Business Continuity in Hounslow

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Abstract

In 2004, British Parliament passed the Civil Contingencies Act which outlined local and national guidelines for Emergency Planning. Local Authorities create Emergency Plans, but find promotion difficult due to a lack of staff, funding, and time. The goal of this project was to improve current Business Continuity Management promotion, engagement, and awareness in the London Borough of Hounslow as well as the greater Hounslow community. Through data analysis from a series of interviews, surveys, and focus groups, we developed a document called *Business Continuity Promotional Guidelines.* This contains a 12 Month Promotional Plan and recommendations for implementing various promotional methods for the Contingency Planning Unit of the London Borough of Hounslow.

Acknowledgements

Executive Summary

Introduction:

The International Organization for Standardization (ISO) defines Business Continuity (BC) as the ability of a business to continue to provide its products and services at a reasonable level after a disruption (International Organization for Standardization, 2012). Business Continuity Management (BCM) covers the process of planning for risks, educating staff, and managing the unexpected.

In 2004, British Parliament passed the Civil Contingencies Act (CCA) which requires government agencies throughout the United Kingdom to prepare for, respond to, and recover from any emergency or incident which may arise. However, despite current efforts to promote the BC, businesses tend to not realize the importance of BC and often do not invest the necessary time in the creation of a functional BCM plan. In organizations with BCM plans, a knowledge gap often exists between management levels and general employees. This is due to the fact that BC promotion and training is often overlooked and not enforced.

In the London Borough of Hounslow (LBH), the Contingency Planning Unit (CPU) is responsible for upholding CCA obligations through creating BCM plans, making BCM information available, and providing advice and assistance regarding BCM to the public. However, due to recent Local Government austerity measures, a lack of resources and time has created obstacles for the CPU in promoting BC effectively. Therefore, the goal of this project was to improve current BCM promotion, engagement, and awareness in the London Borough of Hounslow as well as the greater Hounslow community.

Project Objectives:

In order to accomplish the project goal, the team created three objectives:

1. To review current BCM promotional strategies and programs throughout London
2. To determine BCM awareness in the LBH and perceptions on common promotional activities

3. To develop an awareness program that can be used by the CPU annually to promote BCM

We first reviewed the BC program in Hounslow and held interviews with Emergency Planning Officials in 10 boroughs, including the City of London to determine approaches to BCM used in other boroughs. Concurrent to this research, we began Objective 2 by releasing two online surveys—one to gauge staff awareness of BC and the other to determine opinions on training activities. Additionally, we held various focus groups with Hounslow Leadership Group (HLG) employees and Emergency Response Volunteers to gather more in depth feedback on BC awareness and promotional programs. Lastly, the team synthesized and analyzed this research to develop a promotional method implementation document, *Business Continuity Promotional Guidelines,* which includes recommendations for a 12 Month Promotional Plan for the CPU to implement.

Findings:

We found that in order to promote BC internally in the LBH, as well as to the private business sector, more than one delivery method must be implemented to reach various audiences and maximize impact. The findings from each objective are summarized below.

Objective 1

There is no standardized or uniform strategy used by all boroughs of London for the creation, review, and implementation of BCM programs. The current BC promotion in Hounslow consists of a webpage that needs to be made more user-friendly, situational exercises targeted towards Heads of Service that are often ignored, and promotion attempts that are falling out of practice. Throughout London, the various barriers impeding the promotion of BC include: a lack of resources, understanding, initiative, and time. Each borough has a unique BCM promotional plan with varying levels of success. Informational presentations, training exercises, and use of a webpage are the most common BC promotional methods. Many also use social media networks to spread BC and Emergency Response information throughout the organization.

Objective 2

In the LBH, employees who have a lower position as well as less experience tend to have less knowledge of how the LBH handles BC. Heads of Service feel BC knowledge should originate from management but all employees should have an understanding of the essential aspects of their service's plans. Additionally, employees working in Emergency Planning positions throughout London prefer longer, less frequent, and more formal training sessions.

Objective 3

The CPU needs to increase their online presence to spread BC awareness. A webpage and use of social media are effective promotional platforms to do this, but must be engaging. The CPU can further improve BC promotion by increasing visibility throughout the Civic Centre. Posters, flyers, and a BC component in an induction package for new employees are useful promotional vehicles to improve BC promotion.

Recommendations:

After reviewing our data and findings, we compiled a list of suggested promotional methods (Appendix L). These methods aim to satisfy the goal of increasing promotion, engagement, and awareness of BC both internally in the LBH and in external private sector businesses. We categorized these promotional methods into the five succinct recommendations. Each of the five recommendations are comprised of various delivery methods the CPU can implement to improve BC promotion as seen in Figure 1.

Figure 1: Promotional Method Recommendations

Recommendation	Delivery Method
Increase internet presence	Social Media, Yammer, Webpage
Implement BC induction programs	Induction Package, New Business Welcome Package
Increase visual presence	Posters, Summary Sheet, Awareness Cards
Implement annual informative events	BCAW Missions, Tabletop Exercises, Open Office Hours
Augment general understanding of BC	Newsletter, Color-Coded Plan Documentation

The project team compiled these recommendations in a comprehensive document called *Business Continuity Promotional Guidelines* for the CPU to aid in developing their promotional program. This document includes: a 12 Month Promotional Plan (see Figure 29), a cost benefit analysis table, and in-depth examples and implementation steps for each of the suggested delivery methods (see attached *Business Continuity Promotional Guidelines* document). The team designed it for ease of use and as a reference for continually increasing awareness and importance of BC throughout the year.

Authorship

Section	Primary Author (s)	Primary Editor (s)
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1.0 Introduction

In 2015, the United Kingdom was home to 5.4 million private sector businesses; after a disaster, 43% of these businesses will never completely recover (Rhodes, 2015; IT.ally, 2011). That is roughly 2.3 million businesses which will not be able to provide their services to those in need. When disaster strikes a business, there is not only an economic hit on the affected business, but the public and other businesses are impacted as well. Ideally there would be no disasters, and businesses would operate smoothly all the time, but disruptions will always be a risk companies need to anticipate. Business professionals hope to minimize the effect of a disruption on the operation of a company by having plans in place which minimize recovery time. This is the essence of Business Continuity (BC)—a topic that is often ignored or overlooked in the business world by small-medium enterprises, however it is a necessary concept for business owners and staff members to understand. Business executives need to designate a team dedicated to BC Management (BCM) or create BCM plans themselves (See Appendix A for a full list of acronyms used throughout the report).

