

Workshop 3 - Business Continuity Strategy Formulation

Introduction

The aim of the business continuity workshop programme is to take you through all of the business continuity stages, primarily as set out in the “Step by Step Guide to Introducing and Maintaining a Business Continuity Plan”, in a series of five discrete steps. There will be a workshop for each step, so that by the end you will have a quality tested business continuity plan in place to protect the business interests of your organisation.

The programme is designed so that after each workshop you can complete the work covered for your organisation in the intervening period to the next workshop – with the initial part of the subsequent workshop addressing any queries you might have from the results you have achieved. The five workshops are as follows:

- Workshop 1: first business continuity planning stage - establishing business recovery priorities, timescales and requirements, part 1 - identifying the potential adverse impacts on business operations were a disaster or failure to occur - the business impact analysis,
- Workshop 2: first business continuity planning stage - establishing business recovery priorities, timescales and requirements, part 2 - identifying the business recovery requirements, and draft risk reduction controls (part seventh business continuity planning stage),
- **Workshop 3 – this workshop:** second business continuity planning stage - business continuity strategy formulation, and confirming risk reduction controls (part seventh business continuity planning stage),
- Workshop 4: third business continuity planning Stage - business continuity plan production,
- Workshop 5: fourth, fifth and sixth business continuity planning stages - business continuity plan testing, awareness and maintenance.

Throughout these workshops you will take part in exercises that will enable you to practice elements of each stage of the business continuity process. The exercises will be based on a contiguous case study of the fictitious Boulton Museum.

General Background on the Boulton Museum Case Study

The case study notes set out below provide:

- general background on the museum’s business operations
- an organisation chart,
- maps of the locations of the museum buildings, with floor layouts,

- a summary of the IT and communications used by the museum,
- an outline of the museum's assets other than IT and communications,
- an outline of the protection currently afforded against disaster and failure,
- the list of the five unavailability time periods (against which the potential adverse business impacts and business recovery requirements were determined),
- the (example) business recovery requirements.

Business Operations

The Boulton museum's key business objectives include:

- to maintain an up-to-date and best presented collection for public viewing,
- to protect the collection and associated business elements from any damage (environmental or otherwise),
- to add to grants with revenue from the public entry fees, shop and café profits, and sponsorship.

The collection comprises paintings, sculptures, and other works of art, as well as papers, photographs, negatives and films.

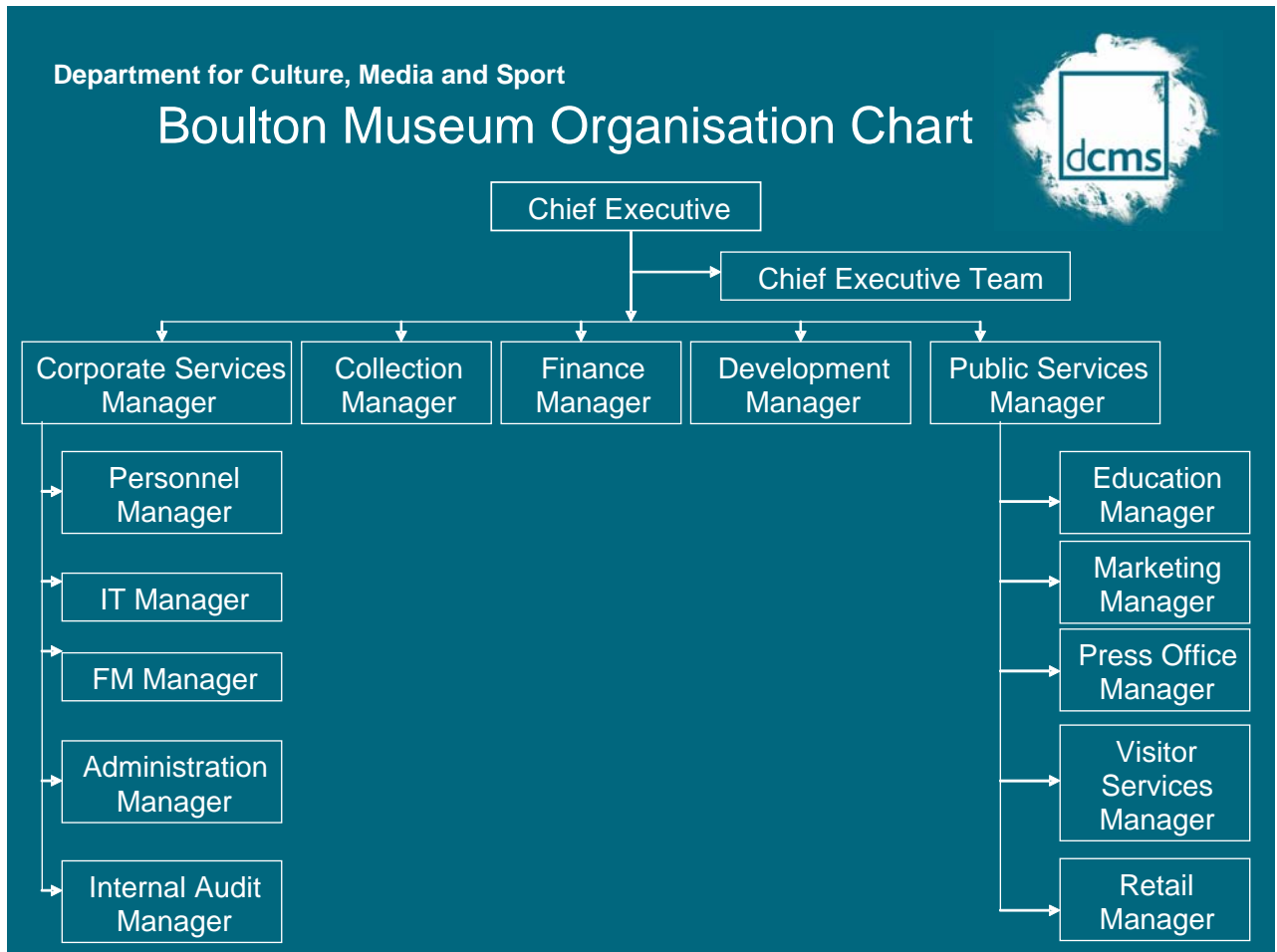
The museum, including its shop and café, is open to the public from 0900 to 1800 each day except Christmas Day. The public are required to pay a small entry fee.

