

**DCMS Business Continuity Planning for Sponsored Bodies
Workshop 2 – Case Study Impact Analysis Results**

Boulton Collection at Main Location

Name of Person Completing Form Tina Brown, Boulton Collection Manager		Business Area Boulton Collection		Location of Business Function 22 Star Street, London	
Contact Telephone Number(s) 0208x xxx xxxx		Equipment, Facilities, Services Supporting Business Area Fully air conditioned cabinets for most items, IT & data communications – including for collection inventory and management database (including coverage of location specific information, internal (on show and stored) and external (loaned out), inventory, etc., links to storage location, office facilities including e-mail and links via Internet to collection related web sites and related organisations, links to staff away from office & voice communications.		Number of Business Function Staff at Location (& if relevant notation as to whether the location is open to the public) 41 (open to public)	
Business Function covered by Form Boulton Collection for public viewing,			Key Objectives of Business Function To maintain an up-to-date and best presented collection for public viewing, at the same time protecting the items from any damage (environmental or otherwise).		
Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and /or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
½ day	Whilst there would be little impact on business operations directly other than minor inconvenience, if cause of unavailability resulted in other than minor damage to items and the location then the effects could be considerable, including for business operations 'downstream'.	6-8 – PS 2 - FL 3 – PBO 2 - LG	3 collections personnel, 2 workshop personnel, 1 from Personnel, 1 from Visitor Services, FM Manager, 1 engineer, and minimum of 2 security persons (including if relevant for ensuring quick access by emergency services) - available on-site. IT Manager, Press Office Manager and 2 workshop personnel contactable at home or elsewhere. PC/laptops + access to collection inventory and management database and personnel system, and external e-mail (including from home/elsewhere), 'phone connection, (including from home/elsewhere). Collection emergency equipment (including radios) & safe accommodation area (with required environmental conditions) + if relevant access to specialist counselling service.	FM for security & engineer support, Personnel for dealing with staff matters, Visitor Services for dealing with matters related to general public, Conservation Support Limited for provision of temporary conservators and specialists	

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				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
1 day	Similar to ½ day.	6-8? - PS 3 – FL 3 PBO 2 - LG	4 collections personnel, 2 workshop personnel , 2 from Personnel, 1 from Visitor Services, FM Manager, IT Manager, Chief Executive team member, Press Office Manager, 1 engineer, and at least 3 security persons - available on-site. 1 from Personnel, 1 from FM, Corporate Services Manager, Finance Manager, and 1 from Visitor Services and 2 workshop personnel contactable at home or elsewhere). PC/laptops + access to collection inventory and management database and personnel system, and external e-mail (including from home/elsewhere), 'phone connection, (including from home/elsewhere), + some fax machines. Collection emergency equipment (including radios) & safe accommodation area (with required environmental conditions) + if relevant access to specialist counselling service.	FM for security & engineer support, Personnel to deal with staff matters, Visitor Services for dealing with matters related to general public, Conservation Support Limited for provision of temporary conservators & specialists	

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				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
1 week	If the collection could not be opened to the public there would be public entry fee revenue loss of £xK and shop and café revenue loss of £xK. There would also be a 'knock on' effect on development initiatives to gain additional sponsorship money. Further, if there was more than minor damage to items and the location then the costs of restoration would now start to rise.	4 - FL 3 - CEI 5 - PBO 3 -LG	7 collections personnel, 3 workshop personnel, 3 from Personnel, 2 from Visitor Services, FM Manager and deputy, IT Manager plus 2 of in-house team and 1 of contracted team, Public Services Manager, Administration Manager, Corporate Services Manager, Chief Executive and 2 team members, Press Office Manager and 1 of team, Retail Manager, Shop Manager, Café Manager, Finance Manager, 3 engineers, 6 security persons, and 2 cleaners - available on-site. Internal Audit Manager, Education Manager, Development Manager, Marketing Manager, 1 from Visitor Services and 1 workshop person contactable at home or elsewhere). PC/laptops + access to collection inventory and management database, personnel systems, marketing support database, stock control system for the shop and café, and the financial accounting system and database, and external e-mail (including from home/elsewhere) , 'phone connection, (including from home/elsewhere), & some fax machines. Restoration accommodation area (with required environmental conditions) + if relevant access to specialist counselling service.	Chief Executive/Team for direction, FM for security & engineer support, Personnel for dealing with staff matters, IT Manager/Team for IT and communications support, Finance for access to funds, etc., Public Services for press matters, Conservation Support Limited for provision of temporary conservators and specialists	Finance regarding revenue aspects, Development regarding fund raising initiatives, Public Services regarding marketing etc., aspects.