Historically, businesses do not invest the necessary time to create a functional BCM plan (Ernest-Jones, 2005). BCM is a relatively new concept in the business sphere which indicates why more businesses are yet to completely understand and recognize the importance of BC. Managers and employees are often under the misconception that disasters will not happen to them and that they do not have enough time to devote to this topic. This causes them to overlook a wide range of disasters which can be devastating to business operation. For instance, cyber-attacks are easily overlooked and can affect any business at any time. In 1999, the Melissa Virus affected Microsoft Word documents and caused nearly 80 million dollars of damages (ARN, 2014). More recently, in 2014, a cyber-attack on Home Depot's network cost the company 62 million dollars (Granville, 2015). Furthermore, businesses tend to focus more attention on major disruptions like terrorist attacks and dismiss events such as power outages or gas leaks which can easily hinder the smooth operation of a business and are more likely to occur (Wilkins, M, personal communication, May 20, 2016). Without BCM plans to deal with attacks of various

magnitudes, companies would be at a higher risk for loss. This illustrates why business owners need to plan ahead and ensure all employees understand how to respond to continue functioning after an emergency.

Creating the BCM plans and guidelines for emergency response is just one part of the solution. Businesses need to promote the importance of BC to employees of all levels so the entire organization is involved in preparation for an emergency. Management needs to educate staff on BCM during normal day-to-day operations so they can train, ask questions, and practice for a real emergency. More often than not, staff members are not educated on the BC program of a company and fail to understand their role in proper plan functionality. This is a direct result of the tendency of organizations to neglect creating proper training and promotion programs for BC. Management is often under the misconception that the benefits of training programs will not be worth the time and costs associated with these programs (Giffin, 2013). As a result, there tends to be a knowledge gap between management and staff on the importance and workings of BC which can be improved upon through proper training and promotion.

Many organizations look to international associations such as the Disaster Recovery Institute and the Business Continuity Institute (BCI) for help in the development of their BCM plans. These institutes recognize the importance of BCM, offering lessons and services for companies looking to improve their BCM. The International Organization for Standardization has compiled guidelines for businesses to follow when creating BCM plans (International Organization for Standardization, 2012).

British Parliament requires boroughs of London to guide companies in creating and maintaining BCM plans through the Civil Contingencies Act (CCA) of 2004 (CCA, 2004). In the London Borough of Hounslow (LBH), the Contingency Planning Unit (CPU) is responsible for upholding the requirements of the CCA. The CPU works to optimize BCM engagement, promotion, and awareness strategies to ensure the local government and businesses of Hounslow are able to continue providing necessary services in the aftermath of a disaster. The team annually reviews BCM plans for the different services within the LBH while also working to promote BC. Due to a recent cut in funding and staff, the CPU is focused on advocating for the

importance of BCM. This lack of resources has prevented the CPU from dedicating the time necessary to create a strategy for engaging the employees of the LBH in BC (Palmer, 2016).

The goal of this project was to improve the current BCM promotion, engagement, and awareness in the LBH as well as the greater Hounslow community. Our team's research and findings culminated in the creation of a document called, *Business Continuity Promotional Guidelines*, which includes recommendations for a 12 Month Promotional Plan and guidelines on how to implement suggested promotional methods. This document was designed to increase engagement in BC for both local businesses and employees of the LBH. In order to achieve the project goal, the team:

1. Reviewed current BCM promotional strategies and programs throughout London
2. Determined BCM awareness in the London Borough of Hounslow and perceptions on common promotional activities
3. Developed an awareness program that can be used by the Contingency Planning Unit annually to promote BCM

The team gauged employee understanding of BCM within Hounslow and developed guidelines for promotional activities which are both informative and preferable to employees. Our first step was to review both the BCM promotional program currently in use by the CPU as well as the various promotional programs of other London boroughs. We then surveyed employees of the LBH on their BC knowledge and opinions on training exercises. Finally, we compiled and analyzed our data to best inform the design of a promotional strategy that suits the specific needs of Hounslow.

2.0 Literature Review

Disaster can strike a business when least expected. Businesses must be able to react quickly to continue providing essential services—this requires preparation. In the absence of a preparation plan, an emergency can greatly hinder if not halt the operation of a business. There are many possible emergencies which can interrupt business processes; however, there are also many preventative measures and contingency plans which businesses can use to combat disruptions. The culmination of these preventative measures, understanding of potential emergencies, and plans for responding to them are known as Business Continuity Management (BCM). This section provides an overview of Business Continuity (BC), Organizational Resilience (OR), and a discussion of the current BC promotional strategies implemented globally and in the London Borough of Hounslow (LBH).

2.1 Potential Emergencies

Emergencies can adversely affect business operation; therefore, preparation efforts should be implemented to minimize the detrimental effects of a disaster on a company. There are a wide range of emergencies to be considered when creating effective Emergency Plans. Depending on the type of emergency, companies need to make slight modifications to their preparation plans to maintain functionality. Each disaster has its own average recovery time, which companies also need to take into account when creating Emergency Plans. For example, power failures, floods, thefts, and fires all have vastly different recovery times of 24 hours, 10 days, 26 days and 28 days, respectively (Stanton, R. July, 2005).

Natural disasters are one of the major categories of emergencies which have the potential to harm businesses lacking effective preparation plans. For instance, in 2011, there was a tsunami in Japan which severely limited Toyota's production for six months. Infrastructure damage and rolling blackouts caused delays in deliveries which ranged from a number of days to a number of months with some plants never recovering. This disaster even impacted Toyota plants in the United States which were forced to shut down since the Japanese suppliers were not able to adequately recover (Ladley, 2014). Flooding is another natural disaster which can harm

businesses, citizens, and even whole cities. Due to the presence of bodies of water like the Thames River, London is continually at risk for flooding. In 2007, the Thames River, the Don River, and the Severns River flooded due to an unprecedented 16 inches of rainfall over the summer months (United Kingdom, Environment Agency, Government Office Region, November 2007). In London alone, 302 businesses were damaged. Over 6,500 businesses were damaged across England with damage totals ranging between a devastating one and three billion pounds (United Kingdom, Environment Agency, Government Office Region, November 2007).

Another major class of emergencies is unexpected acts by terrorists. For example, on July 7, 2005, four terrorists set off three bombs in the London Underground killing over 50 people and injuring over 700 others (Agency, 2015). This attack alone cost the city over 4.6 million pounds and temporarily shut down transportation on the Underground (Marsden, 2012). These events are not only devastating to a community but are also highly unpredictable. Difficulties arise when trying to plan and prepare for these kinds of emergencies since they are harder to predict than natural occurrences. In terms of businesses, terrorist attacks can cause devastating and long term damage to operations as seen after the September 11th terrorist attacks in the United States. The New York Stock Exchange was forced to close for an exceptionally rare four consecutive days and the stock market plummeted temporarily. This event was not only traumatic for New York City, a center of major business activity, but also affected business worldwide. Although this type of attack does not happen often, it provides a plausible example of a risk of business disruption that companies must consider.

Floods and terrorist attacks represent a small portion of disasters that can compromise a business; there are many other threats which businesses must be cognizant about. Some of these threats are more threatening to businesses than others. For instance, depending on the location of a business, potential environmental disasters will vary. As seen Figure 2, a survey of 568 businesses across 74 countries reports the top ten threats to BC to be: cyber-attack, data breach, unplanned information technology and telecom outages, acts of terrorism, security incidents, interruptions of utility supply, supply chain disruptions, adverse weather, availability of key skills, and health and safety incidents (Business Continuity Institute, 2013a). Business'

Emergency Management programs need to be adaptable in order to be effective in responding to the wide range of possible disruptions.

