

## Exercise 1

In this exercise you need to identify possible business continuity options and recommend the preferred options for the topics you have been given. Read through the case study notes, the agreed business recovery requirements and other handouts. Then:

a) identify the possible business continuity strategy options for your allocated topics, from:

- **Personnel:**

consider the following disaster/failure scenarios:

- *adverse effects on welfare of staff, visitors, and if relevant, members of the public* (in the event of a disaster) -
  - react on a case by case basis (i.e. do nothing beforehand),
  - take short term actions only,
  - implement a full welfare strategy, covering:
    - immediate actions,
    - support for staff and families,
    - staff communications,
    - stress counselling,
    - welfare for visitors and the public,
- *staff shortages* (due to unavailability) -  
consider the following options (and any others you can think of):
  - do nothing,
  - re-deploy existing staff from elsewhere,
  - re-employ former staff,
  - use temporary staff,
  - pay available staff to work additional hours,
  - recruit new staff.
- *transport failure* -  
consider the following options (and any others you can think of):
  - do nothing,
  - work at home,
  - walk/bike to work,
  - put up staff in hotels/flats,
  - use a pre-arranged bus/taxi service,

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- install camp beds in the office/workplace.
- *payment authorisation problems* –  
consider the following options (and any others you can think of):
  - do nothing,
  - finance officer/deputy work as normal,
  - nominated payment representatives for each business function or area.
- ***IT and data communications:***  
consider the following disaster/failure scenarios:
  - *unavailability of IT infrastructure (including data communications)* –  
consider the following options (and any others you can think of):
    - do nothing,
    - salvage existing IT infrastructure (including data communications),
    - use laptops in stand-alone mode,
    - utilise alternative desktop applications,
    - lease/procure new IT infrastructure (including data communications),
    - arrange contingency IT (including data communications) service. (Note: could consider (1) commercial contingency/disaster recovery IT services supplier, (2) commercial contingency disaster recovery communications services supplier, separately, but dependent on the requirements better for one supplier covering both aspects.)
    - provide resilient IT and/or communications services,
    - arrange with suppliers for them to have a contingency stock of IT equipment, software, etc. available at short notice,
    - maintain own contingency stock of IT equipment, software, etc.
  - *unavailability of e-mail* –  
consider the following options (and any others you can think of):
    - do nothing,
    - use floppy disks and other media,
    - revert to keyed and then printed messages and attachments,
    - revert to pen and paper for messages and attachments.
  - *unavailability of access to information stored electronically* –

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consider the following options (and any others you can think of):

- do nothing,
- revert to manual procedures, using hard copy printouts.
- *unavailability of payment (including payroll) facilities –*  
consider the following options (and any others you can think of):

- do nothing,
- repeat previous month's BACS 'tape',
- pay by manual methods.

- *unavailability of IT support service –*

- do nothing,
- provide temporary in-house IT support capability.

- *unavailability of data communications between museum locations –*

- do nothing,
- use Internet e-mail,
- use alternative routing/infrastructure.

- *unavailability of other external communications services –*

- do nothing,
- establish alternative access methods for remote access.

- ***voice (including mobile) communications:***

consider the following disaster/failure scenarios:

- *unavailability of fixed line (internal (private) and PSTN (public)) telephone services –*

consider the following options (and any others you can think of):

- do nothing,
- use mobile phones (or, if relevant, pagers),
- install duplicate links or services from alternative providers,
- arrange contingency with communications services provider.

- *unavailability of mobile services –*

- do nothing,
- spread mobile service over alternative mobile providers.

- *unavailability of pager services –*

- do nothing,
- use mobile services.

- *unavailability of facsimile machines* –
  - do nothing,
  - use e-mail,
  - use post mail services.
- **other non-IT equipment, facilities, services, collections, etc.:**

consider the following disaster/failure scenarios:

  - *unavailability of /damage to collection location* –
    - do nothing,
    - obtain guarantee of quick public safety organisation response (low single figure minutes), and ability to ‘zone off’ areas to minimise damage,
    - move collection or parts thereof, and maybe related retail facilities.
  - *unavailability of access to collection* –
    - do nothing,
    - depending on projected time of no access, move collection or parts thereof, and maybe related retail facilities.
  - (Not applicable but if was relevant would consider - *unavailability of other key non-IT equipment, facilities, etc. (if thought relevant, please specify)* –
    - do nothing,
    - arrange with suppliers for them to have a contingency stock of non-IT equipment, facilities, etc. available at short notice,
    - maintain own contingency stock of non-IT equipment, facilities, etc.)
- **accommodation:**

consider the following disaster/failure scenarios:

