		=	
Dining Room		x		x		=	
Kitchen		x		x		=	
Function Rooms		x		x		=	
Cleaning		x		x		=	
Security		x		x		=	
Management		x		x		=	
Bar		x		x		=	
Games Room		x		x		=	
Telephones		x		x		=	
IT		x		x		=	
		x		x		=	
		x		x		=	
		x		x		=	
		x		x		=	

5.2 Risk Assessment

The risk assessment should identify the standard control measures plus any additional actions that could be taken to reduce the likelihood and the impact of the risk. Where appropriate these actions should be incorporated in normal day-to-day procedures

Examples of control measures include:

- Standard policies and guidelines
- Additional staff training and procedure notes so that cover is available if key staff are absent.
- Security measures to prevent fire or theft.
- Reminding staff on good office practice such as not storing information on drives which are not automatically backed-up.
- Ensuring that essential paper records are securely stored in fire resistant cabinets or that electronic copies are available.
- Check that key partners or suppliers have business continuity plans. If a key supplier was unable to deliver supplies you would need to make alternative arrangements.

Try to involve staff in identifying general control measures and further actions that can be taken to mitigate the risks. There may be other risks to consider such as a syndicate win on the lottery suddenly removing a whole team of people.

ASSESSING THE RISKS

Use this table to produce an assessment of the current risks. It may highlight additional measures to reduce the risks to the hotel.

Likelihood	Impact
Negligible	Insignificant
Low	Low
Medium	Medium
High	High

Risk	Likelihood	Impact	General Control Measures	Possible Further Action
Fire	<i>Low</i>	<i>High</i>	<i>e.g. Fire alarms and smoke detectors. Fire doors. Regular evacuation exercises. Staff and guest vigilance. Staff trained in use of fire extinguishers, Safety checks on all electrical equipment. Fire proof cabinets for vital records.</i>	<i>e.g. Enforce measures to reduce risks.</i>
Loss of bedrooms				
Loss of reception				
Loss of function room				
Loss of kitchen				

Risk	Likelihood	Impact	General Control Measures	Possible Further Action
Loss of bar				
Loss of staff (sickness)				
Loss of staff (to competitors)				
Loss of staff (serious accident)				
Loss of Electricity				
Loss of Gas				
Loss of Water				
Loss of telecommunications				
Loss or corruption of IT data				
Theft of computer or office equipment				

Risk	Likelihood	Impact	General Control Measures	Possible Further Action
Fraudulent activity				
Contagious infection amongst guests				
Vandalism				
Flooding				
Storm Damage				
Fuel Shortage				
External factor preventing access to premises e.g. fire, police incident, traffic accident, terrorist incident				

6. OUTLINE RECOVERY STRATEGIES

This section of the guide will explain what background information needs to be collected and some of the options that could be considered. It will be worthwhile trying to identify some of the strengths, weaknesses and possible breaking points.

6.1 Loss of Building / Accommodation

If the hotel has been damaged, utilities have been severely disrupted or access has been prevented for some other reason then alternative accommodation may need to be found for guests.

The first option may be a reciprocal agreement with other local hotels to transfer guests. This might be for temporary shelter in a function room during an evacuation due to a fire or bomb scare or by using vacant rooms if overnight accommodation is required. Obviously there may be times during the year when most hotels are busy and that is not an option.

If damage is limited you may be able to isolate some areas and continue to operate most bedrooms as normal.

If the reception or office is not accessible then all office equipment and hard data in that room will probably also be unavailable. So you will need to consider how you would maintain services.

You may wish to consider sending staff who are doing less business critical tasks home for a short period. Whatever the incident a process for communicating with staff is essential. A staff list with full contact details will be required, ideally with next of kin details.

Experience has shown that staff will need reassurance that there will be no adverse effect on their welfare or continued employment. If an accident has happened it is especially important that guests and staff are able to tell their spouse/partner or next of kin that they are safe.

At the earliest opportunity the staff and guests should be briefed on the following points:

- What has happened
- What has been done
- What is planned
- How will the incident affect them

6.2 Loss of Staff

Unless there was an event such as a fatal fire or explosion any large scale reduction in staffing, and the loss of key staff, is unlikely to occur without warning. A greater risk is large scale staff sickness where 25 - 30% of the workforce could be absent due to sickness at any one time.

