

DMU Business Continuity Plan

Developed and maintained by
the DRM Unit
YYYY Branch

Document Approval

This document has been endorsed and approved for use by:

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draft 2.1- 2.5	30 Aug – 9 Dec 02	G Sanders	added probability and impact, more details, generalised some issues

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Introduction

Continuity Interruptions, Emergencies, or Disasters?

Many organisations have *Disaster Recovery Plans*. We prefer the term *Business Continuity Plan* because it includes not only major disasters (eg total loss of a building) but also routine interruptions to service (the computers are down for half an hour). It puts disaster planning in perspective and makes it more likely that disasters will be handled smoothly.

Objectives

The objectives of this plan are:

- To ensure that maximum possible service levels are maintained
- To ensure that we recover from interruptions as quickly as possible
- To minimise the likelihood and impact (risk) of interruptions

Principles

The principles behind this plan are:

- Disaster Recovery is just part of Business Continuity
- Risks are assessed for both probability and business impact
- Business continuity plans must be reasonable, practical and achievable

In other words, we are not planning for *every* possibility. Diminishing returns affect the benefits of planning for extreme cases.

Functions vs Causes

We have developed this plan by analysing *what* is being interrupted, rather than *why*. For example, the Head Office building may be unavailable for many reasons – but in terms of its impact on the operations and services of the DMU, it matters not whether the cause is a contaminated aircon unit, a strike by security staff or a major traffic accident (or worse). Obviously the organisation will manage each incident differently, depending in some cases on the cause, but for our more specific purposes, the building is simply unavailable.

Precedence

The Company's general, security and IT procedures override these instructions if there are any conflicts.

Future Changes

These plans will change in response to new business and client needs and new technology. Please refer all requests for changes to the DMU.

Layout & Use

This document is designed to be published on our Intranet or on paper, and so that it is easy to add new sections and to extract subsets. Where possible, topics are not longer than one page. In the printed version, topics are arranged alphabetically. For each Risk we set out:

- *Likely Scenario* - the most likely reasons for problems to occur
- *Probability* – the likelihood of the risk occurring (high, medium, low)
- *Impact* – will the impact on our business be high, medium or low?
- *Functions Affected* – what document-related functions the problem impacts
- *Action* – what to do when the interruption occurs
- *Responsibilities* – who takes what actions
- *Mitigation* – what are the DMU doing to minimise the risk before it happens
- *Constraints* – the practicalities of dealing with the risk
- *Resources* – the implications for costs, staffing, facilities etc

Communications

Whenever we say *contact or advise Business Units*, the DMU will usually do this by broadcast email, or by email or phone to the nominated contact person for affected services in each business unit.

References

Guidelines, standards, “how to” information

- Business Continuity Institute www.thebci.org
- NSW State Records www.records.nsw.gov.au
- Sanders, Glenn *EDM – a risk management perspective*
<http://members.ozemail.com.au/~sanders/articles>
- Strohl Systems www.strohl.com
- TechRepublic www.techrepublic.com

Emergency Management

- Emergency Management Australia www.ema.gov.au
- US Federal Emergency Management Agency www.fema.gov

Disaster Recovery Companies (operating in Australia)

(these companies provide emergency response services eg freeze drying)

- BMS Catastrophe www.bmscat.com
- Munters www.munters.com

Company Contacts

Name	Contacts	Other Contact details
DMU	ext xxxx	email to 'Document Management' mob xxxxxxxxxx
IT Help Desk	ext xxxx	email "Help Desk"
Sanders, Glenn (Document Manager)	ext xxxx	Home 02 9918 7300 mob 0407 187 333, sanders@ozemail.com.au
Security Hotline	ext xxxx	email 'security operations'

Supplier Contacts

Company	Address	Contact, Notes	Numbers
Couriers (scheduled runs)			
Archive storage			
Australia Post			
disaster recovery, freeze drying etc			
microfilm printer, scanner			
Ad hoc couriers			
scanner			
DRM Software			
scanning bureau			
shredder			
disaster recovery, drying etc			
franking machine, letter opener, fax machine			
file jackets			
etc etc			

Can't Find What You Want?

If you cannot find a risk that exactly matches the incident you are managing, look for a similar risk and use that as a model. For example, if you are using MS Access, and it crashes, you could follow the instructions for *Software - XXXX System Down*.

During Each Incident

At all stages keep any affected business unit or person closely advised of progress – even negative progress. This is especially important for missing documents or parcels.

Do not hesitate to advise the Manager, Corporate Services of the incident and of progress.