  - *unavailability of accommodation space* –
    - do nothing,
    - use spare space in existing accommodation,
    - use space for key staff in existing accommodation, sending other staff home,
    - use accommodation from another similar organisation, another government related organisation, or from commercial sources,
    - arrange ‘specialist’ accommodation from a commercial company that provides disaster recovery accommodation,
    - use temporary accommodation,

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- use hotels,
- work at home.
- *unavailability of furniture and related office equipment –*
  - do nothing,
  - salvage existing furniture and equipment,
  - maintain supplier lists,
  - arrange contingency stock with supplier,
  - maintain own contingency stock.

b) for each option identify:

- the advantages of the option,
  - the disadvantages of the option,
  - the viability of the option,
- noting any assumptions that you make,

c) document the preferred options and reasoning for their selection,

d) present your results

## **Exercise 2**

In this exercise you need to use the material you already have to consider and document what you consider to be the best business continuity organisation for the Boulton Museum, and in doing so identify the museum personnel best fitted to perform each business continuity role. You will then be asked to present your conclusions.

**Attachment 1 – Numbers of Personnel, IT and Voice Equipment**

<b>Main Location</b>								
<b>Office</b>	<b>People</b>	<b>PCs</b>	<b>Laptops</b>	<b>Telephones – Desk</b>	<b>Telephones – Wall Mounted</b>	<b>Fax Machines</b>	<b>Mobiles</b>	<b>Radios</b>
<b>Ground Floor</b>								
Collections Manager	1	1	1	1			1	
Collection Team	10	10	3	10		2	3	
Development Manager & Team	3	3	1	3		1	1	
Public Services Manager & Team	13	13	4	13		2	4	
IT & Communications Manager	1	1	1	1			1	
IT & Communications Team (in-house)	3	3	1	3		1	2	
IT & Communications Team (outsourced)	5	5		5			1	
Security	6	2		2				6
Ticket Office & Information Desk	4	1		2				
Shop	4	1		1				
Café	9	1		1				
Exhibit Areas	5				5			
<b>Totals</b>	<b>64</b>	<b>41</b>	<b>11</b>	<b>42</b>	<b>5</b>	<b>6</b>	<b>13</b>	<b>6</b>

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<b>Office</b>	<b>People</b>	<b>PCs</b>	<b>Laptops</b>	<b>Telephones – Desk</b>	<b>Telephones – Wall Mounted</b>	<b>Fax machines</b>	<b>Mobiles</b>	<b>Radios</b>
<b>First Floor</b>								
Chief Executive	1	1	1	1			1	
Chief Executive Team	3	3	1	3		1	1	
Corporate Services Manager	1	1	1	1			1	
Corporate Services Team	9	9	1	9		1	1	
Finance Manager & Team	3	3	1	3		1	1	
Exhibit Areas	9				9			
<b>Totals</b>	26	17	5	17	9	3	5	0
<b>Second Floor</b>								
Exhibit Areas	9				9			
Exhibit Areas Back-up Staff	7							
Cleaning	3							
Engineers	4	2	1	2		1	2	
<b>Totals</b>	23	2	1	2	9	1	2	0
<b>Totals for Location</b>	113	60	17	61	23	10	20	6

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Storage location								
Office	People	PCs	Laptops	Telephones – Desk	Telephones – Wall Mounted	Fax machines	Mobiles	Radios
<b>Ground Floor</b>								
Security	2	1		2				3
Collection Maintenance	4	4	1	4		1	1	
Collection Workshop	2	1		1				
Engineers	2	1		2		1	1	
<b>First Floor</b>								
Collection Workshop	3	2		3		1	1	
<b>Second Floor</b>								
Collection Workshop	2	1		2			1	
Cleaners	2							
Totals	17	10	1	14	0	3	4	3
<b>Grand Totals</b>	130	70	18	75	23	13	24	9

(Notes: (1) most staff belong to a union, (2) whilst many staff have their own IT equipment at home, and external e-mail access via the Internet, there are some who do not)

Attachment 2– Form for Consideration of Possible Business Continuity Strategy Options