Document any steps that have or could be taken to reduce the impact of staff losses.

Plans need to consider measures to minimise the impact of the temporary or permanent loss of key staff. Staff training should ensure that specialist knowledge and skills are transferred so that in the absence of a key person somebody can fulfil their role.

Staff performing key tasks should be encouraged to write procedure notes so that less experienced staff would be able to perform these important duties in their absence.

Perhaps temporary staff or recently retired staff could be used. All of these options could be considered.

6.3 Loss of utilities

The temporary loss of power is likely to be the most important consideration in terms of utilities. Staff need to be aware of the problems any disruption to utilities might cause and where possible take steps to reduce the potential impact.

Even where generators are in place the supply of power may not cover all the usual demands and electricity savings would need to be made. Which devices can be temporarily switched off?

Without power many daily tasks such as laundry, cooking and cleaning would need to be delivered by alternative means.

If the water supply or sewerage was disrupted could you make arrangements to use other facilities and bottled drinking water.

Failure in the gas supply could disrupt heating, hot water and cooking facilities.

6.4 Loss of telephone landline services

Again disruption to telephone services could be in isolation or due to the loss of the building.

Do you have maintenance contracts in place to provide a prompt response to a telecommunications failure?

If the problem was isolated could calls be transferred to alternative numbers or a mobile number?

List actions that would be taken to cope without the telephone network. This could involve the use of personal mobile phones. The cost of any calls made by staff with personal mobile phones would need to be reimbursed.

Make arrangements for phone chargers to be available.

6.5 Loss of IT services

Disruption to your computerised information could be due to a power failure, a computer crash or because of damage to the building. We tend to take IT access for granted, but consider the actions that could be taken to cope without this technology for a period of time.

Do you have maintenance contracts in place to provide a prompt response to any computer failure?

If the hotel relies on computerised information could it also be stored on a back-up disk or even as a paper copy?

It is worthwhile reminding staff not to store important data on any drive that is not backed up on a daily basis. Otherwise important information could be lost if that pc was damaged. Daily computer back-ups should always be stored at an alternative site.

Could manual processes be used as a short-term measure if IT access was unavailable? Is the temporary use of paper records a viable alternative until data can be transferred? Decide how records will be kept until they can be transferred onto the system.

6.6 Loss of hard data / paper records

List any steps taken to preserve important data/records and how they can be retrieved.

The loss of vital data or records could be a serious setback. Fireproof storage could help to protect records or electronic copies could be the solution.

6.7 Disruption by industrial action

You may not have any control over the industrial action. What would happen if a fuel crisis stopped guests travelling or suppliers making deliveries? Would an extended postal strike have any impact?

6.8 Loss of a key partner or supplier

Does your business rely on key partners or suppliers?

- What would happen if a key partner went into administration, or was disrupted by industrial action?
- Could you source an alternative supplier at short notice?
- Could their loss disrupt hotel business or is there an alternative provider?
- Do key partners and suppliers have their own business continuity plans?

Also consider in what circumstances key partners or suppliers need to be told about any disruption to your business?

6.9 Severe Weather

With more and more extreme weather events it makes sense to think about how you would cope if staff cannot get to work, either as a direct result of the weather, or if they need to look after children where schools are closed. What if supplies or deliveries are disrupted?

7. FINANCIAL ISSUES

There may be additional costs involved in implementing any additional contingency measures. You need to consider if they are cost effective compared to the overall risk. You wouldn't spend £1,000 to protect something worth £100, on the other hand if it costs the same amount to improve fire prevention it is probably worth the investment.

The authorising of any additional expenditure in relation to the incident will need to be controlled. All expenditure should be monitored and recorded as it may be needed for insurance purposes.

8. MEDIA COMMUNICATIONS

A major incident, such as a fire, may attract media or public interest and demand for information. The way that media and public information is managed will have a bearing on the public perception of the incident and possibly the reputation of the hotel or brand.