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				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
2 weeks	If the collection could not be opened to the public there would be public entry fee revenue loss of £x+K and shop and café revenue loss of £x+K. There would also be an escalation of the 'knock on' effect on marketing initiatives to gain additional sponsorship money. Further, if there was more than minor damage to items and the location then the costs of restoration would be rising.	5 - FL 6 - PBO 5 – LG 4 - CEI	All collections personnel, 12 of exhibit area personnel, 3 workshop personnel, 3 from Personnel, 2 from Visitor Services, FM Manager and deputy, IT Manager plus 3 of in-house team and 3 of contracted team, Public Services Manager, Administration Manager, Corporate Services Manager, Marketing Manager, Development Manager, Chief Executive and team (3), Press Office Manager and 1 of team, Retail Manager +1, Shop Manager, Café Manager, Finance Manager, 4 engineers, 6 security persons, and 3 cleaners - available on-site. Development team (2), Marketing team member, Internal Audit Manager, Education manager and 1 of team, and Finance team member and 1 workshop person contactable at home or elsewhere). PCs/laptops + access to collection inventory and management database, personnel systems, marketing support database, stock control system for the shop and café, and the financial accounting system and database & external e-mail (including from home/elsewhere), sufficient landline or mobile 'phone connections (including from home/elsewhere), & some fax machines. Restoration accommodation area (with required environmental conditions) + if relevant access to specialist counselling service.	Chief Executive/Team for direction, FM for security & engineer support, Personnel for dealing with staff matters – including pay, IT Manager/Team for IT and communications support, Finance for access to funds, etc., Public Services for press matters, Conservation Support Limited for provision of temporary conservators and specialists, DCMS regarding funding.	Finance regarding revenue aspects, Development regarding fund raising initiatives, Public Services regarding marketing etc., aspects.

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Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
1 month+	If the collection could not be opened to the public there would be public entry fee revenue loss of £x++K and shop and café revenue loss of £x++K. There would also continue to be further escalation of the 'knock on' effect on marketing initiatives to gain additional sponsorship money. Further, if there was more than minor damage to items and the location then the costs of restoration would still be rising.	7 - FL 7 - PBO 7 – LG 5 - CEI	All personnel except for 7 to 10 exhibit area personnel, 2 ticket/information personnel, 3 shop and 8 café personnel (if not possible to conduct business operations). PCs/laptops + access to collection inventory and management database, personnel systems, marketing support database, stock control system for the shop and café, and the financial accounting system and database & external e-mail (including from home/elsewhere), sufficient 'phone connections (including from home/elsewhere), & fax machines. Restoration accommodation area (with required environmental conditions) + if relevant access to specialist counselling service.	Chief Executive/Team for direction, FM for security & engineer support, Personnel for dealing with staff matters – including pay, IT Manager/Team for IT and communications support, Finance for access to funds, etc., Public Services for press matters, Conservation Support Limited for provision of temporary conservators and specialists, DCMS regarding funding.	Finance regarding revenue aspects, Development regarding fund raising initiatives, Public Services regarding marketing, education, etc., aspects.
<p>Any Other Relevant Information As some of the collection items are categorised as hazardous material, then the environmental conditions for safe and restoration areas, indeed if relevant alternative public viewing accommodation, must be commensurate. The guaranteed fire brigade response time of 3 minutes must be confirmed in writing. There is some concern about the back-up power protection due to its age. The existing business continuity plan is only in paper form and has never been tested.</p>					

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Boulton Collection at Storage Location

Name of Person Completing Form Fred Smith, Deputy Boulton Collection Manager		Business Area Boulton Collection		Location of Business Function 44, Temple Road, London	
Contact Telephone Number(s) 0208x xxx xxxx		Equipment, Facilities, Services Supporting Business Area Fully air conditioned cabinets, IT & data communications – including for collection inventory and management database (including coverage of location specific information, internal (on show and stored) and external (loaned out), inventory, etc., links to main location, office facilities including e-mail and links via Internet to collection related web sites and related organisations, links to staff away from office & voice communications.		Number of Business Function Staff at Location (& if relevant notation as to whether the location is open to the public) 17 including support personnel (not open to public)	
Business Function covered by Form Boulton Collection storage			Key Objectives of Business Function To maintain an up-to-date and best presented collection ready for public viewing, at the same time protecting the items from any damage (environmental or otherwise).		
Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
½ day	Whilst there would be little impact on business operations directly other than minor inconvenience, if cause of unavailability resulted in other than minor damage to items and the location then the effects could be considerable, including for business operations 'downstream' (including with inability to change collection in main museum location.)	6-8? – PS 1 – PBO 2 - LG Poss. high - FL	1 of collections maintenance team, 2 workshop personnel, 1 engineer & 1 or 2 security persons – including if relevant for ensuring quick access by emergency services (plus Collections manager, 1 from Personnel & FM Manager from main location); and IT Manager & 2 workshop personnel contactable at home or elsewhere). Totals 5 + 3 on location, plus 3 contactable. PC/laptops + access to collection inventory and management database and personnel systems, and external e-mail (including from home/elsewhere), landline or mobile 'phone connection, (including from home/elsewhere) & possibly fax machine. Collection emergency equipment (including radios) & safe accommodation area (with required environmental conditions) + if relevant access to specialist counselling service.	FM for security & engineer support, Personnel for dealing with staff matters, Conservation Support Limited for provision of temporary conservators and specialists	