<b>Personnel Related Options</b>							
<b><i>Disaster/Failure Scenario</i></b>	<b><i>Options</i></b>	<b><i>Questions to Ask</i></b>	<b><i>Possible Contacts / Actions</i></b>	<b><i>Advantages</i></b>	<b><i>Disadvantages</i></b>	<b><i>Viability</i></b>	<b><i>Recommended</i></b>
Adverse effects on welfare of staff, and if relevant, members of the public (in the event of a disaster)	This must be included. There are the options of (1) react on a case by case basis (i.e. do nothing beforehand), (2) take short term actions only, and (3) implement a full welfare strategy. The full strategy must address immediate actions, support for staff and families, staff communications, stress counselling and welfare for the public. In 99% of cases this is the only option is to make sure that the measures selected will be effective, not just for the short term following a disaster but also in the medium and long term.	Do you have all staff details readily available? Do you know the numbers and identity of key staff? How long will it take to evacuate locations (buildings), those only occupied by staff, and, if relevant, those visited by the general public? How long will it take for public safety organisations (police, fire, ambulance, etc.) to respond? What is the availability of a counselling service/counselling experts at short notice, and at what terms?	FM/HR				
Staff shortages (due to unavailability)	Do nothing (see advice in the guide on this option)		HR				
	Re-deploy existing staff from elsewhere.	How many staff you would have available, with the right skills, to deploy from other locations?	HR				
	Re-employ former staff.	How many former staff, with the right skills, would be interested in re-employment at relatively short notice, and at what terms?	HR				

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<b>Personnel Related Options (continued)</b>							
<i><b>Disaster/Failure Scenario</b></i>	<i><b>Options</b></i>	<i><b>Questions to Ask</b></i>	<i><b>Possible Contacts/ Actions</b></i>	<i><b>Advantages</b></i>	<i><b>Disadvantages</b></i>	<i><b>Viability</b></i>	<i><b>Recommended</b></i>
	Use temporary staff.	What is the likely availability of temporary staff, with the right skills, from where and at what cost rates?	HR				
	Pay available staff to work additional hours.	What staff are likely to be willing to work additional hours, especially in an emergency? Is this likely to be viable for other than as a short term measure?	HR				
	Recruit new staff.	How easy is it to obtain new staff of the required experience, and how quickly? What are the implications if existing staff can return to work at some point, and how can these be dealt with?	HR				
Transport failure	Do nothing (see advice in the guide on this		HR/FM				
	Work at home.	What key staff have suitable facilities to be able to work securely from home?	Survey/HR				
	Walk/bike to work.	What key staff would be able, and willing, to bike or walk to work?	Survey/HR				
	Put up staff in hotels/flats.	What is the likely availability of accommodation for key staff in nearby hotels and flats at relatively short notice, and at what terms (including for 'retainers')?	FM/HR				
	Use a pre-arranged bus/taxi service.	What are the opportunities to pre-arrange buses and/or taxis for key staff in the event of transport failure,	FM/HR				
	Install camp beds in the office/workplace	What key staff would be willing to sleep in the office/workplace on camp beds for a limited period?	Survey/HR				

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<b>Personnel Related Options (continued)</b>							
<b><i>Disaster/Failure Scenario</i></b>	<b><i>Options</i></b>	<b><i>Questions to Ask</i></b>	<b><i>Possible Contacts/ Actions</i></b>	<b><i>Advantages</i></b>	<b><i>Disadvantages</i></b>	<b><i>Viability</i></b>	<b><i>Recommended</i></b>
Payment authorisation problems	Do nothing (see advice in the guide on this option)		Finance				
	Finance officer/deputy work as normal.	What would the implications be if the finance personnel were unavailable (e.g. due to the disaster)? Would there be difficulties in communicating/ exchanging paperwork? Would payments be delayed even more?	Finance				
	Nominated payment representatives for each business function or area.	Are there personnel in the business functions/areas, or in the likely business continuity co-ordination team, who could be nominated payments representatives and are knowledgeable about the financial records and payment recipients involved? Would this option, with certain staff having delegated responsibilities for registering and authorising payments, have possible implications for fraud or error?	Finance				