9. RESPONDING TO AN INCIDENT

9.1 Initial Response

The initial response to an incident that threatened the building or the safety of the guests or staff would be to evacuate the hotel, or part of the building. Make sure when you evacuate someone is responsible for picking up your emergency grab bag. A grab bag or box will often contain –

- Your business continuity plan
- Building/site plans/map
- Compact megaphone
- Wind-up torch
- Hi-visibility jackets
- Waterproof document wallet, notepad and pens
- Emergency blankets
- Whistle
- Wind-up phone charger, spare mobile phone
- Wind-up radio
- First aid kit
- Gloves
- Spare keys
- Small amount of cash

Once the immediate danger has passed a decision will need to be made on whether it is feasible to return or whether the business continuity plan needs to be activated.

9.2 Invoking the plan

Staff need to be aware under what circumstances the plan would be invoked - by whom and why.

A minor incident might not class as an emergency but still represents a risk to the hotel and as such needs a prompt response and assessment. Some incidents will be dealt with as a day-to-day issue, but others due to their potential impact will need the business continuity plan to be invoked.

9.3 Action Checklists

The plan includes two checklists **Form A – Immediate Actions Checklist & Form B – Response Actions Checklist** which suggest the actions that should be taken immediately an incident occurs and during the response and recovery phases. The lists are not prescriptive, exclusive or prioritised since any incident will require a dynamic assessment of issues and actions required.

Include additional actions which are appropriate to your personal needs.

10. COLLECTING THE BASIC INFORMATION

It is important to have all the essential information readily to hand in the plan so it can be used immediately an incident occurs, effectively providing a priority list for the restoration of the essential functions.

- **Form C – Essential Services** is a list of the essential parts of the hotel that must be maintained or quickly restored in the event of a disruptive incident.
- **Form D – Summary of Post Incident Resources & Equipment** summarises the minimum levels of accommodation and equipment needed to maintain normal operations.
- **Form E – Staff Details** lists all staff, indicating those business critical staff that will be required if an incident occurs.
- **Form F – Key Contacts** a list of those businesses and individuals that would need to be contacted in the event of an incident. This could be customers, key partners or suppliers. This list can also be used for day-to-day problems.
- **Form G – Plan Summary** provides a summary of the main recovery options for possible disruptions to the hotel. This should include any manual workarounds which will enable the hotel to continue to function as near to normal as possible.

11. TESTING AND REVIEWING THE PLAN

Once the plan has been completed staff will need to be trained and tested on their roles and responsibilities. Someone will also need to be made responsible for deciding how and when staff receive training and making sure it happens.

Consider desktop exercises:

- To simulate a real crisis situation for the benefit of those taking part.
- To identify errors, omissions and areas of improvement in the plan.
- The plan should also be reviewed annually or when there are major changes to the building, staffing or responsibilities.
- The plan should identify who is responsible for maintaining and reviewing the plan.
- The plan revision should also include a progress report on actions taken to reduce the threat from individual risks e.g. enforcing a smoking ban in all areas to reduce the risk of a fire.

12. POPULATING THE TEMPLATES

Form A – Immediate Actions Checklist

The checklist in the skeleton plan is not prescriptive, exclusive or prioritised; any incident will require a dynamic assessment of issues and actions required.

Include additional actions which are appropriate to your business needs.

Form B – Response Actions Checklist

The checklist in the skeleton plan is not prescriptive, exclusive or prioritised; any incident will require a dynamic assessment of issues and actions required.

Include additional actions which are appropriate to your business needs.

Form C – Essential Services

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

List the priority services / functions that must be quickly restored. The service impact analysis will help to determine the priority. It may be a couple or it could be several.

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

List the secondary services / functions that must be quickly restored. The service impact analysis will help to determine the priority. It may be a couple or it could be several.

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

List the remaining services / functions that must be quickly restored. The service impact analysis will help to determine the priority. It may be a couple or it could be several.

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

List the other services / functions that must be restored but are not essential straightaway. The service impact analysis will help to determine the priority.

Other than guests which businesses are dependent on the hotel?

Perhaps you use the services of a florist, or a business group has a regular booking for a function room. Do they need to be advised if the hotel is impacted by an incident?

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

Is there a dependency on external partners to provide transport, deliveries or other services without which you might struggle to deliver a normal service?