Figure 2: BCI Horizon Scan

Source: The Business Continuity Institute, 2016b

2.2 Emergency Management

Emergency Management refers to the overall process of responding to and recovering from emergencies and includes the subsequent plans companies have for emergencies as well as the potential risks they may face (Shultz, 2008). These plans include preventative measures as well as management systems designed for dealing with emergencies and risks as they are occurring. There are various subcategories which make up the broad category of Emergency Management including: BC and the more broad term of Organizational Resilience (OR).

2.2.1 Organizational Resilience

OR is the overall concept which refers to an organization's ability to resist, respond to, and have plans for any disruption or disaster it might face. Companies and organizations must be able to bounce back from disasters or they will not be able to prosper. A resilient organization must be able to "anticipate, protect, respond, and recover" from a disaster (Cockram, D., & Van Den Heuvel, D., 2012). Focusing on the goal of sustainability and longevity, OR is made up of various sub-disciplines. Improving preparation efforts in these various disciplines builds a more resilient organization. As seen in Figure 3, OR can be broken down into the disciplines of Risk Management, BCM, Security Management, and Emergency Management.

Figure 3: Organizational Resilience Conceptual Chart

Source: Adapted from Garrett, 2012

The Business Continuity Institute (BCI) defines OR as having four phases (anticipation, protection and planning, response, and recovery). These four phases are further broken down into 21 different disciplines (see Figure 4). Combining ideas from all four of these phases leads to a more resilient organization with a higher resistance to disaster.

Figure 4: Disciplines under Organizational Resilience

Anticipation	Protection & Planning	Response	Recovery
Threats	Security	Crisis Management	Business Continuity
Insurance awareness	Information Assurance	Communications	Insurance
Strategic risk	Health, Safety and Environment	IT Disaster Recovery	Leadership
Operational risk	Insurance	Business Continuity	HR
Financial risk	Governance, Compliance and Audit		IT and Work area DR
Business Continuity	Business Continuity		

Source: Cockram, D., & Van Den Heuvel, 2012

2.2.2 Business Continuity[1]

One major portion of OR is BC. The resilience of an organization relates to how adaptable the organization can be in the face of disaster, as opposed to BC which refers to the continued delivery of products no matter the conditions (Palmer, 2016). The main idea behind BC is that a business can respond to any disruption by quickly restoring key operations (Blanchard, 2010). The idea of BC originated from a similar concept called Disaster Recovery which became a focus of many businesses in the mid-1970s (Herbane, 2010). With the integration of technology and the rise of big data in the business world, the idea of Disaster Recovery quickly expanded to fit under the larger idea of BCM planning. There were four major phases in the development of BCM throughout history: emergence of BCM legislation (mid-1970s to mid-1990s), increased influence and the formation of standards (mid 1990s- 2001), the

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[1] The ideas of Organizational Resilience and Business Continuity are often used interchangeably and are not uniformly defined even by business professionals.

increased intensity in planning following September 11th (2002-2005), and the internationalization of standards (2006-2010) (Herbane, 2010) (see Figure 5).

Figure 5: Business Continuity Timeline

Period:	Drivers:	Practice:	Nature of Progress:
Mid-1970s → mid-1990s	Emerging legislation	Disaster Recovery Planning ↓ Business Continuity Planning	Development
Mid-1990s →2001	Emerging standards	Business Continuity Management	
2002 → 2005	Acceleration and focus		Diffusion
2006 → 2010	Competing standards and breakout		Standardisation?

Source: Herbane, 2010

BCM is a broad term which includes reviewing the potential risks to the operation of a business and creating a functional system to respond to a disruption which maintains the integrity of an organization's services (Continuity Systems Ltd., 2016). Similar to OR, BCM is an umbrella term which is made up of BC, Disaster Recovery, Emergency Response, and Crisis Management (see Figure 6). BCM planning refers to the specific plans a company will follow immediately after an emergency occurs to maintain operations (Monetary Authority of Singapore, June 2003). BCM plans are one specific area under the idea of a resilient organization; having sound plans brings a company closer to the goal of optimizing OR. BCM plans typically focus on narrowing down the risks that a business is most susceptible to (Palmer 2016). From there, plans identify which business functions are essential to continue to output products at an acceptable level following an emergency. BCM plans also work to maintain and manage the current available resources for an organization. Businesses predict how long they can exist without certain essential and nonessential staff members and create general time tables. These plans also identify who covers what roles during a disruption by specifying who contacts

the customers, who maintains communication with resources, and who manages the affected employees. Other parts of plans may include finding secondary facilities for employees and maintaining necessary backup information. It is important for businesses to understand BCM plans, as they create a semblance of structure during times of emergency and allow staff to react quickly.

Figure 6: Business Continuity Management

Source: What is Business Continuity Management?, 2016

BC started as an idea for the sustained success of businesses, and has evolved into a national and international requirement. Today, there are both national and international standards which businesses are obligated to follow. For instance, the British Standards Institute (BSI) periodically releases guidelines for businesses to follow called the "Good Practice Guideline: A Guide to Global Good Practice in Business Continuity" (Business Continuity Institute, 2013b). Once the need for Emergency Management preparation became apparent, international organizations began to offer resources to business professionals for the development and sustainability of their BCM plans. For example, the Disaster Recovery Institute (DRI), formed in 1988, works to provide support and training to businesses recovering

from disasters via publication of "The Disaster Recovery Journal", which aims to promote disaster awareness (Business Continuity Institute, 2013b).

The BCI is the leading international organization for BC professionals and was founded in 1994 (Business Continuity Institute, 2013c). The BCI's mission is to be a reliable resource for BC information and to promote resilience by educating members on the topic of BC (Business Continuity Institute, 2013c). The BCI is well respected in the field of BCM, having interactions with over 3,000 different organizations. Providing education through certifications over a range of levels, the BCI also releases plans to aid BCM professionals in improving the continuity of their respective organizations. In England, the BCI has partnered with the BSI to provide a comprehensive overview of the most common threats to businesses today (The Business Continuity Institute, 2016a).

In addition to being an educational resource, the BCI works to promote the concept and importance of BC throughout the business sphere. The BCI runs Business Continuity Awareness Week (BCAW) as a means of promoting BC. BCAW is an annual awareness event BC professionals and private sector businesses around the world are encouraged to participate in. Many BCAW related events are held in London due to the fact it is home to businesses of all types and sizes. There are variety of events held during BCAW, from webinars to free promotional games, the goal of this week is to edify businesses so they are better prepared and develop a greater understanding of BC.