If any incident could possibly involve the press or public, immediately contact Fred Bloggs x 123456 or Harry Peck x 654321 so that they can brief Management if required.

After Each Incident

After every incident, a standard set of tasks must be done. These have not been repeated under each risk, but they must still be done:

- Return all operations and services to their original form
- Contact all affected business units and suppliers, to advise them that the incident is over and things are back to normal
- **Thank everyone** involved, preferably by personal phone call or email
- Review the way we managed the incident, and consider if we need to change anything – if so, change it in this document too.

Risk	Building Loss - DMU Work Area
Probability	low
Impact	high
Likely Scenario	Fire; bomb threat
Functions Affected	All
Action	<p>Move DMU service operations and one or two staff to Basement Holding Room (or any available floor)</p> <p>Advise all business units, and suppliers if affected</p> <p>Move other DMU staff anywhere else with phone access and preferably networked PC's.</p> <p>If documents have been destroyed see <i>Paper Documents Lost</i></p> <p>If documents have been damaged, see <i>Fire and Water Damage</i></p>
Responsibilities	Senior DMU staffer
Mitigation	
Constraints	<i>The Company's general emergency procedures override these instructions if there are any conflicts</i>
Resources	Phone in basement Holding Room; DMU Laptop with XXXX; global roaming signons; XXXX at other sites

Risk	Building Loss – Head Office Building
Probability	low
Impact	high
Likely Scenario	Fire
Functions Affected	All
Action	Contact nominated executive to assess damage and availability and timing of alternate locations Contact all DMU staff and suppliers to arrange alternate locations and contact details If documents have been destroyed see the several entries under <i>Documents Lost</i> . If documents have been damaged, see <i>Fire and Water Damage</i>
Responsibilities	DMU manager to contact nominated available executive DMU Manager to coordinate contacting all DMU staff and suppliers DMU staff to contact DMU manager If DMU manager unavailable, senior DMU staffer deputises
Mitigation	
Constraints	<i>The Company's general emergency procedures override these instructions if there are any conflicts</i>
Resources	DMU Laptop (if available) with XXXX; global roaming signons; XXXX available at other sites Phones, mobile phones

Risk	Building Loss - HOB Basement
Probability	low
Impact	medium
Likely Scenario	Fire; bomb threat
Functions Affected	Garage access for Scheduled courier services; offsite storage services
Action	Contact courier and storage companies and Reception immediately to arrange deliveries via HOB Reception to DMU on level 14 Arrange for DMU staff to be present on level 14 when pickups and deliveries expected If documents have been destroyed see <i>Paper Documents Lost</i> If documents have been damaged, see <i>Fire and Water Damage</i>
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	
Constraints	<i>The Company's general emergency procedures override these instructions if there are any conflicts</i>
Resources	email, phone

Risk	Building Loss – HOB Floor (not DMU)
Probability	low
Impact	medium
Likely Scenario	Fire; bomb threat
Functions Affected	Pickups and deliveries to that floor; files and documents may be destroyed
Action	Hold all deliveries; contact nominated executive or business units affected to find out alternative pickup and delivery points If documents have been destroyed see <i>Paper Documents Lost</i> If documents have been damaged, see <i>Fire and Water Damage</i>
Responsibilities	Senior DMU staff member
Mitigation	
Constraints	<i>The Company's general emergency procedures override these instructions if there are any conflicts</i>
Resources	phone, email

Risk	Building Loss - HOB Sub Basement
Probability	low
Impact	medium
Likely Scenario	Fire; bomb threat; water
Functions Affected	File retrievals; filing
Action	Hold all incoming filing in DMU or offsite, store in file number order Advise all business units If documents have been destroyed see <i>Paper Documents Lost</i> If documents have been damaged, see <i>Fire and Water Damage</i>
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	
Constraints	<i>The Company's general emergency procedures override these instructions if there are any conflicts</i>
Resources	File storage in DMU or offsite; email; phone

Risk	Building Loss - Site other than HOB
Probability	low
Impact	medium
Likely Scenario	Fire; bomb threat
Functions Affected	Scheduled courier services; offsite storage services
Action	Contact affected business units and couriers and storage companies immediately to arrange alternate pickup and delivery points; hold all parcels etc at HOB. If documents have been destroyed see <i>Paper Documents Lost</i> If documents have been damaged, see <i>Fire and Water Damage</i>
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	
Constraints	<i>The Company's general emergency procedures override these instructions if there are any conflicts</i>
Resources	email, phone