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Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
1 day	Similar to ½ day.	As ½ day	As for ½ day, possibly + 2 workshop personnel on location + 1 fax machine.	As for ½ day	
1 week	Still low impact, but with possibilities of start of 'knock on' effect on development initiatives to gain additional sponsorship money. Further, if there was more than minor damage to items and the location then the costs of restoration would now start to rise.	3 - PBO 3 –LG Poss. highish - FL	As for 1 day, possibly with an additional workshop person, an additional engineer, the IT Manager & the Press Office manager on location, and the Finance manager contactable, + additional fax machine.	As for 1 day, + Chief Executive/Team for direction, IT Manager/Team for IT and communications support, Finance for access to funds, etc., Public Services - press matters, Conservation Support Limited for provision of temporary conservators and specialists	Development regarding fund raising initiatives, Public Services regarding marketing etc., aspects.

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				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
2 weeks	Still relatively low impact, but with an escalation of the 'knock on' effect on marketing initiatives to gain additional sponsorship money. Further, if there was more than minor damage to items and the location then the costs of restoration would be rising.	3 - PBO 3 – LG 3 - CEI Poss. highish - FL	As for 1 week, + an additional fax machine	As for 1 week	Development regarding fund raising initiatives, Public Services regarding marketing etc., aspects.
1 month+	Significant impact starting with an inability to change collection in main museum location. Also, there would be further escalation of the 'knock on' effect on marketing initiatives to gain additional sponsorship money. Further, if there was more than minor damage to items and the location then the costs of restoration would still be rising.	7 - FL 7 - PBO 7 – LG 5 - CEI	All normal location personnel in, plus others as mentioned above from main location. PCs/laptops + access to collection inventory and management database, personnel systems, & external e-mail (including from home/elsewhere), sufficient landline or mobile 'phone connections (including from home/elsewhere) & 3 fax machines. Restoration accommodation area (with required environmental conditions) + if relevant access to specialist counselling service.	Chief Executive/Team for direction, FM for security & engineer support, Personnel for dealing with staff matters – including pay, IT Manager/Team for IT and communications support, Finance for access to funds, etc., Public Services for press matters, Conservation Support Limited for provision of temporary conservators and specialists, DCMS regarding funding.	Finance regarding revenue aspects, Development regarding fund raising initiatives, Public Services regarding marketing, education, etc., aspects.
<p>Any Other Relevant Information As some of the collection items are categorised as hazardous material, then the environmental conditions for safe and restoration areas must be commensurate. The guaranteed fire brigade response time of 3 minutes must be confirmed in writing. There is some concern about the back-up power protection due to its age. The existing business continuity plan is only in paper form and has never been tested.</p>					

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Chief Executive Office

Name of Person Completing Form Mrs. T. Long, Chief Executive Team leader		Business Area Chief Executive Office		Location of Business Function 22 Star Street London	
Contact Telephone Number(s) 0208x xxx xxxx		Equipment, Facilities, Services Supporting Business Area IT & data communications, including links to storage location, office facilities including e-mail & links via Internet, links to staff away from office & voice communications.		Number of Business Function Staff at Location (& if relevant notation as to whether the location is open to the public) 4 (open to public)	
Business Function covered by Form Chief Executive and his support team.			Key Objectives of Business Function To direct the maintenance of an up-to-date and best presented collection for public viewing, at the same time protecting items from any damage (environmental or otherwise), and to ensure that adequate funding is always in place.		
Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
½ day	Minimal delay in handling normal business.	1 – PBO			
1 day	Some delay in handling normal business, but would not be any major issues.	3 – PBO	1 person from team (CE or team leader), 1 PC/laptop + external e-mail access, 1 landline or mobile 'phone.	DCMS re. grants, 'xyz' organisation re. other funding, 'abc' organisation re. acquisitions	All museum functions
1 week	After a week there would be difficulties encountered in developing new museum policies and directions, and gaining high level agreements on new grant issues (depending on time of year) and other funding, as well as major acquisitions.	5 – PBO 3 - CEI 3 -LG	3 persons from team (CE, team leader + 1), PCs/laptops + external e-mail access, landline or mobile 'phones, fax machine.	DCMS re. grants, 'xyz' organisation re. other funding, 'abc' organisation re. acquisitions	All museum functions

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				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
2 weeks	The difficulties that would be encountered after a week would continue to escalate, again depending on the time of year.	6 – PBO 5 - FL 5 – LG 4 - CEI	All team, PCs/laptops + external e-mail access, landline or mobile 'phones, fax machine.	DCMS re. grants, 'xyz' organisation re. other funding, 'abc' organisation re. acquisitions	All museum functions
1 month+	The difficulties that would be encountered after 2 weeks would continue to escalate, again depending on the time of year.	7 – PBO 7 - FL 7 – LG 5 - CEI	All team, PCs/laptops + external e-mail access, landline or mobile 'phones, fax machine.	DCMS re. grants, 'xyz' organisation re. other funding, 'abc' organisation re. acquisitions	All museum functions
<p>Any Other Relevant Information. Concern that business continuity programme only just under way and that the existing business continuity plan is only in paper form and has never been tested. Also some concern about the current risk reduction measures profile, and certain aspects of the location and possible sources of disaster and failure.</p>					