2.3 Business Continuity Globally

BC is a relatively new concept in today's business world. The globalization and increased technology integration in businesses of the 21st century has increased the number of possible emergencies a business may face in its lifetime which makes a functional BCM plan necessary for prosperity. As businesses began to develop during the period of industrialization throughout the world, the need for a common set of international standards became apparent. In the middle of the 20th century, representatives from 25 different countries gathered to create the International Organization for Standardization (ISO) "to facilitate the international coordination

and unification of industrial standards" (International Organization for Standardization, 2012). Businesses across the globe use ISO published standards for BCM when creating their BCM plans.

A common approach to the topic of BCM throughout the world can be seen in Figure 7. This approach is frequently referred to as the Business Continuity Lifecycle and outlines the steps a business should take to ensure a resilient future. The importance of not only creating BC plans but implementing, testing, and maintaining these plans has been identified as good business practice (Blanchard, 2010). An important aspect of this lifecycle is performing a Business Impact Analysis (BIA) to determine the effects an interruption can have on the operation of an organization. This analysis is company-specific and depends on many factors like company size, location, and the services provided. Performing this analysis helps to design the most effective BCM plan. Once the plan is designed, companies must implement and test it to determine its practicality (Continuity Systems Ltd., 2016).

Figure 7: Business Continuity Lifecycle

Source: Continuity Systems Ltd., 2016

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2.3.1 Current Promotional Strategies

Frequent testing and promotion are key to having BCM plans run smoothly during an emergency. Many government agencies provide resources for businesses on how to conduct training for emergency response and BC. For example, the United States Department of Homeland Security provides guides and instructional videos for running each of their educational strategies (Office of External Affairs, Private Sector Division, 2015). Access to this educational information is valuable for businesses to effectively develop their BCM program. Once a plan is set, owners, managers, and subordinates need to understand the information pertaining to it.

It is good practice for BC managers to enforce frequent plan testing. For example, each branch of the Marriott Corporation is required to go through an extensive process to certify compliance with BC standards. Their staff run plan tests yearly, take notes, and build upon areas needing improvement, then retest immediately if deemed necessary (Ernest-Jones, 2005). Figure 8 shows an example of an Annual Corporate Resiliency Programme, which illustrates the aspect of frequent testing. The importance of frequent testing in plan maintenance is also seen through the Bank of New York who requires plans to be reviewed between two and three times a year. Some large-scale data centers for the bank are located in extreme geographical environments where BC tests must be run hundreds of times per year due to an increased risk of an emergency (Ernest-Jones, 2005).

Figure 8: Business Continuity Planning Timeline

Annual Corporate Resilience Programme		
January	Risk analysis (Corporate) — Risk assessment (Community)	Incident review (ongoing)
February	Corporate Policy and Strategy Review	
March		
April	Service Level Business Continuity Planning Review	
May	Business Impact Analysis / Critical Service Identification	
June		
July	Directorate Level Business Continuity and Emergency Plan Review	
August	Training	
September		
October	Corporate Exercise	
November	Business Impact Analysis and Critical Service Identification review	
December	Corporate Business Continuity Management Programme review	

Source: Contingency Planning Unit, 2015

In addition to frequent testing, companies have found that if employees are not educated on the workings of the plan, it will be virtually useless in the event of an emergency (Ernest-Jones, 2005). Companies often experience difficulty in getting employees committed to educating themselves about their businesses plans. Many times, employees do not feel BC activities are part of their day-to-day responsibilities and thus have no motivation to educate

themselves. This establishes the importance of creating some type of incentive program to engage staff. Implementing reward based systems changes employee attitudes towards BC with hopes of a sense of responsibility emerging as well (Herbane, B. et al, 2004). By educating employees on the potential disaster situations and implementing proper training procedures, a company can work to make sure employees are emotionally prepared to handle any disasters which may strike. Proper education on the importance of establishing a good work ethic and making sure each employee is aware of their own responsibilities after a disaster allows companies to carry out BCM plans with more success (Riddle, 2015).

Most employees receive some level of education on personal safety, building security, and loss prevention, especially during new employee orientation. This training includes evacuation, shelter, shelter-in-place, and lockdown drills however, most businesses fail to include a BC aspect (Office of External Affairs, Private Sector Division, 2015). The better employees understand their role in BCM, the more resilient an organization will be as a whole (Ernest-Jones, 2005). In an organization, certain employees should specifically focus on BC and Emergency Response. This team would then facilitate BC training, education, and promotion to other employees through strategies such as: tabletop exercises, functional exercises, and full-scale exercises. Tabletop exercises involve sitting down as a team and discussing contingency plans for different incidents. During functional exercises, employees simulate how they would handle a specific emergency and validate current BCM plans. A full-scale exercise involves stopping all normal operations to simulate a contingency plan usually involving multiple organizations. Businesses across the world use these methods to help spread awareness of BCM plans (Avalution Consulting, 2015). Walk-throughs, workshops, and orientation seminars can also help employees become familiar with emergency procedures, communication plans, and their role as defined by BCM plans. These are also an opportunity to promote the importance of BC to workers. Tabletop exercises have been effective for many businesses, as employees can meet informally with someone guiding discussions (Avalution Consulting, 2015). This type of exercise is used to check employee understanding of roles during an emergency in a convenient

and cost-effective way. A further step would be a full-scale exercise where a public agency conducts a disaster simulation for local businesses.

2.3.2 Importance of Business Continuity Management Plans

BCM plans offer more than just protection in the unlikely event of an emergency including: meeting legal and regulatory standards, meeting standards specified by companies for their suppliers, maximizing insurance coverage, and improving the overall reputation of the company (Disaster Recovery Institute, 2016). Many companies require their vendors to provide documentation of their BCM plans before agreeing to use the vendor's services. A vendor who has an established BCM plan to show companies will see more success than one who does not, as disruption of product from the vendor is a major concern for companies. Furthermore, having an appropriate BCM plan in effect has the potential to reduce business losses by 90% in the aftermath of a disaster, which is necessary considering nearly 80% of businesses never reopen within 18 months of an emergency (Gosling, M., & Hiles, A, 2009). Some major areas that a business should focus on when developing their plans include: making sure plans are highly adaptable, establishing a hierarchy of importance in terms of recovery efforts, testing plans frequently, and training employees.

Given the unpredictability of an emergency, a BCM plan may not be able to be executed as practiced; a company must be able to adapt their plan quickly in order to maintain a continuity of services. For instance, a study of the effectiveness of continuity plans of various banks in the aftermath of the September 11th terrorist attacks in New York City illustrates the importance of adaptability. One firm was able to quickly implement a remote access program for employees to work from home since the extent of the damage made the planned location unusable (Herbane, B., Elliot, D., & Swartz, E. M, 2004). Without a contingency plan like remote access, a business could lose all files and see their services be rendered obsolete. A group of researchers experienced this when they completely lost multiple years worth of 1,500 people's medical data during a burglary. They could not continue their research since there was no backup copy of the data (Continuity Systems Ltd., 2016). Furthermore, businesses must consider how to continue

functioning if employees are not able to return to work immediately following a disaster. An important feature of Emergency Planning is the delegation of work among present employees (Riddle, 2015). Even though some employees may be forced to do work they are not used to, this adaptability in the face of a disaster allows companies to continue providing necessary services.