Form D – Summary of Post Incident Resources & Equipment

Only include the minimum requirements.

Requirement	Within 1 - 4 hrs	Within 24 hrs	Within 7 days
People			
Number of staff (Daytime)			
Number of staff (Nighttime)			
Hotel Space			
Bedrooms			
Reception			
Function Room(s)			
Kitchen			
Bar			
Lounge / Playroom			
Office			
Laundry			
Cloakroom			
Office Equipment			
Landline Phones			
Mobile Phones			
Desktop PC			
Laptop PC			
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			
<i>Add others as required</i>			

Form E – Staff Details

If this list already exists in a slightly different format simply copy and paste into the plan. This avoids having to keep more than one list updated. If an electronic list exists add details about who has access and where both paper and electronic versions are held.

NAME	POSITION/ROLE	ADDRESS	HOME	MOBILE	NEXT OF KIN
<i>A Manager</i>	<i>Hotel Manager</i>	<i>12 Swallow Road, Exeter, EX4 2DD</i>	<i>01392 222222</i>	<i>07929 121212</i>	<i>Wife Jane 07801 414141</i>
<i>A Deputy</i>	<i>Deputy Hotel Manager</i>	<i>10 Rook Close, Exeter, EX5 3FF</i>	<i>01392 333333</i>	<i>07813 212121</i>	<i>Husband Tom 07801 414141</i>
<i>A Smile</i>	<i>Receptionist</i>	<i>53 Kestrel View, Exeter EX2 5HH</i>	<i>01392 444444</i>	<i>07801 313131</i>	<i>Mother Sue 07801 414141</i>

Form F – Key Contacts

If this list already exists in a slightly different format simply copy and paste into the plan.

(Suppliers, Maintenance, Police, Fire Station, Other external contacts)

NAME	POSITION/ROLE	E-MAIL ADDRESS	BUSINESS	MOBILE
<i>A Major supplier</i>	<i>Delivery Manager StayFreshFoodsCo</i>	<i>Major.supplier@bigco.co.uk 01392 777777</i>	<i>01392 222222</i>	<i>07929 121212</i>
<i>A Spanner</i>	<i>Gas Maintenance Engineer</i>	<i>Aspanner@myco.co.uk</i>	<i>01392 279999</i>	<i>07929 454545</i>

Form G – Plan Summary

The following are all possible disruptions to the hotel. Consider the preventative measures already in place plus those that could be added to reduce the risk. It may be necessary to have differing contingency plans depending on the extent of the incident. Feel free to add or remove risks as appropriate to your circumstances.

	SERVICE	TRIGGER & DISRUPTION	PREVENTATIVE MEASURES	CONTINGENCY PLAN
1	Loss of all or a significant number of rooms	<p>Could be due to a major fire, gas leak, virus outbreak (legionnaires disease), 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 a financial loss.</p>	<p><i>Fire alarms, smoke detectors, annual servicing of all electrical and gas appliances, stringent cleaning and hygiene standards, normal security measures.</i></p>	<p><i>If the damage is limited it may be possible to continue normal operations. Consider a reciprocal arrangement with other hotels if guests need to be provided with shelter or accommodation.</i></p>
2	Loss of the Reception area	<p>Could be due to a major fire, gas leak, storm damage, flooding or vandalism</p> <p>Unable to greet guests and process bookings in a quick and efficient manner</p>	<p><i>Manned xx hours per day. Fire alarms, smoke detectors, normal security measures.</i></p>	<p><i>Set up a basic temporary desk to handle guest requirements.</i></p>
3	Loss of Function Room(s)	<p>Could be due to a major fire, gas leak, storm damage, flooding or vandalism</p> <p>Loss of reputation if an event has to be cancelled</p>	<p><i>Fire alarms, smoke detectors, normal security measures.</i></p>	<p><i>Swap to an alternative room. Consider a reciprocal arrangement with other hotels. Erect Marquee in the grounds?</i></p>
4	Loss of the Kitchen	<p>The loss of power source (electric or gas) or breakdown of cooking equipment in the kitchen.</p> <p>The loss of the main cookers in the kitchen would make it difficult to</p>	<p><i>Give details of any servicing agreement for the cooker or other kitchen equipment.</i></p>	<p><i>Establish if the failure of the cooker is due to the loss of the electric / gas supply or a fault within the equipment itself.</i></p> <p><i>If due to the loss of the electricity or gas supply see below.</i></p>