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Corporate Services - Personnel & Pay

Name of Person Completing Form Mrs. V. Brown, Personnel Manager		Business Area Personnel & Pay		Location of Business Function 22 Star Street London	
Contact Telephone Number(s) 0208x xxx xxxx		Equipment, Facilities, Services Supporting Business Area IT & data communications – including for links to storage location, office facilities including e-mail and links via Internet, links to staff away from office & voice communications.		Number of Business Function Staff at Location (& if relevant notation as to whether the location is open to the public) 3 (open to public)	
Business Function covered by Form Personnel & Pay			Key Objectives of Business Function To provide all aspects of personnel support, including pay, to all museum personnel at both locations, in line with ensuring an up-to-date and best presented collection ready for public viewing, at the same time protecting the items from any damage (environmental or otherwise).		
Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
½ day	Very minor inconvenience if inability to access/delays in accessing staff records, and due to delays in handling other normal work. (* However, if a disaster occurred with significant effect on the museum then the impact would be significant with personnel services required directly.)	1 – PBO (* much higher)	If disaster significantly affected museum, would need 1 person on location –with access to specialist counselling service, + PC/laptop, access to personnel systems, external e-mail access & landline/mobile 'phone + possibly fax machine. Otherwise, would not need anyone on location.		

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				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
1 day	Minor inconvenience if inability to access/delays in accessing staff records, and due delays in handling other normal work. (* However, if a disaster occurred with significant effect on the museum then the impact would be significant with personnel services required directly.)	3/1 – PBO (* much higher)	If disaster significantly affected museum, would need 2 persons on location –with access to specialist counselling service, + PC/laptop, access to personnel systems, external e-mail access & landline/mobile 'phone, + possibly fax machine. Otherwise would not need anyone on location, 1 person contactable at home or elsewhere + PC/laptop, access to personnel system, external e-mail access, + landline/mobile 'phone.		
1 week	Increasing problems if inability to access/delays in accessing staff records, and due to delays in handling other normal work. Depending on time of month, could be problems if inability to pay/delays in payment of salaries. (* However, if a disaster occurred with significant effect on the museum then the impact would be significant with personnel services required directly.)	3 – PBO 2 – PI 3 (pay) – PBO (* much higher)	If disaster significantly affected museum, would need all 3 persons on location –with access to specialist counselling service, + PCs/laptops, access to personnel systems, external e-mail access & landline/mobile 'phones, + fax machine. Otherwise would need 1 or 2 persons on location + PCs/laptops, access to personnel system, external e-mail access & landline/mobile 'phones, the other person(s) contactable at home or elsewhere - + PC/laptop, access to personnel system, external e-mail access, & landline/mobile 'phone, + possibly fax machine.		

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				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
2 weeks	Ever increasing problems if inability to access/delays in accessing staff records, and due to delays in handling other normal work. Depending on time of month, could be problems if inability to pay/delays in payment of salaries.	3 - PI 5 – PBO 5 -7 (pay) – PBO & LG	If disaster significantly affected museum, would need all 3 persons on location –with access to specialist counselling service, + PCs/laptops, access to personnel systems, external e-mail access & landline/mobile 'phones, + fax machine. Otherwise would need 2 persons on location + PCs/laptops, access to personnel system, external e-mail access & landline/mobile 'phones, + fax machine the other person contactable at home or elsewhere - + PC/laptop, access to personnel system, external e-mail access, landline/mobile 'phone.		
1 month+	Major problems if inability to access/delays in accessing staff records, and due to delays in handling other normal work. Also would be problems if inability to pay/delays in payment of salaries.	3-5 – PI & PBO 7 (pay) – PBO & LG	If disaster significantly affected museum, would need all 3 persons on location –with access to specialist counselling service, + PC/laptop, access to personnel systems, external e-mail access & landline/mobile 'phone, + fax machine. Otherwise would need all 3 persons on location + PC/laptop, access to personnel system, external e-mail access, & landline/mobile 'phone.		
<p>Any Other Relevant Information Concern that the call-off contract with the counselling service has not been finalised. Concern that the IT system passwords are not time limited.</p>					

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Corporate Services - IT and Communications

