EasyGuide
Business Continuity – Operational Unit Plan Template

1. **Introduction**

   This template is to assist directors, service managers and team leaders in planning how to run their service when faced with disruption, however it is caused.

   Brief instructions are in the template (note – when you have completed your plan, these, and all other instructions in red should be deleted to reduce the length of the document), but bear in mind these are general points.

   By planning ahead, services can get back to normal business in the quickest possible time.

   The plan is designed for completion at business unit level but can be completed for a wider service area if appropriate.

   The Risk Management and Insurance Services team are available for support and guidance. They also provide training on Business Continuity Management (booked centrally through Myview) which is essential for all staff with responsibility for producing, or being a key staff member named within a plan.

2. **Contents of Template**

   The template draws together the resources, data and procedures which a business unit needs to enable it to run in a crisis. When completed it should contain:

   - Key people & their contact numbers (staff, suppliers, service users)

   - Business unit locations (current, recovery site, area for staff to go where they await recovery site availability)

   - ICT/procedures for running service, equipment, technology, records etc needed

   - Actions necessary in first 24/48hrs, and the next week

   - Disaster recovery agreements

   - Log for decisions & actions (sample)

3. **Instructions For Completion**

   As with any template, the sections and notes are for guidance only and will be applicable to some services more than others. The aim is to help you think about certain situations and requirements, especially from an external (to your service) perspective, in case another Head of Service or Senior Manager has to recover your service in the absence of you/your key staff.

The following should be considered when completing the plan:

- The activities your service areas provide, and establish which are the most essential – what would be your priority areas for recovery. These are the activities you should look to getting up and running first.

- Write plans to reflect the recovery phases, keeping them brief as possible. Make them understandable and useable by staff that may not be familiar with your service as key people may not be available at the time of the crisis.

Phase 1	First 24 hours	Essential urgent tasks. Temporary arrangements to provide the most essential parts of service. Critical staff required on site.
Phase 2	Days 2-7 (first week)	Start restoring the most essential parts of service. Ensure temporary working practices introduced in first 24 hours are robust and fit for purpose.
Phase 3	Weeks 2-4 (first month)	Plan and begin restoring remaining parts of the service.
Phase 4	Until 'business as usual'	Restoring full service and return to normal working. Hold de-brief to learn from management of the incident.

- In phases 1&2, decide on the minimum requirements to get essential activities running at a minimum acceptable level.

- There are many *causes* of disruption, but it is neither sensible nor practical to have a large number of separate plans. A BCP should keep your service running whatever the cause of the interruption. However, you may wish to append to your plan specific plans for events that are common to your work area. For example, i*f you are in an area susceptible to flooding, then you may wish to have a flood plan as an appendix to your main BCP and/or provide details of where it can be found electronically (file location and name).*

- The main impacts of interruptions on businesses fall broadly into the following categories – 'The Four Ps'. Planning for these will enable you to deal with most incidents.

   Loss of People   *Could be* - high staff absence, total staff loss (e.g. strike), key individual(s) unavailable

   Loss of Premises
   or other key assets
   e.g. vehicles   *Could be* - loss of facilities (e.g. power cut), temporarily unable to access building, or destruction of building

   Loss of Plant   *Could be* – loss of ICT systems, loss of network, loss of hard/software, loss of telephones

> **Loss of key Partner**   *Could be* – temporary (e.g. dispute, disruption to supplier's business) or permanent (e.g. supplier goes out of business)

- This is not an exhaustive list as there could be other impacts and causes of interruptions.

- Key actions and decisions should be logged. A sample log is included at the end of this template

4.   When there is significant or widespread disruption

Consider what, **YOU**, as responsible manager need to do. If there is significant or widespread disruption, the Council's resources will be strained and they will be directed toward the Business-Critical Activities.

This means that corporate critical functions like ICT, Transport and Property may be able to give you only very limited support. Ensure that you discuss and agree the level of support you require from these other areas, and from external suppliers, and determine where your service sits in **their** contingency plans.

5.   Additional actions

While completing the plan, you may be aware of actions you need to take now to be ready to operate in a crisis; e.g. simple points like keeping copies of key hard copy documents offsite, or detailed work like documenting procedures.

Keep a separate list of points to action, and put into the plan what you have available at the current time. Make sure you test any assumptions made. It is worth contacting key internal and external suppliers to ensure that what they have promised or contracted to supply, can in fact be delivered in the timeframe you require.

6.   Final points

Keep the completed plan secure – in electronic versions only, if possible and practical, and keep a copy of this plan offsite. If issued to staff, do so in 'soft' copy or on an LCC encrypted USB**.** It includes procedures which may be confidential, and contains personal contact information.

Ensure that staff know where it is, it is kept up to date and that all staff are aware of their role in the recovery process.

IF YOU ARE A BUSINESS CRITICAL ACTIVITY AS DEFINED WITHIN THE CORPORATE BUSINESS CONTINUITY PLAN, THIS PLAN AND EVERY UPDATE MUST BE SENT TO RMIS UPON COMPLETION.

BUSINESS CONTINUITY OPERATIONAL UNIT PLAN

[INSERT NAME OF TEAM / SERVICE OR BUSINESS UNIT HERE]

Revision History

Version	Prepared/revised by	Date

BUSINESS CONTINUITY PLAN
[INSERT NAME OF BUSINESS UNIT] - OPERATIONAL DETAILS

1	SERVICE

Outline briefly the role of your team/business unit provides, listing the main services it provides, with the most essential parts first.