The emotional response of employees to a disaster also has the potential to hinder the smooth operation of BCM plan. For instance in July of 2007, a bomb that went off near an insurance company in London illustrated how the emotional responses of employees in tense situations can disrupt emergency response. In this particular example, there was only one receptionist answering panicked phone calls while the rest of the staff worked to carry out normal operations. The receptionist was subjected to a lot of emotional stress which could have been alleviated if there was more training on proper emergency response methods (Herbert, D, personal communication, May 16, 2016). The response of individuals after a major emergency is hard to predict and makes the planning process all the more difficult. When practicing Emergency Plans, employee's emotional responses cannot be accurately portrayed since there is not any real disaster or imminent danger. Some professionals acknowledge this difficulty while others have not even thought about the emotional state of their employees (Riddle, 2015).

Many current BCM plans also illustrate the significance of establishing a hierarchy of importance by specifying tasks that need to be completed first to maintain functionality. The application of the Bank of New York's BCM plan in the aftermath of the September 11th terrorist attacks displays the significance of assigning levels of importance. More than 8,000 employees were forced to evacuate causing an interruption to normal operations. In order to continue to provide as many services as possible, the BCM plan for the Bank of New York required splitting functions into three different priority levels: critical, important, and routine functions. First the bank focused on reestablishing all critical services, followed by the important services, and finally those services which are classified as routine (Ernest-Jones, 2005). Immediately following a disaster, a business may not be able to provide all the services they are accustomed

to during normal operation. By creating a hierarchy of importance, a company can decide what services need to be reestablished first and what can wait until critical responses are addressed.

2.3.3 Misconceptions about Business Continuity

Even though some business professionals see the value of BCM plans, the importance of BC is often downplayed in a company (Business Continuity Institute, 2016). There are many reasons people overlook BC which can be traced to misconceptions caused by a lack of education on the topic. Generating awareness and communicating the importance of BC are necessary to resolve these misconceptions. One common misconception is that businesses generally believe actions taken in an emergency are common sense and feel they do not have enough time to make a BCM plan and practice it. Additionally, businesses often pay attention to BCM planning solely to meet the bare minimum requirements necessary to comply with regulations or standards (Ernest-Jones, 2005). When this occurs, businesses tend to create plans in haste and never end up testing their plans to see if they are feasible. In the absence of testing, a BCM plan will not be able to function properly during an emergency (Ernest-Jones, 2005). Administrators hold three common beliefs which cause them to neglect BC: insurance will cover their recovery, a good risk management plan is enough, and that customers will understand their predicament (Business Continuity Institute, 2016). Another common thought that downplays the importance of having a BC plan is feeling that a business has been operating smoothly without a disaster for many years so no plan is needed. The flaw in this approach is that disasters cannot be predicted and having a disaster free history does not decrease the likelihood of future disruptions (Blanchard, 2010). A study on BCM planning showed that 48% of small businesses do not have a BCM plan, yet 95% thought they would be prepared in the event of a disaster (Why is Business Continuity Important?, 2016). These common misconceptions regarding the importance of BCM plans have resulted in nearly 25% of businesses not being able to recover from a major disaster (IBHS, 2011). Currently, there are organizations, like the Business Continuity Institute, who work to educate people to avoid this negligence. Promoting the importance of BC and increasing awareness are essential in fixing this issue.

2.4 Business Continuity in London

Great Britain is home to many major cities, like London, and much of the world considers it a world superpower. The security of London is extremely important and entails protecting hundreds of thousands of people, hundreds of international businesses, and some of the most influential political leaders in the world. London is divided into 33 different regions, 32 boroughs and the City of London and is a symbol to much of the world for its history, art, commerce, professional services, healthcare, transport, and tourism. Each region has a unique BCM program in place to uphold British Standards for BC. (London Councils, 2007).

2.4.1 British Standards

Being a major city, BC is an important concept for private businesses and public services in London. To supplement international standards, the BSI also releases BCM standards of their own. The BSI produced a document in 2006 on BCM which defines terms and explains current policy. The steps to creating, implementing, and managing a BCM program in a business are given in this two-part document. A brief summary of the BSI steps include first establishing the broad goals and purpose for an organization's BC program. Once a company decides the overall concept of the operation, they can design their BCM plan taking into account the nature, complexity, scale, and geography of business activities. Next, the company should nominate someone with reasonable authority to oversee the implementation of the BCM program. This person can then delegate tasks to other individuals for maintaining the program. Management of a BCM program means defining its scope and role, keeping it up to date through good practice, promoting it across an organization, administering the exercise program, coordinating regular review, and monitoring performance. The BSI provides specific guidelines for completing all of these aspects of a BCM program (BSI, 2006).

British Parliament also passed the Civil Contingencies Act (CCA) in 2004 to set standards for Emergency Planning in England with slight variations in Northern Ireland and Scotland. The CCA holds requirements for the minimum standard that businesses in England must adhere to for Emergency Planning (Figure 9). Parliament defines the term "emergency" as

an event which causes serious damage to human welfare, the environment, or the security of the United Kingdom (CCA, 2004). The CCA lays out contingency planning duties for every borough, defines civil protection, and is in charge of monitoring, enforcing, and making emergency regulations.

The first section of the CCA states that it is the duty of a council to: "From time to time assess the risk of an emergency occurring." (CCA, 2004). The next duty listed is to put in place both Emergency Plans and BCM plans by ensuring businesses continuously update their Emergency Plans. The CCA also requires Local Authorities to communicate with the public by publishing assessments of risks and warning the public in the event of an emergency. After describing these responsibilities, the act provides advice to businesses and various volunteer organizations for BCM plans. The CCA requires councils to provide information pertinent to BCM planning to responders if they request it. These responders must meet certain conditions specified by the CCA in order to see this sensitive information.

Figure 9: Business Continuity Management Mandatory Requirements

Business continuity management mandatory requirements
1) Considering how to continue your organisation's functions (day-to-day functions as well those relating to civil contingencies) in the event of an emergency, insofar as is practical. This involves deciding: ○ **Which functions are critical?** Functions might be critical because they help prevent emergencies and/or reduce and mitigate the risk of them occurring. They might also be critical because they have an impact on human welfare, the environment or security or have legal or financial implications. Critical activities would also include those that if not performed would or might cause reputational damage. ○ **What is an acceptable level of service in the event of this type of emergency?** Some critical activities may need to be scaled up whilst other non-critical activities might need to be scaled down or suspended. What is acceptable will be related to capabilities, constraints (e.g. resources) and the needs of the community – 6.10 - 6.13 *Emergency Preparedness*.
2) Identifying in what way the emergencies in your risk assessments threaten the performance of your organisation's functions, especially critical activities – 6.14 *Emergency Preparedness*.
3) Considering if there are any internal risks (i.e. business risks, as opposed to the risk of an emergency) that could threaten the performance of your organisation's functions in an emergency – 6.15 *Emergency Preparedness*.
4) Having regard to the activities of any voluntary organisation operating in the area in which you function which are relevant in an emergency, in that they are carried out functions for the purpose of preventing an emergency, reducing, controlling or mitigating the effects of an emergency or taking other action in connection with an emergency (Regulation 23). Chapter 14 of *Emergency Preparedness* provides guidance on how to involve the voluntary sector.
5) Producing and maintaining plans which outline how your business will continue to perform its functions in the event of the occurrence of the emergencies included in your risk assessments. These plans should be based on the considerations mentioned in C1, 2, 3 and

6)	Ensuring that plans:
	   o **are short, simple and user friendly** – they will need to be read and understood in challenging situations;
	   o **contain realistic assumptions;**
	   o **include references** to other sources of information and supporting documentation;
	   o **outline what action plans and check-lists are required** and provide templates for producing these;
	   o **allocate ownership for key tasks;**
	   o **have a change control process** and version control; and
	   o **include a communications strategy.**
	   (6.68 *Emergency Preparedness*).