Risk	Courier Parcel Missing
Probability	medium
Impact	varies – can be high
Likely Scenario	incoming or outgoing parcel reported overdue or missing (Murphy says it will always be an important one that goes astray)
Functions Affected	incoming or outgoing couriers, ad hoc or scheduled; potentially any business operation
Action	<p>Contact affected business unit and / or sender to get full description of parcel, delivery method, addressee, times and dates</p> <p>Check in DMU, basement Holding (mail) room and elsewhere in Garage area, look in all satchels, empty mailbags and trolleys</p> <p><u>Incoming</u></p> <ul style="list-style-type: none"> Check at main reception (ask all staff on duty at likely delivery time) and Tender Box Check all other reception areas Check all clearance drop points Ask courier company (probably not one of ours) <p><u>Outgoing</u></p> <ul style="list-style-type: none"> Ask courier company Check with Document Coordinators at all likely sites <p><u>If still not found</u></p> <p>Put notice on staff bulletin board, consider broadcast email</p> <p>Repeat some of these actions over two or three days if necessary – most parcels turn up the next day at the correct destination</p>
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	
Constraints	
Resources	email, phone

Risk	Couriers – Ad Hoc Services Unavailable
Probability	low
Impact	medium if longer than half a day
Likely Scenario	courier drivers' strike
Functions Affected	delivery of courier parcels from The Company's to external parties; any business operation could be affected
Action	Advise all business units of problem Business units can use fax, email, express post or contact the intended recipient to arrange alternative delivery (eg many companies have their own courier contracts and can arrange a pickup from us at our expense)
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	
Constraints	Widespread industrial disputes may include other courier companies and express post services.
Resources	email, phone, Aust Post services, other courier companies

Risk	Couriers – Scheduled Services Unavailable
Probability	low
Impact	medium if longer than half a day
Likely Scenario	courier drivers' strike
Functions Affected	delivery of courier parcels between all The Company's sites
Action	Advise all business units of problem DMU and business units can use fax, email, express post, ad hoc courier services or personal hand to hand delivery Some The Company's drivers may be able to do some local clearances
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	Contract specifies alternate, trained drivers available to cover sickness etc
Constraints	Widespread industrial disputes may include other courier companies and express post services.
Resources	email, phone

Risk	Documents Lost – Electronic (in large numbers)
Probability	low
Impact	high
Likely Scenario	Network problem
Functions Affected	All electronic and paper-based document related activities
Action	<p>Immediately:</p> <ul style="list-style-type: none"> • contact Help Desk x xxxxx to log problem and establish nature and duration of problem and if necessary request recreation from backup • contact our IT&T Business Advocate x xxxxx to ensure problem is treated with urgency • advise Manager Corp Services x xxxxx • advise all affected business units <p>If problem cannot be fixed within one day by recreation from backup, discuss with all stakeholders how to manage current operations and any ad hoc document recreations so that a later full restoration does not make even more problems – involve all stakeholders, particularly IT&T and all affected business units.</p> <p>If problem cannot be fixed by recreation from backup, investigate ways and need to recreate from paper files, or from individual staff members or suppliers documents etc – involve all stakeholders</p>
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	IT&T Backup; some documents eg Customer Contracts are scanned to CD, and copies are held by business units and the scanning bureaux
Constraints	IT&T Backup – it can take time to organise a recovery, and generally this can only be done on the basis of whole directories at a point in time.
Resources	IT&T Backup; CD's

Risk	Documents Lost – Electronic (specific documents)
Probability	low
Impact	varies
Likely Scenario	Document accidentally deleted
Functions Affected	All electronic and paper-based document related activities
Action	<p>Immediately:</p> <ul style="list-style-type: none"> • contact Help Desk x xxxx to log problem and if necessary request recreation from backup • advise all affected business units <p>If problem cannot be fixed by recreation from backup, investigate ways and need to recreate from paper files, or from individual staff members or suppliers documents etc – involve all stakeholders</p>
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	IT&T Backup; some documents eg Customer Contracts are scanned to CD, and copies are held by business units and the scanning bureaux
Constraints	IT&T Backup – it can take time to organise a recovery, and generally this can only be done on the basis of whole directories at a point in time.
Resources	IT&T Backup; CD's

Risk	Documents Lost – Hardcopy (in large numbers)
Probability	low
Impact	high
Likely Scenario	HOB floor or other The Company's site lost; offsite storage site lost; fire or storm damage
Functions Affected	file and document retrievals; all document-based activities
Action	<p>Immediately:</p> <ul style="list-style-type: none"> • advise Manager Corp Services • advise all affected business units and discuss short and long term implications <p>Investigate ways and need to recreate from other paper or electronic files, or from individual staff members or suppliers documents etc – involve all stakeholders</p>
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	Some documents eg Customer Contracts are scanned to CD, and copies are held by business units and the scanning bureaux
Constraints	
Resources	

