

Exercise 1

In this exercise you are a senior business manager. Read through the case study notes, in particular the business impact analysis results and other handouts.

You need to:

1. consider the required business recovery priorities and related resources (in line with the business impact analysis results) for the restoration of the Boulton museum's business function(s) allocated to you, and the timescales within which these are required to be re-established (with the more critical elements to be recovered first followed by the less critical), and thence the minimum business recovery requirements for each business function/location (you have been allocated) for each of the time periods ½ day, 1 day, 1 week, 2 weeks and 1 month + for:
 - personnel (e.g. who has to work in the office/workplace, who can stay at home, who can work from home),
 - IT (including data communications),
 - voice communications,
 - other non-IT equipment, facilities, services, collections (including environmental conditions), etc.,
 - accommodation (including provision of furniture and office equipment),
2. complete a business recovery requirements form (for each business function per location you have been asked to consider), still in line with the agreed business impact results. A blank form is shown at attachment 2. For each of the 5 time periods you should record the *minimum* requirements for:
 - personnel – the numbers of personnel who must:
 - must be in office/workplace full-time (see column 3 on the form),
 - must be in office/workplace, but only part-time¹ (see column 4 on the form),
 - must work, but can do so from home (see column 5 on the form),
 - are not required to work (see column 6 on the form),
 - IT and data communications equipment, services and facilities:
 - in office/workplace (see column 7 on the form),
 - at home (see column 8 on the form),
 - voice communications (telephones, mobiles, faxes, pagers, and related services etc.):

¹ In addition to entering the number, if at all possible specify the number of days per week.

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- in office/workplace (see column 9 on the form),
- at home (see column 10 on the form),
- other non-IT equipment, facilities, services, collections (including environmental conditions), etc.:
- in office/workplace (see column 11 on the form),
- at home (see column 12 on the form).

Only use column 2, headed 'Personnel Roles in Business Function', if you find it useful to record by business function 'sub-sets'.

In completing the forms, you should check that:

- the impact ratings from the business impact analysis have been used as an informal indicator of the proportion of people needed at work immediately following a disaster or failure, and those who don't need to come in to work, etc.

A 'rule of thumb' should be used of 1 - 2 equating to no requirement, 3 indicating that a small proportion of people should be in office/workplace and the rest at home, 4 - 5 indicating that a reasonable proportion of people should be in office/workplace and the remainder at home, and 5+ indicating that the majority of the people should be in the office/workplace.

Then, if necessary, you can adjust in accordance with personnel policy, local circumstances, etc. (The 'rule of thumb' should also be used in reviewing of the needs for some other resources (IT, voice, etc.),

- care has been taken:
 - not to introduce potential inconsistencies in the information to be documented. The minimum requirements must be justified by the potential adverse business impacts, e.g. if the agreed impact rating is only 1, but the stated recovery requirements are for 5 people in office/workplace and 8 people working at home (out of a total of 15 staff) in 2-3 days, then that is not logical,
 - to make sure that the requirements are realistic, e.g. if the impact rating is 3, but the stated requirement is for 60 staff in the office/workplace within 1 day, 120 staff in the office/workplace and 135 staff working at home (out of 440) in 2-3 days, then is it clear whether these requirements are realistic or manageable, and that the business will bear the cost of pre-equipping alternative accommodation with 120 PCs and having 135 laptops in store?
 - to ensure that the requirements account for the critical points in the year (obviously the timing of a disaster or failure cannot be predicted),
 - to make sure that the *minimum* requirements are identified, rather than the '*would like to have*' requirements, identifying and handling issues associated with 'collections' (e.g. prioritisation of items for re-

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location, needs for special environmental conditions, dealing with hazardous items, requirements for retail outlets).

By checking in this way, you will avoid the potential for inconsistencies, ensure that the requirements are realistic, and ensure that the *minimum* requirements are identified,

3. once you have completed the form, ascertain and document the accommodation requirements (including for furniture and fittings), based on the minimum requirements ascertained for personnel, IT and data communications, voice communications and other non-IT facilities, etc. (using a similar tabular form to that on the business recovery requirements form),
4. present your results.

Exercise 2

In this exercise you will consider and document, based on your knowledge and experience, the risk reduction controls that may need to be implemented for the Boulton museum for both locations, for the control topics you have been allocated, and then present the results. Such controls are those that:

- will reduce the likelihood of having to invoke the business continuity plan in the first place
- will reduce the impact of a disaster or failure should one occur.

The controls topics are:

- IT and communications security,
- Non-IT and communications security:
 - physical security for the main location (external and internal),
 - physical security for the storage location (external and internal),
 - environmental security for the main location,
 - environmental security for the storage location,
 - personnel security,
 - other controls that may be required if a disaster or failure occurred.

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Attachment 1 – Numbers of Personnel, IT and Voice Equipment

Main Location								
Office	People	PCs	Laptops	Telephones – Desk	Telephones – Wall Mounted	Fax Machines	Mobiles	Radios
Ground Floor								
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			
Totals	64	41	11	42	5	6	13	6

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Office	People	PCs	Laptops	Telephones – Desk	Telephones – Wall Mounted	Fax machines	Mobiles	Radios
First Floor								
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			
Totals	26	17	5	17	9	3	5	0
Second Floor								
Exhibit Areas	9				9			
Exhibit Areas Back-up Staff	7							
Cleaning Engineers	3							
	4	2	1	2		1	2	
Totals	23	2	1	2	9	1	2	0
Totals for Location	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
Ground Floor								
Security	2	1		2				3
Collection Maintenance	4	4	1	4		1	1	
Collection Workshop	2	1		1				
Engineers	2	1		2		1	1	
First Floor								
Collection Workshop	3	2		3		1	1	
Second Floor								
Collection Workshop Cleaners	2 2	1		2			1	
Totals	17	10	1	14	0	3	4	3
Grand Totals	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)

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Attachment 2– Blank Business Recovery Requirements Form

Name of Person Completing Form			Business Area				Location of Business Function				
Contact Telephone Number(s)			Business Function covered by Form				Number of Business Function Staff at Location (& if relevant notation as to whether the location is open to the public)				
Timescales for Recovery	Personnel Roles in Business Function	Minimum Resources Required - Personnel				Minimum Resources Required - IT		Minimum Resources Required – Voice (if relevant, also Mobile, Fax & Pager)		Minimum Resources Required – Other (Please specify)	
		Number who must be in Office/ Workplace		Number who must Work, but can do so from Home	Number not Required to Work	Office/ Workplace	Home	Office/ Workplace	Home	Office/ Workplace	Home
		Full-time	Part-time								
½ day											
1 day											
1 week											
2 weeks											
1 month+											