The museum employs 130 staff (including conservators/specialists), 113 at the main location and 17 at the storage location. The breakdown is shown in the tables at attachment 1. There is also a contract in place for the occasional provision of temporary experienced staff (including conservators/specialists).

The museum's income comes from grants, revenue from the public entry fees, the shop and café, and sponsorship. There is an ongoing development/marketing campaign to raise sponsorship money.

Organisation

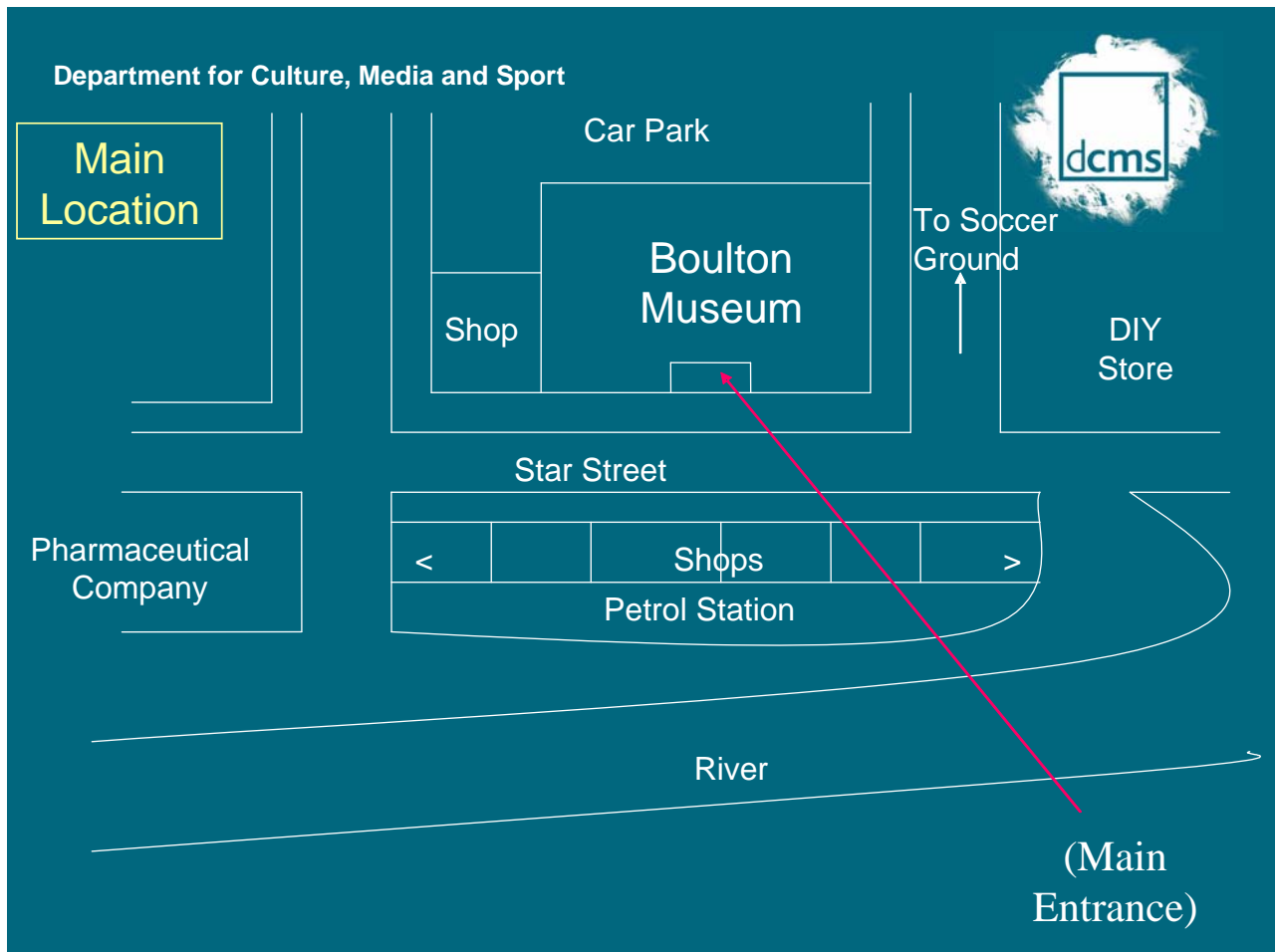
The Boulton museum organisation chart is shown below.