2	BUSINESS UNIT RECOVERY TEAM

Head of Service (Tactical):

Deputy (Tactical):

Divisional Director (Strategic):

Team Leader (Operational):

Team Members (Operational):

Only list here the staff you would need to call in the first hour of an incident or whom you would want to respond to an incident in person

Name	Phone		Role
	Office	Home &/or Mobile	
First call out (critical staff)			
Standby staff			

In this and all subsequent tables, please delete any unused rows or add more if needed.

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| **3** | **BUSINESS UNIT – LOCATION** |

3.1 Usual business location(s):
Insert address(es)

3.2 Alternative locations
Enter details of alternative locations which could be used as a base during the course of the recovery period. If possible your alternative sites should be located away from the immediate vicinity of the usual premises – often in a serious incident there may well be an area of the immediate vicinity cordoned off. You also need to consider a short term 'holding' site to allow staff to move away from the affected area whilst the Emergency Services decide how long your work area will be inaccessible. Ensure these locations are discussed and agreed by Property Services.

Alternative location *Address of an alternative temporary location including postcode*   Telephone:
Second alternative location *Address of second alternative temporary location including postcode*
Short Term Location *Address of short term location including postcode*

3.3 Physical base
[If your service can be delivered without a physical base, please indicate how it would operate e.g. home-based worker

| **4** | **PROCEDURES/PROCESS MAPS FOR MOST ESSENTIAL ACTIVITIES** |

List links here as to where your basic normal procedures, instructions, guidelines, maps or flowcharts etc. that are required in order to deliver this activity are held.   If not held electronically, attach as an appendix, or note here where hard copies are located and where backups are kept.

| **5** | **ACTIONS & TASKS FOR THE TEAM** |

Insert brief narrative in numbered tasks and explain actions. Insert additional rows where needed and delete any unused rows when completed. Make sure that if you place an action here that involves contact with a third party or Council service, that the name and number for that party/service is included within the 'key contacts' section within this plan at Section 7 below.

Main actions to take in the event of each of the following:

5.1 Loss of staff
5.2 Loss or unavailability of premises (or other key asset)
5.3 ICT failure (loss of systems, loss of telecoms)
5.4 Loss of key supplier/partners

5.1 Loss or unavailability of staff
See Instruction 4 (page 2).

PHASE 1 - ACTIONS TO BE TAKEN IN FIRST 48 HOURS		
Action	**Person Responsible**	**Complete**
1		
2		
3		
etc		

PHASE 2 - ACTIONS TO BE TAKEN IN THE FOLLOWING WEEK		
Action	**Person Responsible**	**Complete**
1		
2		
3		
etc		

5.2 Loss or unavailability of premises
See Instruction 4 (page 2). Think what you will do if Property cannot help immediately, what arrangements you can make to access locations you need and get the equipment etc that is necessary. Include here the actions to let staff and service users/customers know where you are moving to and how they may contact you.

PHASE 1 - ACTIONS TO BE TAKEN IN FIRST 48 HOURS		
Action	**Person Responsible**	**Complete**
1		
2		
3		
etc		

PHASE 2 - ACTIONS TO BE TAKEN IN THE FOLLOWING WEEK		
Action	**Person Responsible**	**Complete**
1		

2			
3			
etc			

5.3 ICT failure (system, network, telecoms)

See Instruction 4 (page 2). Think what you will do if ICT cannot help immediately. E.g. consider work on standalone PCs/laptop or manual working. Consider how many staff have access to mobiles/blackberry devices etc. **When completing this section, ensure this is discussed/agreed with relevant ICT staff.**

PHASE 1 - ACTIONS TO BE TAKEN IN FIRST 48 HOURS			
Action		**Person Responsible**	**Complete**
1			
2			
3			
etc			

PHASE 2 - ACTIONS TO BE TAKEN IN THE FOLLOWING WEEK			
Action		**Person Responsible**	**Complete**
1			
2			
3			
etc			

5.4 Loss of key supplier or service partner

PHASE 1 - ACTIONS TO BE TAKEN IN FIRST 48 HOURS			
Action		**Person Responsible**	**Complete**
1			
2			
3			
etc			

PHASE 2 - ACTIONS TO BE TAKEN IN THE FOLLOWING WEEK		
Action	**Person Responsible**	**Complete**
1		
2		
3		
etc		

6   KEY RESOURCE REQUIREMENTS

Complete the following with details for minimum numbers, facilities, and resources to maintain essential activities over the initial 2-3 weeks.

6.1   Staff
Normal number of people and skills required

6.2   Computer Facilities
Minimum computer, printer, and scanning facilities needed

6.3   Other Equipment
Minimum numbers and types of equipment needed

6.4   ICT systems and Electronic Records
ICT systems and data required

6.5   Paper Based Records
Files and information required. Include theirs location – on or off-site

6.6   Stationery
Minimum volumes and types

6.7   Other Requirements
Details of any other items

6.8   Furniture
Minimum numbers & types of basic furniture for equipment & staff identified above

7   MAIN ORGANISATIONS & PEOPLE TO INFORM

List the main people and organisations who need to know when your service is disrupted. Include teams & services within the council (e.g. Emergency Management Health and Safety, Property Services, ICT aswell as Risk Management and Insurance), and outside bodies like service users or suppliers.

Council			
Other teams/Dept.	**Person to contact**	**Telephone**	**Email & fax**

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Outside bodies			
Organisation (Name & address)	**Person to contact**	**Telephone**	**Email & fax**

8 EXTERNAL DISASTER RECOVERY AGREEMENTS

For e.g. equipment, software, or data. Include contact name, and reference

Specify	Supplier Details	Scope

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LOG OF TEAM DECISIONS, ACTIONS, CONTACT & OTHER EVENTS

A log of events is to be maintained by the **BUSINESS UNIT RECOVERY TEAM LEADER**

Name _____

Business Unit _____

Date	Occurrence	Action Taken	Comments