Name of Person Completing Form Mr. M. Millbrook, IT Manager		Business Area IT & Communications		Location of Business Function 22 Star Street London	
Contact Telephone Number(s) 0208x xxx xxxx		Equipment, Facilities, Services Supporting Business Area IT & data communications – including for access to applications & databases, links to storage location, office facilities including e-mail and links via Internet, links to staff away from office & voice communications.		Number of Business Function Staff at Location (& if relevant notation as to whether the location is open to the public) 9 (including 5 contractors – outsourced team (open to public))	
Business Function covered by Form IT & Communications			Key Objectives of Business Function To provide all aspects of IT & communications support to the museum personnel at both locations, in line with ensuring an up-to-date and best presented collection ready for public viewing, at the same time protecting the items from any damage (environmental or otherwise).		
Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
½ day	Some difficulties due to unavailability of IT & communications team to support problems, and related to delays in handling other normal work. (* However, if a disaster occurred with significant effect on the museum then the impact would be significant with IT support services likely to be required directly.)	1/3 – PBO (* 7 - PBO)	If disaster significantly affected museum, would need 1 person on location or at home/elsewhere + PC/laptop, external e-mail access & landline/mobile 'phone. Otherwise, would need 1 person on location + PC/laptop, external e-mail access & landline/mobile 'phone.		

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				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
1 day	Increasing difficulties due to unavailability of IT & communications team to support problems, and related to delays in handling other normal work. (* However, if a disaster occurred with significant effect on the museum then the impact would be significant with IT support services likely to be required directly.)	3 – PBO (* 7 - PBO)	If disaster significantly affected museum, would need 1 person on location + PC/laptop, external e-mail access & landline/mobile 'phone. Otherwise, would need 2 persons on location + PCs/laptops, external e-mail access & landline/mobile 'phones.		
1 week	Still increasing difficulties with unavailability of IT & communications team to support problems, & related to delays in handling other normal work. Depending on time of month, may be major issues with delays in/non payment of salaries, contractors etc. (* However, if a disaster occurred with significant effect on the museum then the impact would be significant with IT support services likely to be required directly.)	3/5 – PBO 2 – PI 3 (pay etc.) – PBO (* 7 - PBO)	If disaster significantly affected museum, would need 4 persons on location + PCs/laptops, external e-mail access & landline/mobile 'phones, + fax machine. Otherwise, would need 4 persons on location + PCs/laptops, external e-mail access & landline/mobile 'phone, + fax machine.		

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				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
2 weeks	Significant difficulties due to unavailability of IT & communications team to support problems, and related to delays in handling other normal work. Depending on time of month, could be major issues with delays in/non payment of salaries, contractors etc.	5/7 – PBO 3 – PI 5 -7 (pay) – PBO & LG (* 7 - PBO)	If disaster significantly affected museum, would need 7 persons on location + PCs/laptops, external e-mail access & landline/mobile 'phone, + fax machine. Otherwise, would need nine persons on location + PCs/laptops, external e-mail access & landline/mobile 'phones, + fax machine.		
1 month+	Major difficulties due to unavailability of IT & communications team to support problems, and related to delays in handling other normal work. Major issues with delays in/non payment of salaries, contractors etc.	7 – PBO 3/5 PI 7 (pay) – PBO & LG (* 7 – PBO)	If disaster significantly affected museum, would need all 9 persons on location + PCs/laptops, external e-mail access & landline/mobile 'phones. Otherwise, would need all 9 persons on location + PCs/laptops, external e-mail access & landline/mobile 'phones, + fax machine.		
Any Other Relevant Information. Concern that the IT system passwords are not time limited, and that audit trail facilities not comprehensive.					

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Corporate Services - FM (including engineering and security)

Name of Person Completing Form Mr. U. Two, FM Manager		Business Area FM (including security & engineering)		Location of Business Function 22 Star Street London	
Contact Telephone Number(s) 0208x xxx xxxx		Equipment, Facilities, Services Supporting Business Area IT & data communications, including links to storage location, office facilities including e-mail and links via Internet, links to staff away from office & voice communications, radios, collection emergency equipment.		Number of Business Function Staff at Location (& if relevant notation as to whether the location is open to the public) 12 (open to public) (also 4 at storage location)	
Business Function covered by Form FM (including security & engineering)			Key Objectives of Business Function To provide all aspects of FM support to the museum at both locations, in line with ensuring an up-to-date and best presented collection ready for public viewing, at the same time protecting the items from any damage (environmental or otherwise).		
Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
½ day	Some difficulties due to unavailability of FM personnel (including security & engineers) to support problems, and related to delays in handling other normal work. (* However, if a disaster occurred with significant effect on the museum then the impact would be significant with FM services required directly.)	1/3 – PBO (* 7 - PBO)	If disaster significantly affected museum, would need FM Manager, 1 engineer & at least 2 security persons on location + PC/laptop, external e-mail access & landline/mobile 'phone. Otherwise, would need 1 or 2 security persons on location with at least 1 'phone.		