Risk	Documents Lost – Hardcopy (specific document, file or box)
Probability	medium
Impact	varies, potentially high
Likely Scenario	It's always urgent – a subpoena, FOI or Privacy request, whatever, and the box, file or document is missing
Functions Affected	Document retrieval; any document-based activity
Action	<p>Check XXXX for possible locations</p> <p>Ask last known person involved with document</p> <p>Ask business unit – most lost documents are elsewhere in the requestor's business unit</p> <p>Check with Document Coordinators at likely sites</p> <p>Put notice on staff bulletin board / broadcast email</p> <p>Contact individual staff members who may have knowledge of the documents concerned</p> <p>If document is irrevocably lost, discuss impact with stakeholders, issue statement of search and loss signed by Document Manager.</p>
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	Some documents eg Customer Contracts are scanned to CD, and copies are held by business units and the scanning bureaux
Constraints	
Resources	

Risk	Email or Network Down
Probability	medium
Impact	high
Likely Scenario	A malfunction in the computer system or on the LAN
Functions Affected	Business units requesting files and boxes (excludes interruptions to the file tracking software and database, for which see <i>Software - XXXX System Down</i>)
Action	Contact Business Units by phone and ask that all communications be by phone, on paper or in person DMU to record all file requests on paper When the system is available again, arrange data entry of all movements recorded on paper
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	
Constraints	
Resources	phone; File / Box Request forms

Risk	Fire or Water Damage to Documents
Probability	Low
Impact	Medium
Likely Scenario	False alarm setting off sprinklers; or fire damage plus water damage from sprinklers and hoses; or stormwater damage. Water damage is usually the most serious outcome of a fire.
Functions Affected	Business Units using files; DMU issuing and returning files
Action	<p>If water problem occurs when DMU staff are present and is in a DMU controlled area, put polytarps over affected shelves</p> <p>URGENT: Assess damage (may require input from business units) – if more than is manageable in house, contact BMS Catastrophe or Munters to get quotes on removal, drying and cleaning. <i>Drying should begin within 24 hours to minimise damage.</i></p> <p>Advise all business units of extent of problem and likely delays</p> <p>If documents are lost, see <i>Documents Lost – Hardcopy (in large numbers)</i></p>
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	
Constraints	<p>Polytarps only useful if water is in limited area under DMU control and problem occurs while DMU staff present.</p> <p>Cost for use of commercial recovery specialists (eg BMS Catastrophe)</p>
Resources	Polytarps, email, phones

Risk	Franking Machine Fault
Probability	low
Impact	high
Likely Scenario	Franking machine develops a fault and fails to operate
Functions Affected	Outgoing mail
Action	Contact supplier immediately to arrange service / replacement Contact AustraliaPost to arrange for them to do the franking Contact couriers to arrange earlier GPO pickup if necessary Advise all business units if earlier cutoff deadline is needed Count and bundle outgoing mail ready to go to Australia Post unfranked
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	Australia Post account; service arrangement with franking machine supplier
Constraints	Nature and volume of outgoing mail does not warrant cost of fast response service contract with machine vendor
Resources	phone; Australia Post account

Risk	Hardware Problems
Probability	low
Impact	low
Likely Scenario	Malfunctioning PC, printer, scanner, barcode reader, CD burner, data projector etc For more widespread hardware or IT problems, see <i>Software - XXXX System Down, Email or Network Down</i>
Functions Affected	any
Action	For PC's and printers, contact the Help Desk; switch to another PC or printer in the meantime. For the CD Burner, contact the Help Desk; arrange use of another CD Burner in the meantime For other DMU equipment (eg scanners, data projector) contact the supplier or manufacturer
Responsibilities	senior DMU staff member present to coordinate and escalate if required
Mitigation	Windows 2000 global roaming and printer facilities enable switching; other business units have similar peripherals; service agreements for mission-critical equipment
Constraints	
Resources	phone

Risk	Lifts Unavailable
Probability	low
Impact	low for short duration, high for long duration
Likely Scenario	All lifts out of action; or some lifts out plus overcrowding and queueing at peak hours.
Functions Affected	File and box pickups and deliveries, mail handling clearance runs
Action	DMU contacts affected business units to advise likely delays Urgently needed individual documents can be faxed, or scanned and emailed to business units
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	Be aware of peak load times for lifts, liaise with Property so we know of any planned significant outages Fax and email services and scanning equipment available
Constraints	<i>The Company's general emergency procedures override these instructions if there are any conflicts</i>
Resources	Phone, fax, scanner, email