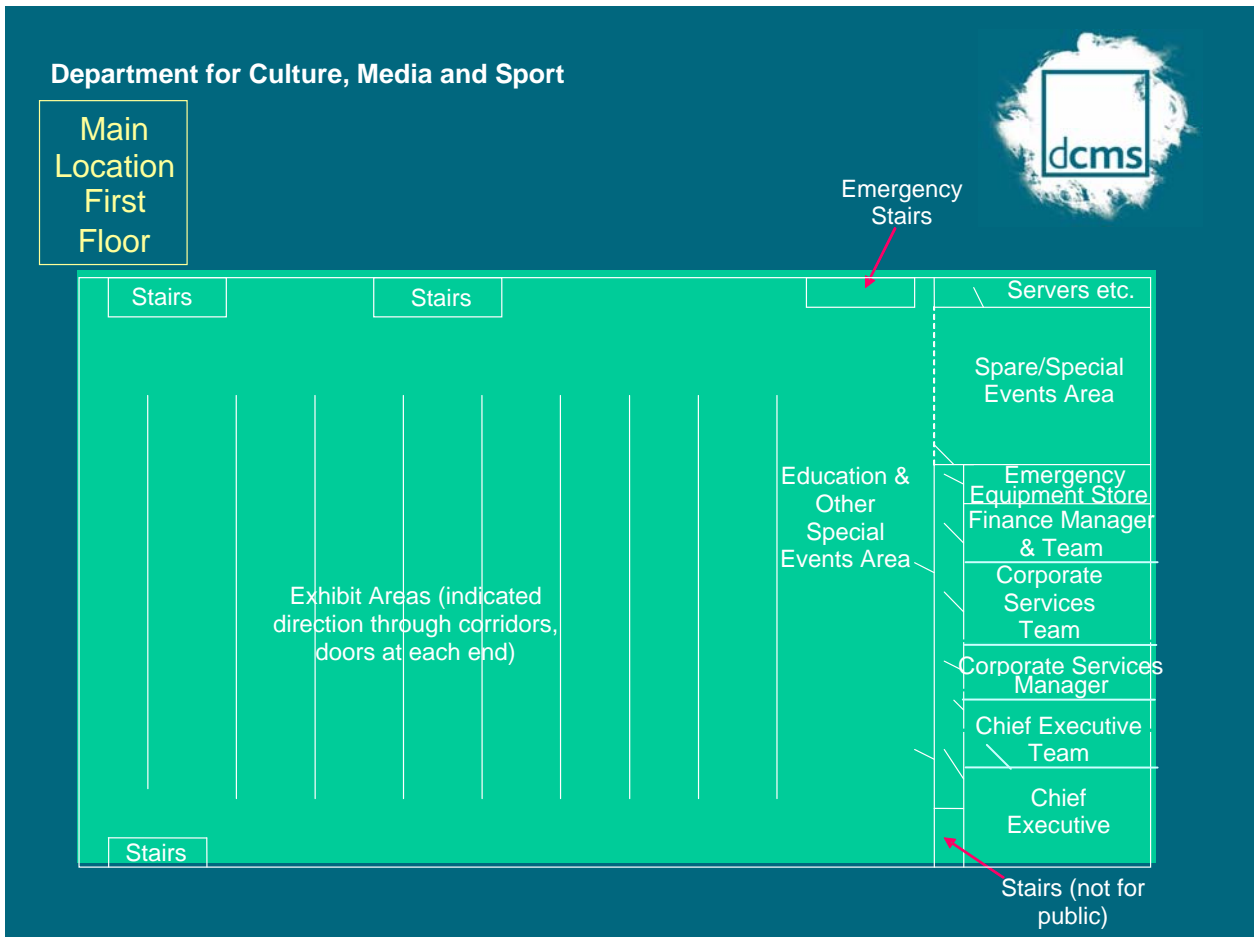
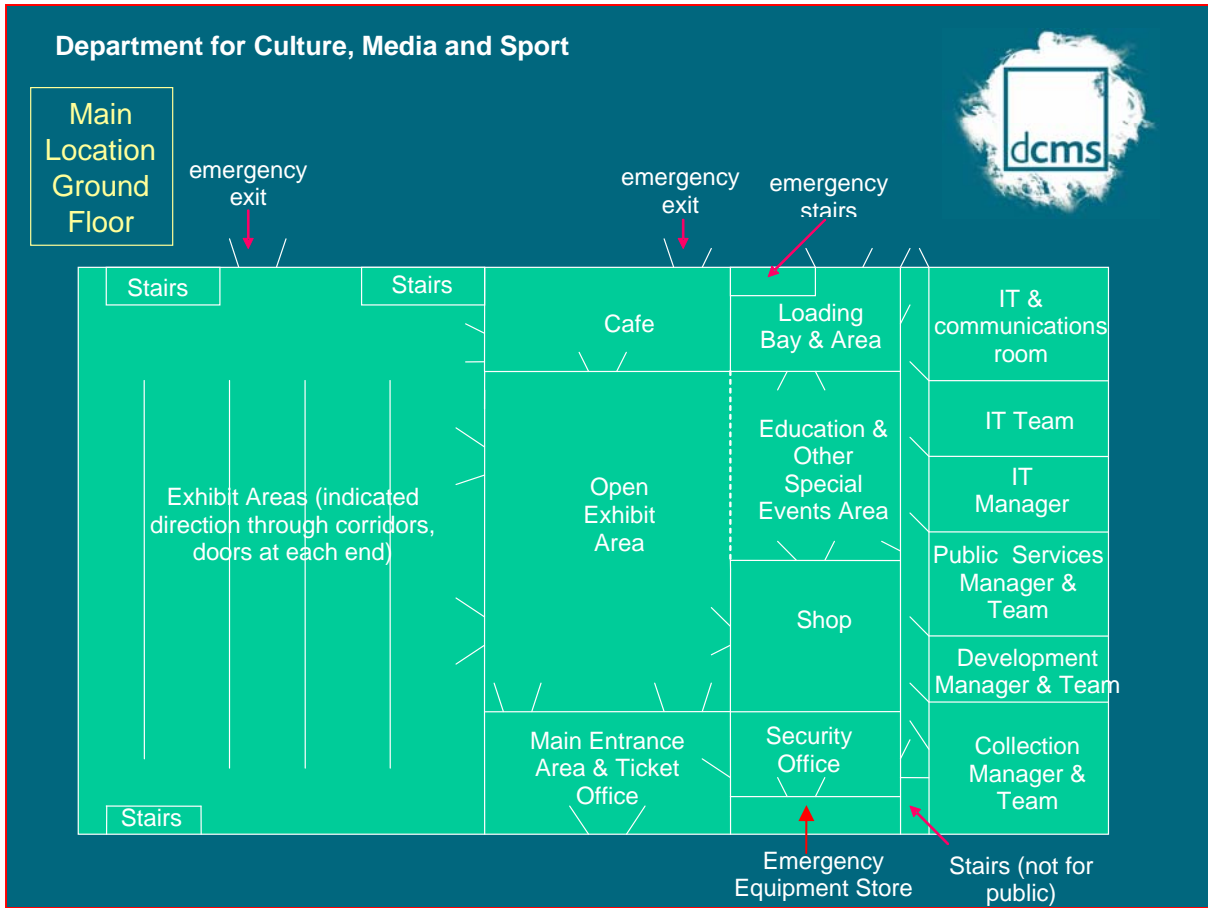
Locations