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<b>IT and Data Communications Services Related Options</b>							
<b><i>Disaster/Failure Scenario</i></b>	<b><i>Options</i></b>	<b><i>Questions to Ask</i></b>	<b><i>Possible Contacts / Actions</i></b>	<b><i>Advantages</i></b>	<b><i>Disadvantages</i></b>	<b><i>Viability</i></b>	<b><i>Recommended</i></b>
Unavailability of IT infrastructure (including data communications)	Do nothing (see advice in the guide on this option).		IT				
	Salvage existing IT infrastructure (including data communications).	What facilities and equipment etc. are available to expedite salvage?	IT				
	Use laptops in stand-alone mode.	How many organisation owned laptops are available that could be used in stand-alone mode, with re-allocation to key staff,	IT				
	Utilise alternative desktop applications, e.g. for word processing and spreadsheets.	What suitable applications are available, and at what costs?	IT				
	Lease/procure new IT infrastructure (including data communications).	What are the implications of leasing or procuring a new IT infrastructure (including data communications), from whom and at what costs?	IT				
	Arrange contingency IT (including data communications) service.	What 'specialist' contingency IT and data communications services are available, from whom and at what costs (including for the 'retainer' contracts)? (In gathering this information make sure that you approach those commercial companies that provide disaster recovery accommodation – most also provide contingency IT services (see above.)	IT				
	Arrange with suppliers for them to have a contingency stock of IT equipment, software, etc. available at short notice.	What are the possibilities of arranging a contingency stock of IT equipment, software, etc. with suppliers, and at what costs?	IT				

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<b>IT and Data Communications Services Related Options (continued)</b>							
<b><i>Disaster/Failure Scenario</i></b>	<b><i>Options</i></b>	<b><i>Questions to Ask</i></b>	<b><i>Possible Contacts/ Actions</i></b>	<b><i>Advantages</i></b>	<b><i>Disadvantages</i></b>	<b><i>Viability</i></b>	<b><i>Recommended</i></b>
	Maintain own contingency stock of IT equipment, software, etc.	What are the possibilities of your organisation maintaining its own contingency stock of IT equipment, software, etc., where and at what costs?	IT/FM				
	Provide resilient IT (including data communications) infrastructure	What are the technical implications of providing a resilient infrastructure, and at what cost?	IT				
Unavailability of e-mail	Do nothing (see advice in the guide on this option).						
	Use floppy disks and other media.	What is the availability of adequate stocks of floppy disks and other media? What is the availability of an adequate supply of envelopes, and of internal and external mail/courier services?	IT/FM				
	Revert to keyed and then printed messages and attachments.	What is the availability of adequate stocks of paper? What is the availability of an adequate supply of envelopes, and of internal and external mail/courier services?	IT/FM				
	Revert to pen and paper for messages and attachments.	What is the availability of adequate stocks of pens and paper?	FM				
Unavailability of access to information stored electronically	Do nothing (see advice in the guide on this option).		IT				
	Revert to manual procedures, using hard copy printouts.	What is the availability of documented manual procedures and hard copy printouts, if they had to be used as a back-up were IT services not available?	Survey/ business managers				

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<b>IT and Data Communications Services Related Options (continued)</b>							
<b><i>Disaster/Failure Scenario</i></b>	<b><i>Options</i></b>	<b><i>Questions to Ask</i></b>	<b><i>Possible Contacts/ Actions</i></b>	<b><i>Advantages</i></b>	<b><i>Disadvantages</i></b>	<b><i>Viability</i></b>	<b><i>Recommended</i></b>
Unavailability of payment (including) payroll facilities (where relevant)	Do nothing (see advice in the guide on this option).		IT/HR/ Finance				
	Repeat previous month's BACS 'tape'.	Is the previous month's BACS 'tape' easily available and stored remotely?	IT/HR/ Finance				
	Pay by manual methods.	Is documentation etc. available to enable payment by manual methods?	Finance				
Unavailability of IT support service	Do nothing (see advice in the guide on this option).		IT				
	Provide temporary in-house IT support capability.	Are there staff in the in-house team who are capable of temporarily fulfilling the roles provided by the contracted personnel? Would there be any implications of increased workload (at least initially) on existing IT team staff and related impact on their normal duties? Would there be any contractual issues with the provider? Would there be a time delay if new staff had to be recruited (or IT contractors hired)? What are the implications of new staff needing time to familiarise themselves with the museum's IT systems and procedures? Would there be problems transferring the support capability back to the provider when its service become available again?	IT				