7)	Including a procedure in the plan(s) for determining whether an emergency has occurred which is likely seriously to obstruct your organisation in performing its day-to-day functions - Regulation 24(1). This procedure must:
	   o identify the person who should determine whether an emergency has occurred or enable that person to be identified;
	   o specify the procedure this person should adopt in making this decision;
	   o specify who should be consulted in making this decision; and
	   o specify who should be informed once the decision has been made.
	   (Regulation 24(3) and 6.20 in *Emergency Preparedness*).

8)	Ensuring officers' commitment to the plan(s) and giving a member of the executive management board overall responsibility for the Business Continuity Management (BCM) process (6.48 - 6.50 *Emergency Preparedness*).

9)	Updating and maintaining BCPs in line with:
	   o any updates to your risk assessments (see the risk assessment section above);
	   o staff changes,
	   o organisational and structural changes;
	   o any changes in your functions;
	   o changes in supplier and contractual arrangements; and
	   o changing business objectives and processes - 6.27 *Emergency Preparedness*.
	BCM is a continuous process to help your organisation anticipate, prepare for, prevent, respond to and recover from disruptions (6.41 *Emergency Preparedness*) and you should review your understanding of the business and BCPs, including lessons learned from

Source: UK Cabinet Office, 2013

The CCA also created a guideline for emergency response systems which divides response agencies into Category 1 and Category 2 responders based on how critical they are to providing relief. The major Category 1 responders include the Metropolitan Police Service, London Fire Brigade, London Ambulance Service, Environment Agency, Health Protection Agency, and British Red Cross. Category 2 responders support Category 1 responders after an emergency has occurred. Some examples of Category 2 responders include water undertakers, phone service providers, London Underground, and gas distributors. The CCA expects Category 1 and 2 responders to be able to cooperate with given guidelines (Cabinet Office, 2013).

The borough councils are Category 1 responders (Palmer, 2016). One role of Category 1 responders under the CCA is to assess the risks of potential emergencies. They must review risk assessments as often as necessary in order to make sure emergency and BCM plans are in

compliance with the CCA. Category 1 responders in London have also coordinated with each other to create a Community Risk Register. This means setting up local resilience forums to increase cooperation and keep individual responders up to date with their obligations and duties. The CCA requires Category 1 responders and encourages Category 2 responders to attend biannual forum meetings (Civil Contingencies Act, 2004).

2.4.2 Risks to London

The London Resilience Partnership is a leading organization in London working to fulfill the responsibilities outlined under the CCA (Greater London Authority, 2016). Many governmental organizations and private businesses throughout London use guidelines produced by the London Resilience Partnership and the Local Authorities' Panel to create their BCM programs. One of the first steps in protecting a business as suggested by the London Resilience Partnership is to identify any potential risks to the functionality of a business. The London Risk Register (see Figure 10) is a database containing all the risks specific to London (LRR) (London Resilience Team, 2016). According to the LRR the most likely and impactful risk to London is pandemic disease. The least likely and impactful risks are maritime risks, pollution, and wildfire. Since London is an international city with a large population, a disaster such as a pandemic disease would be more impactful than in areas with smaller populations (London Resilience Team, 2016).

Being a large, international city, London is also at a higher risk for malicious attacks than other areas. According to Security Service MI5 (MI5), London is at a high risk for an attack by extremist terrorist groups such as Islamic State in Iraq and the Levant (ISIL) because of London's large airports, crowds, and other factors. MI5 even puts the United Kingdom at a severe risk level for terrorism in general (Security Service MI5, 2016). The LRR also has a section for malicious attacks; these include attacks on crowded places, infrastructure, transport systems, unconventional attacks, and cyber-security. Government counter-terrorism security advisors facilitate the smooth operation of these measures to deter such attacks. The London Resilience Partnership, separate from the London Resilience Forum, authored the LRR and uses

"contingency plans developed by operators in conjunction with responders" as a control for keeping the city safe (London Resilience Team, 2016).

Figure 10: London Risk Register

5. London Risk Register – Malicious Attacks

Attacks on crowded places						
X 1	Attacks on crowded places	Crowded places remain an attractive target for a terrorist attack. Crowded places by their nature are easily accessible and offer the prospect for an impact beyond the loss of life alone. Attacks are often (but not always) carried out without prior warning.	4	3 High	• Work of counter terrorism security advisors to raise awareness and provide training • Physical security measures where appropriate • Emergency services response plans • Emergency services specialist resources	Dec 2015 Dec 2017
Attacks on infrastructure						
X 2	Attacks on infrastructure	Many of the impacts which could result from industrial accidents, technical failure or severe weather could also result from a terrorist attack on infrastructure. The risk and impact vary according to the criticality of the infrastructure assets affected. Cyber attacks are not incorporated in this risk assessment (see subsequent section).	3	3 High	• Business continuity plans for loss of essential services helps minimise disruption • Well established programme of work to protect infrastructure from terrorism including protective security advice from Centre for the Protection of National Infrastructure and local Police services.	Dec 2015 Dec 2017
Attacks on transport system						
X 3	Attacks on transport system	Conventional attacks on transport systems are judged to be the more likely (however the likelihood of them affecting any one individual is still extremely low). This is supported by evidence from around the world. Attacks on transport can take different forms and result in different levels of impact. Stringent security measures are in place at airports. Most rail and underground systems are more open and therefore attractive potential targets. To date no attack against maritime interests in the UK has been mounted by terrorists.	5	3 High	• Regulation and security processes of individual public transport sectors • Contingency plans developed by operators in conjunction with responders	Dec 2015 Dec 2017

Unconventional Attacks (small scale and catastrophic)							
X 4	Small Scale Unconventional Attacks	Mass impact terrorist attacks, whilst unlikely, cannot be ruled out. The likelihood of terrorists successfully undertaking an attack against a nuclear or chemical facility or obtaining chemical, biological, radiological (CBR) or nuclear materials remains low, but not negligible. If such attacks were successful, their potential impact on the UK would be severe and significantly greater than a conventional attack. The potential impacts of an incident involving CBR agents will depend on a range of factors including type and quantity of CBRN materials used. This could range from small-scale (assassination or poisoning) to mass-impact (widespread dispersion and contamination) which is reflected in the scores.	3 High	3	• Well developed specialist response capability • Access to medical-countermeasures	Dec 2015
X 5	Catastrophic Unconventional Attack		2 Very High	5		Dec 2017