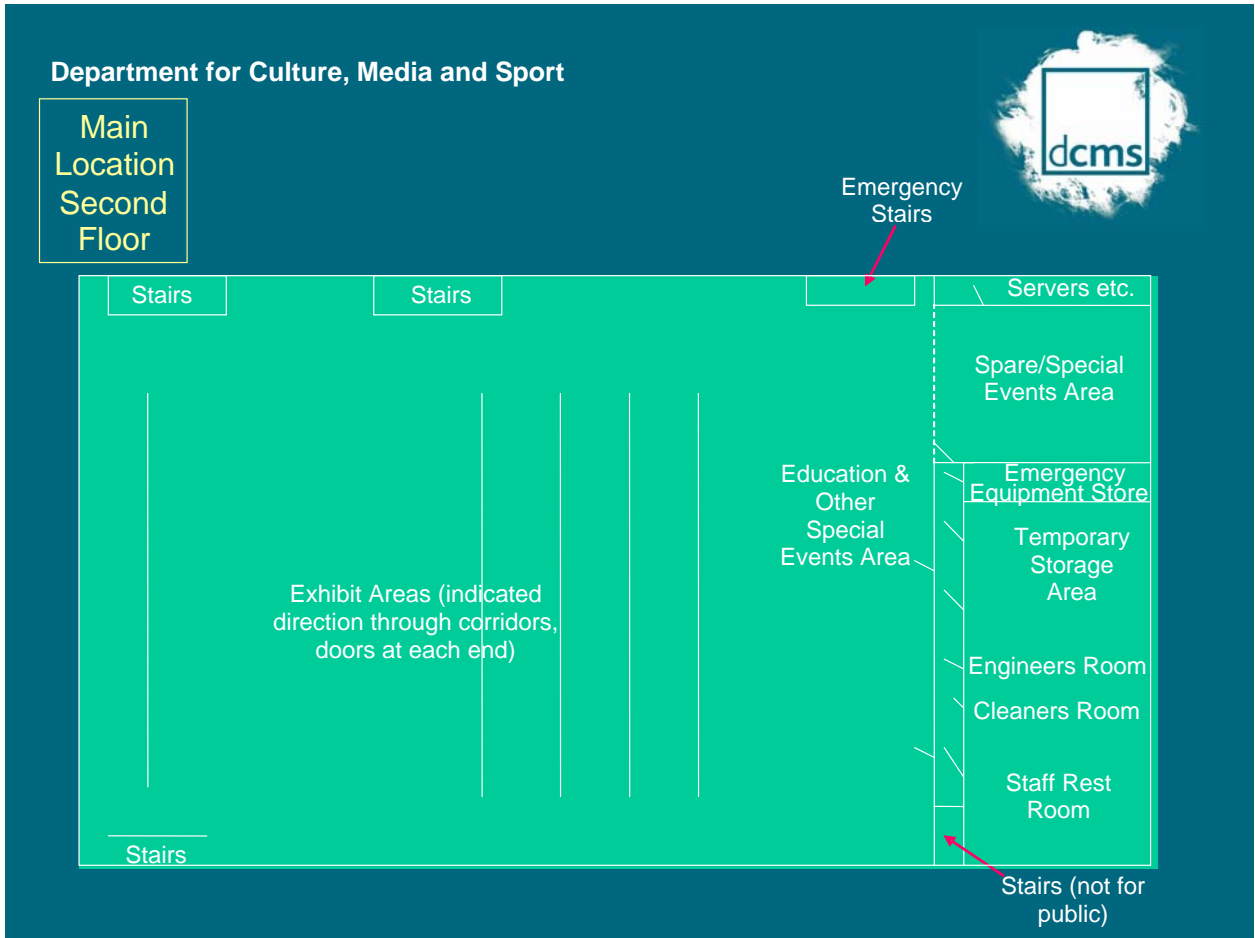
The Boulton museum has two locations, the museum itself at 22 Star Street, South West London and a storage location at 44 Temple Road in North West London. Both locations comprise three floors, ground, first and second. The maps and floor layouts of these locations are shown below.