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Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
1 day	Increasing difficulties due to unavailability of FM personnel (including security & engineers) to support problems, and related to delays in handling other normal work. (* However, if a disaster occurred with significant effect on the museum then the impact would be significant with FM services required directly.)	3 – PBO (* 7 - PBO)	If disaster significantly affected museum, would need FM Manager, 1 engineer & at least 3 security persons on location, and deputy FM Manager contactable at home/elsewhere ,+ PCs/laptops, external e-mail access & landline/mobile 'phones. Otherwise, would need FM Manager & 1 or 2 security persons on location + 1 engineer contactable at home/elsewhere, with PC/laptop, external e-mail access & landline/mobile 'phones.		
1 week	Still increasing difficulties due to unavailability of FM personnel (including security & engineers) to support problems, and related to delays in handling other normal work. (* However, if a disaster occurred with significant effect on the museum then the impact would be significant with FM services required directly.)	5 – PBO (* 7 - PBO)	If disaster significantly affected museum, would need FM Manager & deputy, 3 engineers & 6 security persons on location, + PCs/laptops, external e-mail access & landline/mobile 'phones, + fax machine. Otherwise, would need FM Manager, 2 engineers & 3 security persons on location + deputy FM manager & 1 engineer contactable at home/elsewhere, with PCs/laptops, external e-mail access & landline/mobile 'phones, + fax machine.		

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Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
2 weeks	Significant difficulties due to unavailability of FM personnel (including security & engineers) to support problems, and related to delays in handling other normal work. (* However, if a disaster occurred with significant effect on the museum then the impact would be significant with FM services required directly.)	7 – PBO (* 7 - PBO)	If disaster significantly affected museum, would need FM Manager & deputy, 4 engineers & 6 security persons on location, + PCs/laptops, external e-mail access & landline/mobile 'phones, + fax machine. Otherwise, would need FM Manager & deputy, 2 engineers & 3 security persons on location + 2 engineers contactable at home/elsewhere, with PCs/laptops, external e-mail access & landline/mobile 'phones, + fax machine.		
1 month+	Major difficulties due to unavailability of FM personnel (including security & engineers) to support problems, and related to delays in handling other normal work. (* However, if a disaster occurred with significant effect on the museum then the impact would be significant with FM services required directly.)	7 – PBO (* 7 – PBO)	If disaster significantly affected museum, would need all personnel on location, + PCs/laptops, external e-mail access & landline/mobile 'phones, + fax machine. Similarly otherwise.		
<p>Any Other Relevant Information. Concern about the lack of finalisation of arrangements for alternative accommodation and for limited business operations away from main location if disaster were to occur.</p>					

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Finance

Name of Person Completing Form Ms. A. Matthews, Finance Manager		Business Area Finance		Location of Business Function 22 Star Street London	
Contact Telephone Number(s) 0208x xxx xxxx		Equipment, Facilities, Services Supporting Business Area IT & data communications – including for financial accounting system & database, links to storage location, office facilities including e-mail and links via Internet, links to staff away from office & voice communications.		Number of Business Function Staff at Location (& if relevant notation as to whether the location is open to the public) 3 (open to public)	
Business Function covered by Form Finance			Key Objectives of Business Function To provide all aspects of Finance support to the museum at both locations, in line with ensuring an up-to-date and best presented collection ready for public viewing, at the same time protecting the items from any damage (environmental or otherwise).		
Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
½ day	Minor delays in/non payment of contractors & suppliers, delays in handling other normal work, duplication of payments (when using manual payment system possible for overpayment), fraudulent payments (possible with manual payment system).	1 – FL	No requirements.		
1 day	Minor delays in/non payment of contractors & suppliers, delays in handling other normal work, duplication of payments (when using manual payment system possible for overpayment), fraudulent payments	1 - FL	If disaster significantly affected museum, would need the Finance Manager contactable at home/elsewhere + PC/laptop, access to financial accounting system and database, external e-mail access & landline/mobile 'phone. Otherwise, no requirements.		

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	(possible with manual payment system). (* However, if a disaster occurred with significant effect on the museum then some input from Finance will be required.)				
1 week	More difficulties with delays in/non payment of contractors & suppliers, delays in handling other normal work, duplication of payments (when using manual payment system possible for overpayment), fraudulent payments (possible with manual payment system). (* However, if a disaster occurred with significant effect on the museum then input from Finance will be required.)	3/5 – PBO, LG, FL	If disaster significantly affected museum, would need the Finance Manager on location + PC/laptop, access to financial accounting system and database, external e-mail access & landline/mobile 'phone, + fax machine. Similarly otherwise, plus 1 person from Finance team contactable at home/elsewhere + PC/laptop, access to financial accounting system and database, external e-mail access & landline/mobile 'phone, + fax machine.		

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Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
2 weeks	Increasing difficulties with delays in/non payment of contractors & suppliers, delays in handling other normal work, duplication of payments (when using manual payment system possible for overpayment), fraudulent payments (possible with manual payment system).	3/5 – PBO, LG, FL	If disaster significantly affected museum, would need the Finance Manager on location, plus 1 person from Finance team contactable at home/elsewhere, + PCs/laptops, access to financial accounting system and database, external e-mail access & landline/mobile 'phones, + fax machine. Similarly otherwise.		
1 month+	Major difficulties with delays in/non payment of contractors & suppliers, delays in handling other normal work, duplication of payments (when using manual payment system possible for overpayment), fraudulent payments (possible with manual payment system).	5/7 – PBO, LG, FL	All 3 team members on location, + PCs/laptops, access to financial accounting system and database, external e-mail access & landline/mobile 'phones, + fax machine.		
Any Other Relevant Information Concern that the passwords for the financial system are not time limited, and the audit trail facilities are very limited.					