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<b>IT and Data Communications Services Related Options (continued)</b>							
<b><i>Disaster/Failure Scenario</i></b>	<b><i>Options</i></b>	<b><i>Questions to Ask</i></b>	<b><i>Possible Contacts/ Actions</i></b>	<b><i>Advantages</i></b>	<b><i>Disadvantages</i></b>	<b><i>Viability</i></b>	<b><i>Recommended</i></b>
Unavailability of data communications between museum locations	Do nothing (see advice in the guide on this option).		IT				
	Use Internet e-mail.	Would Internet e-mail be suitable for the transmission of museum sensitive documents, without appropriate additional protection? Would there be a danger that staff would forget that the communications medium was insecure and use it for sensitive information, thereby potentially compromising the confidentiality of museum information? Is there 100% coverage of external Internet e-mail accounts throughout museum staff? If not what are the cost implications? Would there be a loss of productivity as staff 'surf' the net for information that is not strictly necessary for the performance of their functions?	IT				
	Use alternative routing/infrastructure.	What would the costs be of what could prove to be an expensive option (e.g. to construct an alternative communications room for resilience purposes and to avoid a single point of failure) unless the appropriate services were already in place?	IT				
Unavailability of other external communications services	Do nothing (see advice in the guide on this option).		IT				
	Establish alternative access methods for remote access.	How much remote access is there, and how important is IT? What would the costs be of this option?	IT				

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<b>Voice (if relevant, including Fax and Pager) Communications Services Related Options</b>							
<b>Disaster/Failure Scenario</b>	<b>Options</b>	<b>Questions to Ask</b>	<b>Possible Contacts / Actions</b>	<b>Advantages</b>	<b>Disadvantages</b>	<b>Viability</b>	<b>Recommended</b>
Unavailability of fixed line (internal (private) and PSTN (public)) telephone services	Do nothing (see advice in the guide on this option).		IT/FM				
	Use mobile phones (or, if relevant, pagers).	How many organisation-owned mobile phones and, if relevant pagers, are available that could be re-allocated to key staff? What are the possibilities of arranging a contingency stock of mobile phones (ideally from an alternative provider), and at what costs? (also see below)	IT/FM				
	Install duplicate links or services from alternative providers.	What are the implications of installing duplicate fixed voice links or services from alternative providers, including costs?	IT/FM				
	Arrange contingency with communications services provider.	What contingency voice communications services are available, from whom and at what costs (including for the 'retainer' contracts)?	IT/FM				
Unavailability of mobile services	Do nothing (see advice in the guide on this option).						
	Spread mobile service over alternative mobile providers.	What are the possibilities of arranging a contingency stock of mobile phones from an alternative provider, and at what costs?	IT/FM				
Unavailability of pager services (if relevant)	Do nothing (see advice in the guide on this option).						
	Use mobile services (see above)		IT/FM				
Unavailability of facsimile machines (if relevant)	Do nothing (see advice in the guide on this option).						
	Use e-mail (if available)		IT/FM				
	Use post mail services		FM				

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<b>Other Services Related Options</b>							
<i><b>Disaster/Failure Scenario</b></i>	<i><b>Options</b></i>	<i><b>Questions to Ask</b></i>	<i><b>Possible Contacts/Actions</b></i>	<i><b>Advantages</b></i>	<i><b>Disadvantages</b></i>	<i><b>Viability</b></i>	<i><b>Recommended</b></i>
Unavailability of /damage to 'collection' location	Do nothing (see advice in the guide on this option).						
	Obtain guarantee of quick public safety organisation response (low single figure minutes), and ability to 'zone off' areas to minimise damage	How long will it take for public safety organisations, particularly fire and police, to respond? Is it possible that areas can be 'zoned' off to minimise damage areas? What is the availability of internal and external conservators and specialists, and at what notice, to be called in to deal with damaged collection items? Can certain items, because of the material involved (including if hazardous) and/or the required environmental conditions, be sensibly dealt as this?	Collection Manager/ FM				
	Move 'collection' or parts thereof, and maybe related retail outlet facilities	What suitable alternative accommodation is available for re-locating all or part of a collection, including that with the required environmental conditions and, as relevant, to house hazardous items? What are the opportunities to pre-arrange the availability of lorries from external sources at short notice to move collection items? What is the availability of alternative arrangements for retail outlets?	Collection Manager/ FM				

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<b>Other Services Related Options continued</b>							
<b><i>Disaster/Failure Scenario</i></b>	<b><i>Options</i></b>	<b><i>Questions to Ask</i></b>	<b><i>Possible Contacts/ Actions</i></b>	<b><i>Advantages</i></b>	<b><i>Disadvantages</i></b>	<b><i>Viability</i></b>	<b><i>Recommended</i></b>
Unavailability of access to 'collection'	Do nothing (see advice in the guide on this option).		Collection Manager/				
	Depending on projected time of no access, move 'collection' or parts thereof, and maybe related retail outlet facilities	As above.	Collection Manager/ FM				
Unavailability of key non-IT equipment, facilities, etc. (please specify) <i>[Note: not applicable for the museum, but the options are shown for information.]</i>	Do nothing (see advice in the guide on this option).		FM				
	Arrange with suppliers for them to have a contingency stock of non-IT equipment, facilities, etc. available at short notice.	What are the possibilities of arranging a contingency stock of non-IT equipment, facilities, etc. with suppliers, and at what costs?	FM/ business managers				
	Maintain own contingency stock of non-IT equipment, facilities, etc.	What are the possibilities of your organisation maintaining its own contingency stock of non-IT equipment, facilities, etc., where and at what costs?	FM/ business managers				