Main Location

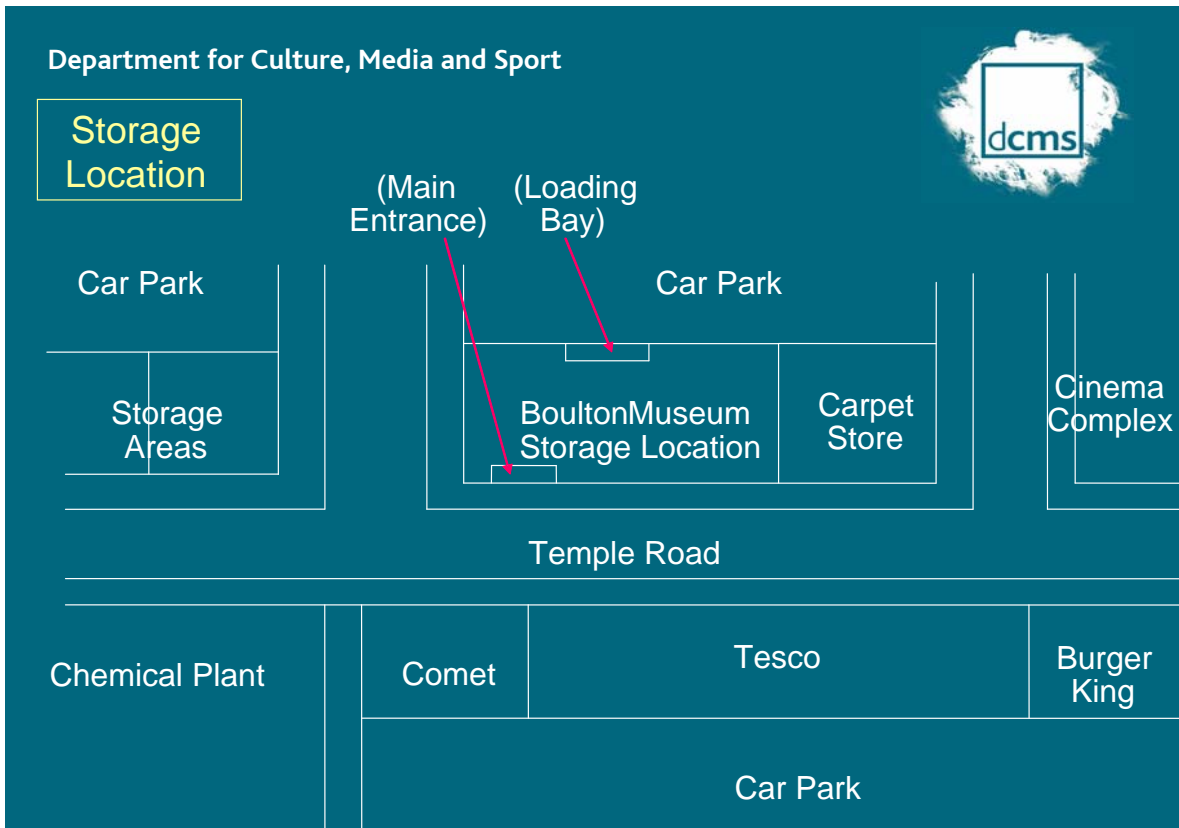


(Two small hotels are located 2 miles away, and a similar museum some 4 miles away, from the Boulton museum. The car park is owned by the museum, but some parts are let to other organisations.)