	SERVICE	TRIGGER & DISRUPTION	PREVENTATIVE MEASURES	CONTINGENCY PLAN
		cook hot meals for guests or restaurant users.		<p><i>If the failure is due to a fault with the equipment contact the appropriate maintenance contractor.</i></p> <p><i>Establish the length of time the kitchen will be out of action. Could a simplified / reduced menu be provided, possibly with assistance from another hotel or restaurant.</i></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 damage to your reputation.</p>	<p><i>Fire alarms, smoke detectors, annual servicing of all electrical and gas appliances, stringent cleaning and hygiene standards, normal security measures.</i></p> <p><i>It is recognised that there may be instances where no matter how well plans have been prepared the unexpected happens resulting in the loss of a bedroom.</i></p>	<p><i>If other rooms are available this may be a minor issue. If it occurs when all rooms are booked a guest may need to be redirected to another hotel.</i></p> <p><i>Depending on the timescale and reason for the room being unavailable future guests may need to be contacted</i></p> <p><i>It will be the responsibility of the Duty Manager to determine which of the following is the most appropriate.</i></p> <ul style="list-style-type: none"> • <i>Transfer the guest to another bedroom (if available)</i> • <i>Transfer the guest to another hotel (if available)</i>
6	Staffing	<p>A number of staff members report sick or do not turn up for 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 hotel</p>	<p><i>Off duty staff may be asked to provide cover at short notice if they are available. Must have regard to when they were last working and / or when they are next rostered to work. It is essential that all relevant employment protection regulations are complied with relating to the number of hours</i></p>	<p><i>Alternatively agencies who supply temporary staff may be used to supplement staff shortages.</i></p>

	SERVICE	TRIGGER & DISRUPTION	PREVENTATIVE MEASURES	CONTINGENCY PLAN
			<i>worked within a specified period and breaks between periods of working.</i>	
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>	<i>Regular servicing of appliances and internal circuits. Provide details of the servicing contract</i>	<i>If there is no generator in place contact the electricity supplier and ascertain the likely duration of the incident.</i>
8	Loss of gas supply	<p>A loss of the gas supply within the hotel.</p> <p>The loss of the gas supply could result in the loss of heating and hot water and cooking facilities</p>	<i>Provide details of the monitoring and servicing of the gas supply. Is there a 24 hour call out contract with an agreed response time?</i>	<p><i>When gas supply is lost contact TRANSCO to establish whether there is a failure to the external supply. If this is the case establish the probable duration of the disruption and explain the importance of restoring the supply as soon as possible.</i></p> <p><i>If the problem is internal contact the appropriate maintenance contractor.</i></p>
7	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</p>	<i>Notices displayed advising guests and staff how to dispose of some items</i>	<p><i>Contact South West Water to establish whether there is an external or internal failure. If this is the case establish the probable duration of the loss of water and explain the importance of restoring the supply as soon as possible.</i></p> <p><i>If the repair is going to take more than four hours try and arrange alternative facilities with other local businesses. Alternatively, contact a hire company to arrange for portaloos and locate them outside of the building in secure areas.</i></p> <ul style="list-style-type: none"> <i>If the problem is internal contact the appropriate</i>