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<b>Accommodation Related Options</b>							
<b><i>Disaster/Failure Scenario</i></b>	<b><i>Options</i></b>	<b><i>Questions to Ask</i></b>	<b><i>Possible Contacts / Actions</i></b>	<b><i>Advantages</i></b>	<b><i>Disadvantages</i></b>	<b><i>Viability</i></b>	<b><i>Recommended</i></b>
Unavailability of Accommodation Space	Do nothing (see advice in the guide on this option).		FM				
	Use spare space in existing accommodation.	What spare space, including meeting and training rooms, is available in existing accommodation?	FM				
	Use space for key staff in existing accommodation, sending other staff home.	What spare space, including meeting and training rooms, is available in existing accommodation?	FM				
	Use accommodation from another (preferably similar) organisation, another government organisation, or from commercial sources. (Note: this option could be split into three – similar organisations, other government related organisations, and commercial sources.)	What accommodation is available from another similar organisation, in reasonable proximity, and with what reciprocal arrangements and/or terms? What accommodation is available from other organisations in the government related arena, or from commercial sources, in reasonable distance, and at what costs (including for 'retainers')?	FM				
	Arrange 'specialist' accommodation from a commercial company that provides disaster recovery accommodation.	What 'specialist' accommodation is available in reasonable distance from commercial companies that provides disaster recovery accommodation, and at what costs (including for the 'retainer' contracts)?	FM				
	Use temporary accommodation.	What temporary accommodation is possible, e.g. portacabins, where and at what costs?	FM				
	Use hotels.	What is the likely availability of accommodation in nearby hotels and flats at relatively short notice, and at what terms (including for 'retainers')?	FM?				
	Work at home.	What key staff have suitable facilities to be able to work securely from	Survey/ HR/FM				

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		home?					
<b>Accommodation Related Options continued</b>							
<b><i>Disaster/Failure Scenario</i></b>	<b><i>Options</i></b>	<b><i>Questions to Ask</i></b>	<b><i>Possible Contacts / Actions</i></b>	<b><i>Advantages</i></b>	<b><i>Disadvantages</i></b>	<b><i>Viability</i></b>	<b><i>Recommended</i></b>
Unavailability of furniture and related office equipment	Do nothing (see advice in the guide on this option)		FM				
	Salvage existing furniture and equipment.	What facilities and equipment etc. are available to expedite salvage?	FM				
	Maintain supplier lists.	What lists of suppliers of furniture and related office equipment, and if relevant fax machines, are available?	FM				
	Arrange contingency stock with supplier.	What are the possibilities of arranging a contingency stock of furniture and related office equipment with suppliers, and at what costs?	FM				
	Maintain own contingency stock	What are the possibilities of your organisation maintaining its own contingency stock of furniture and related office equipment, where and at what costs?	FM				

Also see above regarding collections.

Before using this form consider, as necessary with representatives from such as HR, FM, IT, collections management and other business area management, whether there are other disaster/failure scenarios and related options that need to be added to the form, and some deleted from the form, in the context of your organisation's environment, policy and culture – and if there are, add and/or delete as necessary. There may be other questions that relate, and some of the questions in the form may not be relevant, to your organisation's particular environment. The suggested possible contacts in the form may also need adjustment. Then if surveys are required (see some entries above) arrange with the relevant person for those surveys to be conducted in a reasonable timescale. Then use the form by working your way through each disaster/failure scenario and related options addressing the questions with the appropriate people. Once you have the information through questioning and possible survey, for each disaster/failure scenario review each option and think of the advantages and disadvantages, and the viability in the context of your organisation's environment, policy and culture – and likely available budget. Then draft your conclusions and recommendation (i.e. the preferred option(s)), 'peer review' them as necessary with the person(s) who answered your questions, and finalise the entries in the form, ready for use in preparing the business continuity strategy report.