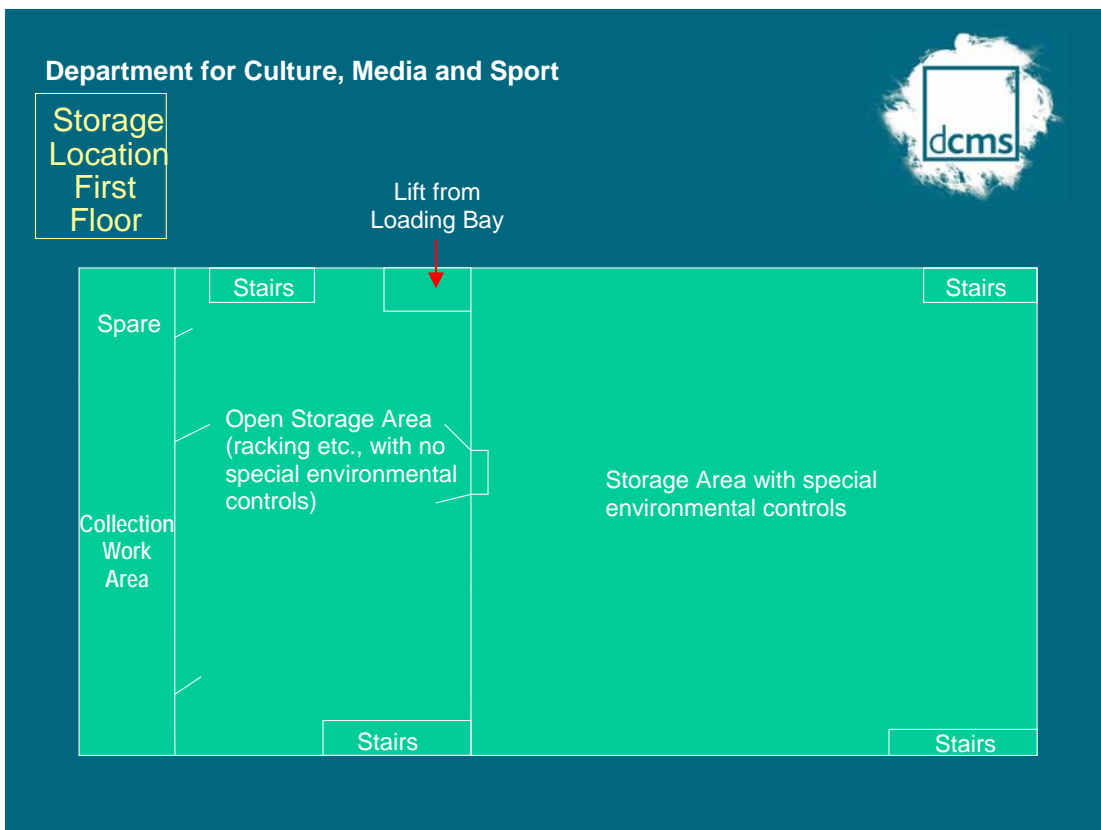
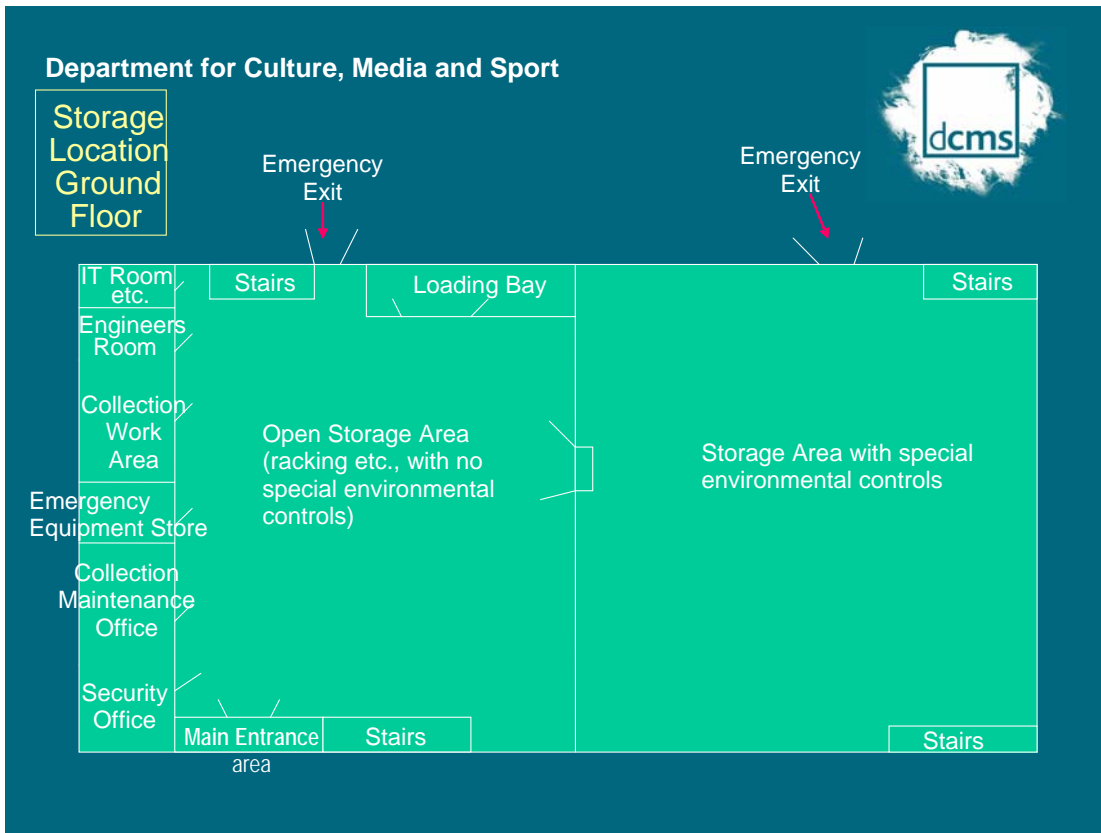