Cyber security							
X 6	Cyber security (Infrastructure)	Increasing reliance on cyber space brings new opportunities and new threats. The very openness of the networks presents a vulnerability of compromise or damage to networks from the actions of hackers, criminals or foreign intelligence services. The two assessments cover risks of cyber attack against infrastructure and cyber attacks resulting in a loss of data confidentiality. Impacts of both types of cyber attack could include economic and societal disruption. While terrorists can be expected to continue to favour high-profile physical attacks, the possibility that they might also use cyber space to facilitate or mount an attack is growing.	2 Medium	3	• National Cyber Security Programme • Additional outreach to businesses and public regarding cyber threats and security	Dec 2015
X 7	Cyber security (Data Confidentiality)		5 Low	1	• National Cyber Crime Unit • Centre for Protection of National Infrastructure providing security advice	Dec 2017

Source: London Resilience Team, February 2016

2.4.3 Business Continuity Promotion in London

In order to protect themselves in the event of an emergency, businesses need to do more than have a BCM plan and make sure that all plan requirements are up-to-date. The London Resilience Partnership works to promote BC throughout London through frequent creation of various paper documents. For instance, a document called "Protect your Business" was released in 2016 to educate local businesses on the importance of creating a BCM plan (London Resilience Team, 2016). Many communities throughout London recognize the importance of promoting BC to businesses, residents, and organizations; however, communities struggle with

finding a promotional program which reaches and engages all of these audiences. For instance, London's Newcastle City Council provides informational pamphlets for businesses to review and delivers a "10 minute assessment form" for businesses to determine the adequacy of their BCM plans (Newcastle, 2013). In a similar sense, the Gateshead Council in London promotes BCM in their companies with a pamphlet which includes an assessment checklist for businesses to determine the steps to take in order to be best prepared (Gateshead, 2015). The Staffordshire Civil Contingencies Unit also promotes BC through a series of pamphlets and online publications (Staffordshire Civil Contingencies Unit, 2013). All of these communities recognize the importance of BCM in the prosperity of their businesses and have some type of promotional effort in effect; however, the majority of these efforts are not interactive. Pamphlets and documents employees have to read are passive promotional strategies and fail to actively engage all employees. In general, people are more likely to be interested in a subject that is presented to them in an interactive way rather than being directed towards various articles to read (Anderson, 2014). The problem with this approach is the time, resources, and manpower required for the creation of such a promotional program. For instance in an interview with an official from Worcester Massachusetts' government, limited staff members and a lack of funding were cited as major causes for poor promotion of the idea of BC. The design of a promotional program which does not require additional funding or manpower is preferred, although developing this method is a challenge within itself.

2.5 Business Continuity in Hounslow

Hounslow is one of the 32 boroughs located within the greater London area, west of central London (see Figure 11 and Figure 12).

Figure 11: Map of Boroughs in London
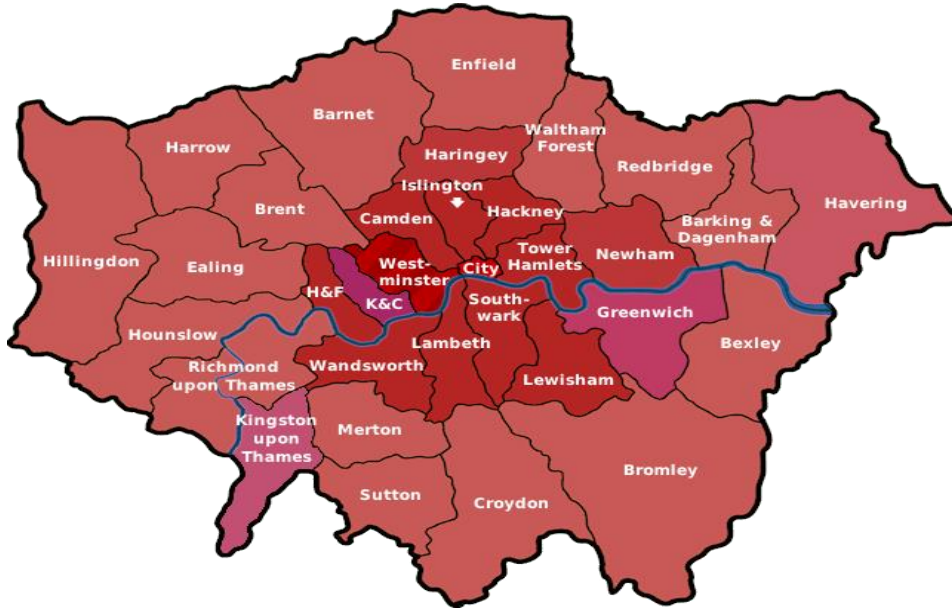
Source: Map of Boroughs in London, 2016

Figure 12: Map of Hounslow
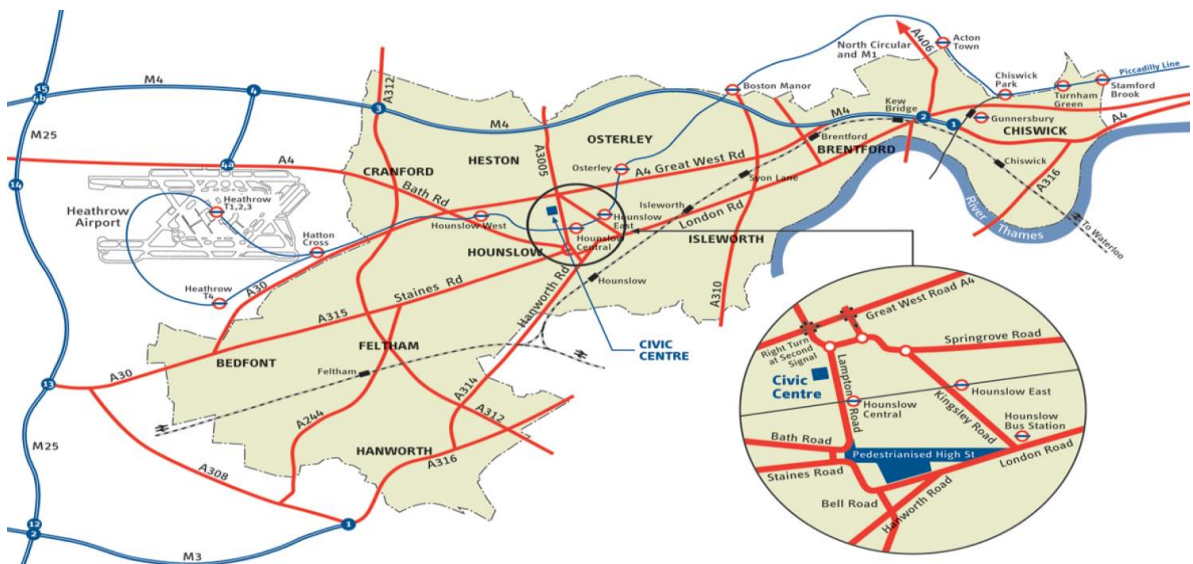
Source: Hounslow Borough Map, 2016

Hounslow is one of the six boroughs that make up the West London Sub Regional Resilience Forum area (see Figure 13). The government in Hounslow is committed to promoting the highest form of social and economic development; in 1999, it was one of the first councils to work towards modernizing their local government (London Borough of Hounslow, 2006). Being a large and a diverse business sector, the borough has a population of around 271,800 people.