	SERVICE	TRIGGER & DISRUPTION	PREVENTATIVE MEASURES	CONTINGENCY PLAN
		<p>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 continue for more than a few hours.</p>		<p><i>maintenance contractor.</i></p> <ul style="list-style-type: none"> • <i>If the loss of water is for a prolonged period ask South West Water to supply a water bowser.</i> • <i>Fill up water containers in the kitchen to provide easy access to water for drinking and cooking.</i>
8	<p>Heating</p>	<p>Failure of the heating system</p> <p>If the heating fails for any reason it may not be possible to provide sufficient heat to meet the required temperature within the hotel.</p> <p>Failure could also result in the loss of hot water which would make it impossible for guests to shower or wash.</p>	<p><i>Give details of the monitoring and servicing of the boiler and heating system. Is there a 24 hour call out contract with an agreed response time?</i></p> <p><i>The possible cause for a total failure of the heating could be the loss of the electricity supply to the boiler which affects the water pumps or a loss of the gas supply.</i></p>	<p><i>In the event of the loss of heating for a prolonged period steps should be taken to keep guests warm by:</i></p> <ul style="list-style-type: none"> - <i>making free hot drinks available</i> - <i>providing mobile heaters in common areas</i> - <i>providing additional blankets</i> - <i>taking steps to minimise heat loss from the building</i> <p><i>The extent of the steps to be taken will be dependent upon the time of year and the outside air temperature</i></p>
9	<p>Breakdown of essential white goods.</p>	<p>The breakdown of the washing machine / tumble dryer / freezer etc or the loss of the electricity 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</p>	<p><i>Give details of any servicing agreements.</i></p> <p><i>Any inconvenience caused by the loss of the freezer will depend on the amount of stored food compared to the level of fresh food served.</i></p>	<p><i>Establish whether the failure is due to the loss of the electricity supply or a fault within the machine itself.</i></p> <p><i>If due to the loss of the electricity supply see above. If the failure is due to a fault within the machine contact a maintenance engineer.</i></p> <p><i>Establish the length of time the machine will be out of action.</i></p>

	SERVICE	TRIGGER & DISRUPTION	PREVENTATIVE MEASURES	CONTINGENCY PLAN
		inconvenience to the preparation of meals.		<p><i>In the short term store dirty laundry or take the washing to a launderette, send it to a commercial laundry, or purchase a new machine.</i></p> <p><i>For a broken freezer keep the door closed.</i></p> <p><i>If the fault will take some time to repair or a replacement is required either hire a freezer or transfer the food from the freezer to a freezer within another establishment until such time as it is repaired or replaced and purchase frozen food on the day of use only or use fresh produce.</i></p>
10	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>	<p><i>Transfer calls temporarily to mobile phones</i></p>	<p><i>Establish whether the fault with the telephone network is internal or external.</i></p> <p><i>Contact the supplier to ascertain how long the disruption is likely to last.</i></p> <p><i>Request that all calls be diverted to nominated mobile telephones.</i></p>
11	Computer system	<p>The corruption of a disk 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>	<p><i>Back ups are made on a daily basis.</i></p> <p><i>Hold paper copies of essential information and update on a regular basis.</i></p>	<p><i>If an isolated problem use another pc if available.</i></p> <p><i>If a disk is corrupted refer to back up disks.</i></p> <p><i>If possible get the pc repaired or replaced and loaded with back-up disks.</i></p> <p><i>Initiate manual workarounds to record information.</i></p>
12	Loss of paper records	<p>Loss of essential paper records.</p> <p>Personal information relating to staff and guests could be lost causing</p>	<p><i>The files are kept in a secure, fire proof cabinet.</i></p>	<p><i>A hotel that is part of a chain may have copies held centrally from which files can be copied.</i></p>

	SERVICE	TRIGGER & DISRUPTION	PREVENTATIVE MEASURES	CONTINGENCY PLAN
		potential operational difficulties.		
13	Loss of key partner or supplier	<p>Failure of a business partner or supplier.</p> <p>Vital supplies may not be delivered. There could be financial losses or implications.</p>	<p><i>Check that key partners or suppliers have business continuity plans in place.</i></p>	<p><i>For a food supplier make alternative arrangements by using a local supermarket.</i></p> <p><i>In the longer term put out contract for tender.</i></p>
14	Industrial Action	<p>National or regional fuel shortage, postage delivery</p> <p>Staff may not be able to get to work, suppliers may not be able to make deliveries.</p> <p>Guests may cancel for fear of getting stuck without fuel.</p>	<p><i>Check suppliers have business continuity plans in place to cover a fuel shortage.</i></p>	<p><i>Staff can stay overnight. Car sharing for staff, use of public transport. Public transport may not be suitable for night staff or if a rural location is involved.</i></p>

14. TESTING AND REVIEWING

The plan will next be tested *(suggestion is annually)*

The plan will next be reviewed or earlier in the event of a significant change to staff, services or the hotel. *(suggestion is annually)*

END