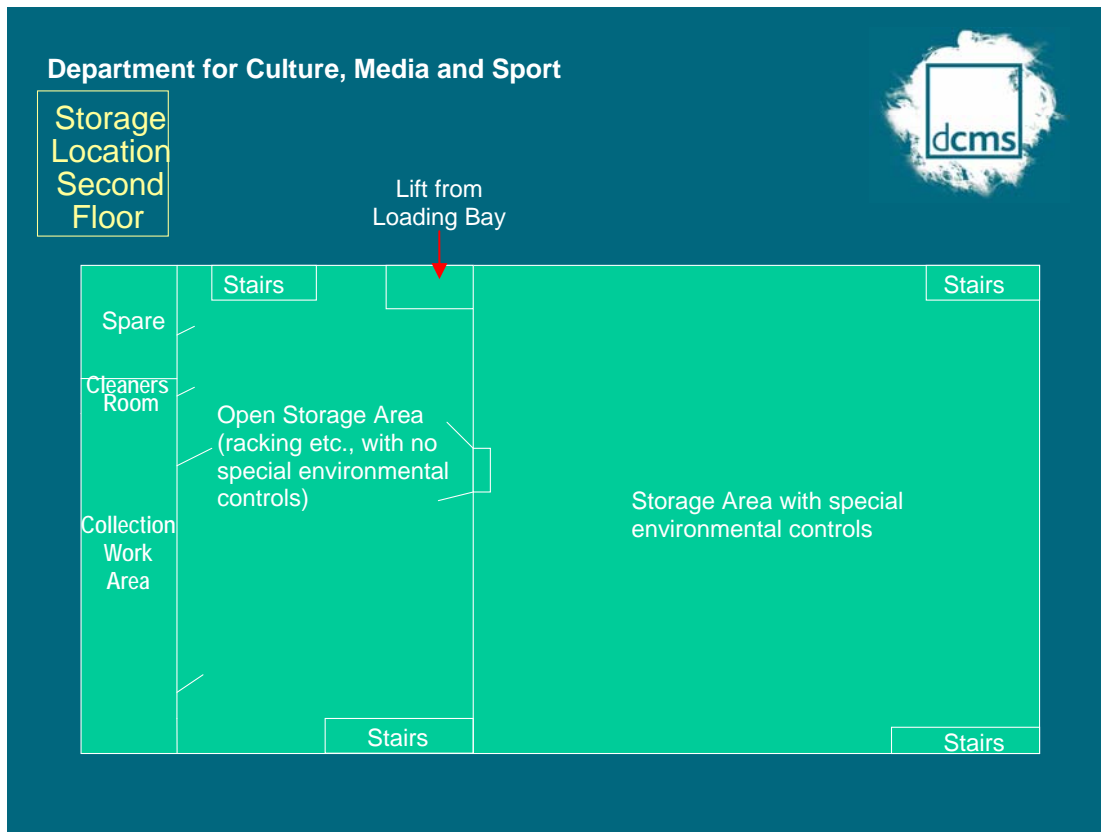


Storage Location



(A small hotel is located 1/2 mile away from the museum storage location. The car park is owned by the museum, but some parts are let to other organisations.)