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Development (fund raising)

Name of Person Completing Form Mr. A. Tatlow, Development Manager		Business Area Development (fund raising)		Location of Business Function 22 Star Street London	
Contact Telephone Number(s) 0208x xxx xxxx		Equipment, Facilities, Services Supporting Business Area IT & data communications – links to storage location, office facilities including e-mail and links via Internet, links to staff away from office & voice communications.		Number of Business Function Staff at Location (& if relevant notation as to whether the location is open to the public) 3 (open to public)	
Business Function covered by Form Development (fund raising)			Key Objectives of Business Function To provide quality fund raising to enable the museum to have adequate funds to continually support an up-to-date and best presented collection ready for public viewing, at the same time protecting the items from any damage (environmental or otherwise).		
Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
½ day	Little impact.	1 – PBO	No requirements.		
1 day	Little impact.	1 – PBO	No requirements.		
1 week	Some impact with delays in fund raising activities.	3 – PBO	Development Manager contactable at home/elsewhere + PC/laptop, external e-mail access & landline/mobile 'phone.		
2 weeks	Increasing impact with delays in fund raising activities.	3 – PBO	Development Manager on location + the 2 team members contactable at home/elsewhere + PCs/laptops, external e-mail access & landline/mobile 'phones, + fax machine.		
1 month +	Considerable impact on fund raising – with potential to lose sources etc.	7 –PBO 3 – LG Highish - FL	Development Manager + the 2 team members on location + PCs/laptops, external e-mail access & landline/mobile 'phones, + fax machine.		
Any Other Relevant Information					

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Public Services

(including Manager + Education, Marketing, Press services, Visitor services (including ticket office & information desk), Retail services (shop and café))

Name of Person Completing Form Mr. R. Moss, Public Services manager		Business Area Public Services (including retail – café & shop, Press Office, Visitor services, Education, Marketing).		Location of Business Function 22 Star Street London	
Contact Telephone Number(s) 0208x xxx xxxx		Equipment, Facilities, Services Supporting Business Area IT & data communications – including for links to stock control system for shop & café, marketing database, etc., links to storage location, office facilities including e-mail and links via Internet, links to staff away from office & voice communications.		Number of Business Function Staff at Location (& if relevant notation as to whether the location is open to the public) 30 (open to public)	
Business Function covered by Form Public Services (including retail – café & shop, Press Office, Visitor services, Marketing)			Key Objectives of Business Function To provide quality public services in support of the museum in line with the maintenance of an up-to-date and best presented, always sufficiently funded, collection for public viewing, at the same time protecting the items from any damage (environmental or otherwise).		
Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/ Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
½ day	Small loss of profit from shop & café. Press Office not able to deal with media – possible bad publicity. Visitor services – not able to open ticket office & information area - & no-one to look after interests of public. Marketing – not able to continue activities. (* However, if a disaster occurred with significant effect on the museum then the impact would be significant with visitor services required directly.)	2 – FL 1 - PBO (* 7 - PBO)	If disaster significantly affected museum, would need 1 visitor services person on location to look after interests of public, & Press Office Manager contactable at home/elsewhere + PCs/laptops, external e-mail access & landline/mobile 'phones. Otherwise, no requirements.		

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Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
1 day	Small loss of profit from shop & café. Press Office not able to deal with media – possible bad publicity. Visitor services – not able to open ticket office & information area - & no-one to look after interests of public. Marketing – not able to continue activities.	2 – FL 1 - PBO (* 7 - PBO)	If disaster significantly affected museum, would need 1 visitor services person & Press Office Manager on location & 1 visitor services person contactable at home/elsewhere + PCs/laptops, external e-mail access & landline/mobile 'phones. Otherwise, no requirements.		

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Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations that the Business Function is Dependent on and the Nature of the Dependency	Other Business Functions and/or Organisations Dependent on the Business Function and the Nature of the Dependency
1 week	Increasing loss of profit from shop & café. Press Office not able to deal with media – possible bad publicity. Visitor services – not able to open ticket office & information area. Marketing – not able to continue activities.	3 – FL 3 – PBO (* 7 - PBO)	If disaster significantly affected museum, would need Public Services Manager, 2 visitor services persons, Press Office Manager + 1 of team, Retail Manager, Shop Manager, & Café Manager on location & Education Manager, Marketing Manager & 1 visitor services person contactable at home/elsewhere + PCs/laptops, access to stock control system for shop and café & marketing support database, external e-mail access & landline/mobile 'phones. + fax machine. Otherwise, Public Services Manager, 2 visitor services persons, Retail Manager, Shop Manager, & Café Manager on location & Press Office Manager + 1 of team, Education Manager, Marketing Manager contactable at home/elsewhere + PCs/laptops, access to stock control system for shop and café & marketing support database, external e-mail access & landline/mobile 'phones, + fax machine.		
2 weeks	Ever increasing loss of profit from shop & café. Press Office not able to deal with media – possible bad publicity. Visitor services – not able to open ticket office & information area - & no-one to look after interests of public. Marketing – not able to	4 - FL 5 - PBO 3 - LG (* 7 - PBO)	If disaster significantly affected museum, would need Public Services Manager, 2 visitor services persons, Press Office Manager + 1 of team, Marketing Manager, Retail Manager, Shop Manager, & Café Manager on location & Education Manager + 1 of team, 1 from Marketing team,, & 1 visitor services person contactable at home/elsewhere + PCs/laptops,		