Risk	Offsite Archive Services Unavailable
Probability	low
Impact	medium
Likely Scenario	Industrial dispute or traffic deadlock
Functions Affected	Archive box pickups and deliveries
Action	Advise all Business Units In some cases identifiable documents can be selected and faxed by the storage company, or The Company's staff can go to the storage company site
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	
Constraints	Industrial action may prevent faxing or site access; faxing expensive and only possible for clearly identifiable documents
Resources	email; phone, fax

Risk	Phone System Unavailable
Probability	low
Impact	medium
Likely Scenario	Phone system or phone line problems
Functions Affected	Business units requesting advice, files and boxes DMU contacting suppliers
Action	Contact all Business Units and suppliers by email or mobile phone and ask that all communications be by email or mobile phone
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	File / Box request form available in DMU and in routine use; mobile phone
Constraints	
Resources	email; mobile phone; File / Box Request forms

Risk	Power Unavailable
Probability	low
Impact	high
Likely Scenario	lights or power points only or all 240v power failure
Functions Affected	all, main impact if outage is long is on people movements in basement and sub basement for mail handling, couriers and file movements
Action	<p>Total power outage means no lifts, lights, phones or computers. This will be managed by The Company's general procedures.</p> <p>Find out extent and likely duration of problem – contact xxxx on x xxxxx if there are no broadcasts.</p> <p>Use the rechargeable flashlights in the DMU area, Basement Holding Room and Sub Basement to move around safely.</p> <p>If the outage is long, contact courier and storage companies if pickups or deliveries are expected: they may prefer to arrange alternative delivery points or to hold deliveries.</p>
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	The Company's Property Group planning, standards & general emergency procedures
Constraints	<i>The Company's general emergency procedures override these instructions if there are any conflicts</i>
Resources	phone, mobile phone, rechargeable flashlights

Risk	Software - XXXX System Down
Probability	low
Impact	medium
Likely Scenario	<p>XXXX itself playing up, the network having problems, or the database corrupted and being restored or rebuilt</p> <p>This Risk only cover the XXXX system itself: for network and email problems see <i>Email or Network Down</i>; for hardware problems see <i>Hardware Problems</i></p>
Functions Affected	<p>Business Units and DMU searching for file and box numbers</p> <p>Business Units requesting files from the DMU</p> <p>Issuing and returning files</p>
Action	<p><u>On realising system has a problem:</u></p> <p>Investigate, contacts IT and if required, XXXX Software.</p> <p>Advise all Business Units, saying:</p> <p><i>System is down until xxx, we will advise when it is available again, contact DMU in the meantime by email. phone or in person for urgent file and box requests</i></p> <p>Log all file and box movements on paper</p> <p>Once problem is resolved, arrange data entry of all file movements recorded on paper</p>
Responsibilities	<p>Any The Company's officers contact DMU if XXXX plays up</p> <p>DMU contacts IT, XXXX</p>
Mitigation	<p>For overall system availability and database integrity we rely on the normal IT backups and offsite storage arrangements</p> <p><i>[For consideration] On a weekly basis, DMU prints reports showing file number, barcode, file title, location and if applicable box number. The current version is held in the DMU, the previous version is stored offsite, older versions are discarded.</i></p>
Constraints	<p>email, phone</p> <p>It can be difficult to decide whether the problem lies with XXXX, the network, or hardware. Discuss this with IT before contacting XXXX.</p>
Resources	broadcast email (preferred); phone system; paper forms

Risk	Vehicle Unavailable
Probability	medium
Impact	medium
Likely Scenario	The Company's vehicle booked to go to the warehouses, unavailable at last minute because vehicle required by senior management or field services
Functions Affected	Box deliveries and retrievals – main impact is on servicing subpoenas and FOI
Action	<p><u>Warehouse 1</u></p> <p>If only a few documents are involved, travel by train or taxi</p> <p>Otherwise discuss urgency with business unit, consider using ad hoc courier services</p> <p><u>Warehouse 2</u></p> <p>Discuss urgency with business unit, consider using hire car or truck.</p>
Responsibilities	Senior DMU staff member present to coordinate and escalate if required
Mitigation	We are transferring as many boxes as possible to commercial storage
Constraints	
Resources	phone, staff