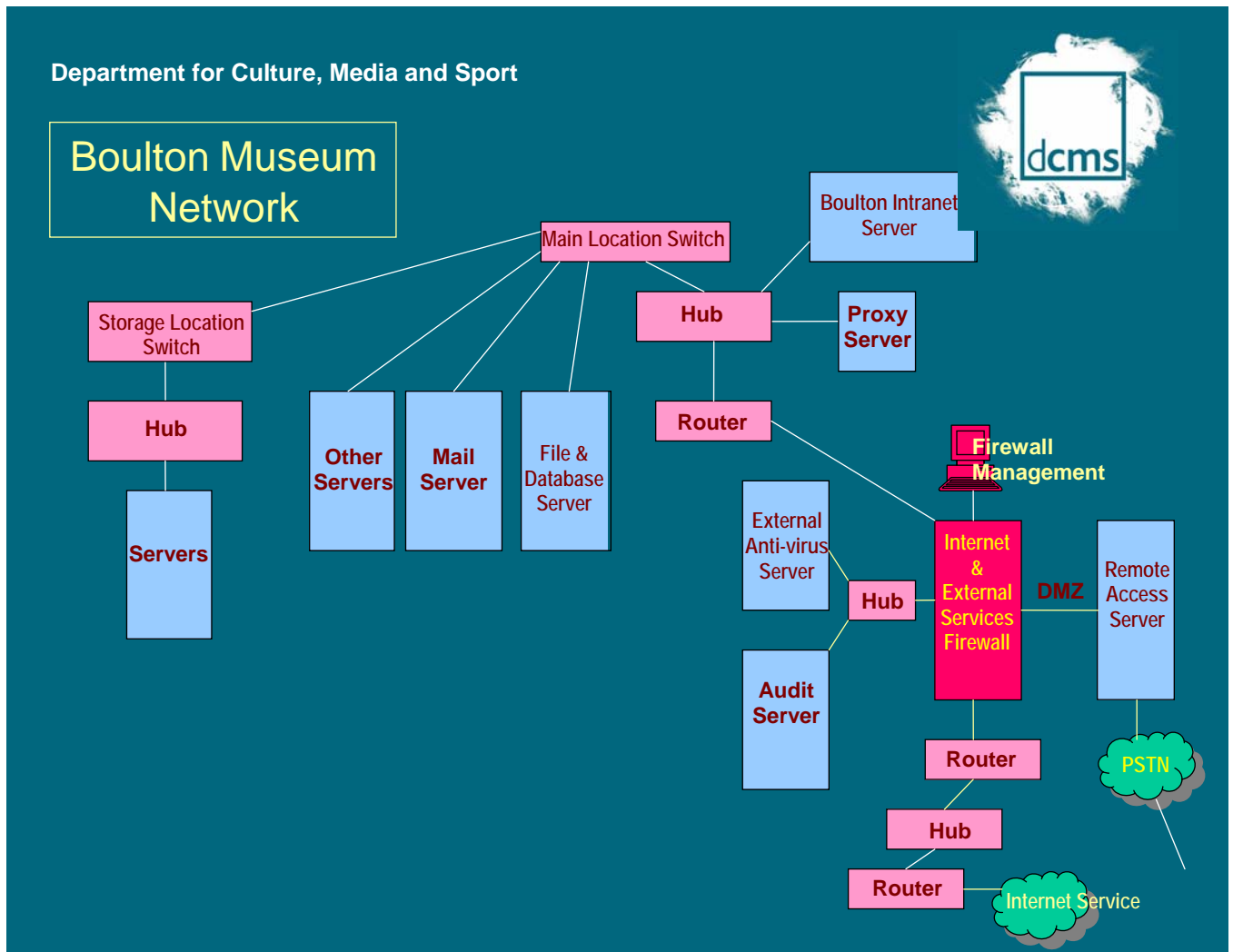


IT and Communications

The Boulton museum-wide IT infrastructure, including data communications, supports:

- office automation (including word processing and spreadsheets) and
- applications such as the:
 - collection item inventory and management database (including coverage of location specific information, internal (on show and stored) and external (loaned out),
 - personnel systems (including for pay),
 - marketing support database,
 - stock control system for the shop and café,
 - financial accounting system and database.

There are also external connections to/from this infrastructure, which is shown diagrammatically below.



The data networking facilities comprise individual local area networks in each of the two locations - with a high speed link between them, and the external connections. The bulk of the equipment (including a database server) is located in the IT room on the ground floor of the main museum location, which also has file servers located on each floor. The storage location has a file server and database server on the ground floor, in a small IT room.

The external connections to/from the main IT infrastructure are for use by authorised personnel for remote access to the collection item inventory and management system, remote access to the mail system, and to the Internet for outgoing on-line access – including Internet mail, and for controlled public access to a web server holding publicly available museum information. Selected authorised museum personnel are issued with laptops for working away from the museum locations.

Management of the IT, including data communications, facilities is outsourced to a company who have an on-site support team in the main location. There is also a contract in place for the Pay for all staff – details are provided to the contracted company by a Pay administrator on the Personnel Manager's team.

The museum has its own private telephone exchange, with switches located in each location. Telephones are located in each administration and management office, each collection room (wall mounted in secured cabinet), and three on each floor of the storage location. Selected museum personnel are issued with mobiles, for use when working away from the office.

The numbers of PCs, laptops, landline 'phones, mobile 'phones and fax machines currently in place are shown in attachment 1.

Other Non-IT Assets

The principal non-IT assets are obviously the individual collection items. There are also radios for use by security personnel, and collection emergency equipment.

Protection

The protection against disaster and failure currently in place includes the following:

- environmentally controlled cabinets for most collection items,
- particular care for certain photographic/film items as they are categorised as hazardous,
- appropriate fire detection and suppression equipment at both locations with links to the local fire brigades – which for the main location has promised a 3 minute response time,
- water/liquid detectors at both locations, but which have not been tested,
- an intruder alarm system, with links to the local police at each location,
- one security person usually on duty in silent hours,
- IT facilities protected by passwords, with the onus to change these with each individual,
- limited IT audit trail facilities.

Unavailability Time Periods

The five unavailability time periods used for considering the potential adverse impacts on the Boulton museum's business operations if disaster/failure were to occur (and later the business recovery requirements), for each business function, are:

- ½ day,
- 1 day,
- 1 week,
- 2 weeks,
- 1 month plus.

The Business Impact Analysis Results

The results from the business impact analysis are shown in the following completed business impact analysis forms.