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	continue activities – possible reduction in attendance downstream etc.		access to stock control system for shop and café & marketing support database, external e-mail access & landline/mobile 'phones, + fax machine. Otherwise, Public Services Manager, 2 visitor services persons, Press Office Manager, Marketing Manager, Retail Manager, Shop Manager, & Café Manager on location & 1 of Press Office team, & Education Manager contactable at home/elsewhere + PCs/laptops, access to stock control system for shop and café & marketing support database,, external e-mail access & landline/mobile 'phones, + fax machine.		
1 month+	Significant loss of profit from shop & café. Press Office not able to deal with media – possible bad publicity. Visitor services – not able to open ticket office & information area - & no-one to look after interests of public. Marketing – not able to continue activities – possible reduction in attendance downstream etc.	5 - FL 7 - PBO 5 - LG (* 7 - PBO)	If disaster significantly affected museum, would need all personnel on location except for 2 ticket/information personnel, 3 shop & 8 café personnel + PCs/laptops, access to stock control system for shop and café & marketing support database,, external e-mail access & landline/mobile 'phones, + fax machine. Otherwise, similar – with the 2 ticket/information personnel, 3 shop & 8 café personnel in depending on type & extent of disaster or failure.		
Any Other Relevant Information					

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Other Corporate Services

(Manager + administration (including cleaning) and internal audit)

Name of Person Completing Form Mr. C. Wilson, Corporate Services manager		Business Area Other Corporate Services		Location of Business Function 22 Star Street London	
Contact Telephone Number(s) 0208x xxx xxxx		Equipment, Facilities, Services Supporting Business Area IT & data communications – including links to storage location, office facilities including e-mail and links via Internet, links to staff away from office & voice communications.		Number of Business Function Staff at Location (& if relevant notation as to whether the location is open to the public) 8 +2 at storage location (admin & cleaners, plus internal audit)	
Business Function covered by Form Other Corporate Services			Key Objectives of Business Function To provide quality admin, internal audit and cleaning in support of the museum in line with the maintenance of an up-to-date and best presented collection for public viewing, at the same time protecting the items from any damage (environmental or otherwise).		
Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
½ day	Minimal impact in not being able to provide admin & internal audit support to museum activities, & not able to ensure cleaning.	1 -PBO	No requirements.		
1 day	Some impact in not being able to provide admin & internal audit support to museum activities, & not able to ensure cleaning. (* However, if a disaster occurred with significant effect on the museum then the impact would be significant with some input required form Corporate services.)	3 – PBO 2 - LG (* 7 - PBO	If disaster significantly affected museum, would need Corporate Services Manager contactable at home/elsewhere + PC/laptop, external e-mail access & landline/mobile 'phone. Otherwise, 2 cleaners required on location.		

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Period	Narrative Description of Impact of Unavailability on Business Operations of Business Function	1 to 10 Rating and Category/ Categories	Critical Assets (People, IT, Voice, Other Non-IT – including Collections/Collection items) Needed to Support Business Function	Other Business Functions and/or Organisations	
				that the Business Function is Dependent on and the Nature of the Dependency	Dependent on the Business Function and the Nature of the Dependency
1 week	Increasing impact in not being able to provide admin & internal audit support to museum activities, & not able to ensure cleaning.	3 - PBO 3 - LG (* 7 - PBO)	If disaster significantly affected museum, would need Corporate Services Manager & 2 cleaners on location, & Internal Audit Manager contactable at home/elsewhere + PCs/laptops, external e-mail access & landline/mobile 'phones, + fax machine. Otherwise, similar.		
2 weeks	Not able to provide admin & internal audit support to museum activities, & not able to ensure cleaning.	3 - PBO 5 - LG (* 7 - PBO)	If disaster significantly affected museum, would need Corporate Services Manager, Administration manager & 3 cleaners on location, & Internal Audit Manager contactable at home/elsewhere + PCs/laptops, external e-mail access & landline/mobile 'phones, + fax machine. Otherwise, similar.		
1 month+	Not able to provide admin & internal audit support to museum activities, & not able to ensure cleaning.	5 - PBO 5 - LG (* 7 - PBO)	All persons required on location + PCs/laptops, external e-mail access & landline/mobile 'phones, + fax machine.		
Any Other Relevant Information.					