Figure 13: West London Sub Regional Resilience Forum

Source: Hounslow Resilience Forum, 2015

Hounslow also has various sites of prominent national infrastructure including: Heathrow Airport, international business headquarters, large industries, and the M4 Motorway corridor (Palmer, 2016). In 2011, Segal Quince Wicksteed Ltd. (SQW) created the Hounslow Local Economic Assessment (LEA) to document the different types of businesses throughout Hounslow. Figure 14 shows the locations of a survey of businesses in Hounslow with many

businesses operating in Chiswick, West, Isleworth, and Brentford. As seen in Figure 15, the most prominent business types in Hounslow are: distribution, hotels, restaurants, banking, finance, insurance, transport, communication, manufacturing, and construction (Segal Quince Wicksteed Ltd., 2011). The many businesses and sites of national infrastructure in Hounslow make promoting the necessity of BC plans to the community all the more important.

Figure 14: Selected Businesses by Location in Hounslow

Figure 1-1: Spatial distribution of survey respondents (and business consultations)
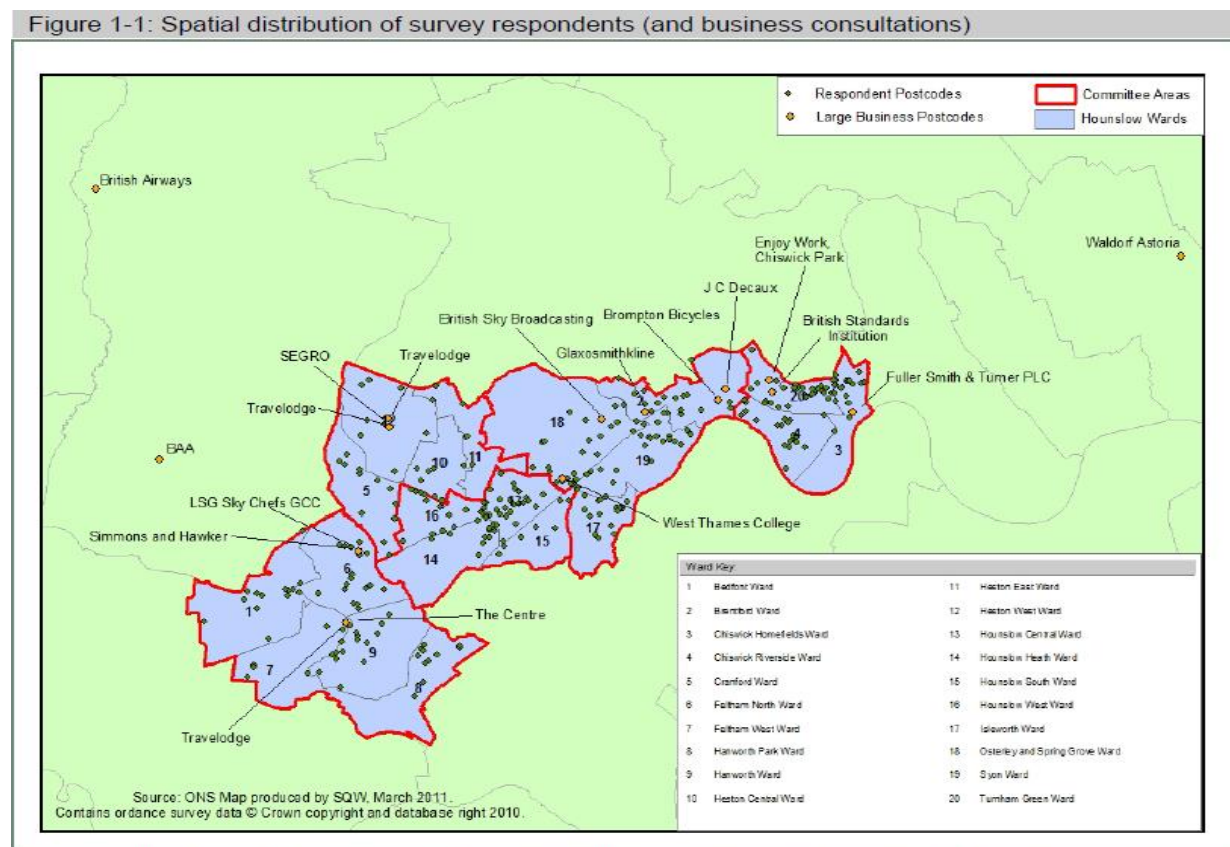
Source: SQW – Note that because of the scale of the map, multiple businesses might be represented by the same dot on the map

Source: Segal Quince Wicksteed Ltd, April 2011

Figure 15: Overview of Businesses in Hounslow

Table 2-1: Sector of surveyed businesses (by broad industrial groups)		
	Number of business survey respondents	**Percent of business survey respondents**
Agriculture and fishing (SIC A, B)	6	1%
Energy and water (SIC C, E)	0	0%
Manufacturing (SIC D)	59	12%
Construction (SIC F)	34	7%
Distribution, hotels and restaurants (SIC G, H)	191	38%
Transport and communications (SIC I)	69	14%
Banking, finance and insurance, etc (SIC J, K)	130	26%
Public administration, education and health (SIC L, M, N)	4	1%
Other services (SIC O, P, Q)	7	1%

N=500
Source: SQW

Source: Segal Quince Wicksteed Ltd, April 2011

2.5.1 The London Borough of Hounslow

In order to ensure the safety and security of businesses and infrastructures, the government of Hounslow has implemented the Hounslow Resilience Forum. The Hounslow Resilience Forum is the government sector which exists to "provide a single forum for the integrated and coordinated approach to emergency and BC response and management as determined by the risks and needs throughout the LBH," (Contingency Planning Unit, 2015). Simply stated, they make sure businesses can exist and thrive under normal circumstances as well as after any potential disaster. The Resilience Forum works to be proactive in risk management efforts as seen through the creation of a Hounslow Risk Matrix which has catalogued many potential emergencies and organized them by impact and likelihood (see Figure 16). These are the major risks taken into account by the LBH when developing BCM plans. BC efforts for Hounslow are spearheaded by the local government organization in Hounslow.

Figure 16: Hounslow Risk Matrix
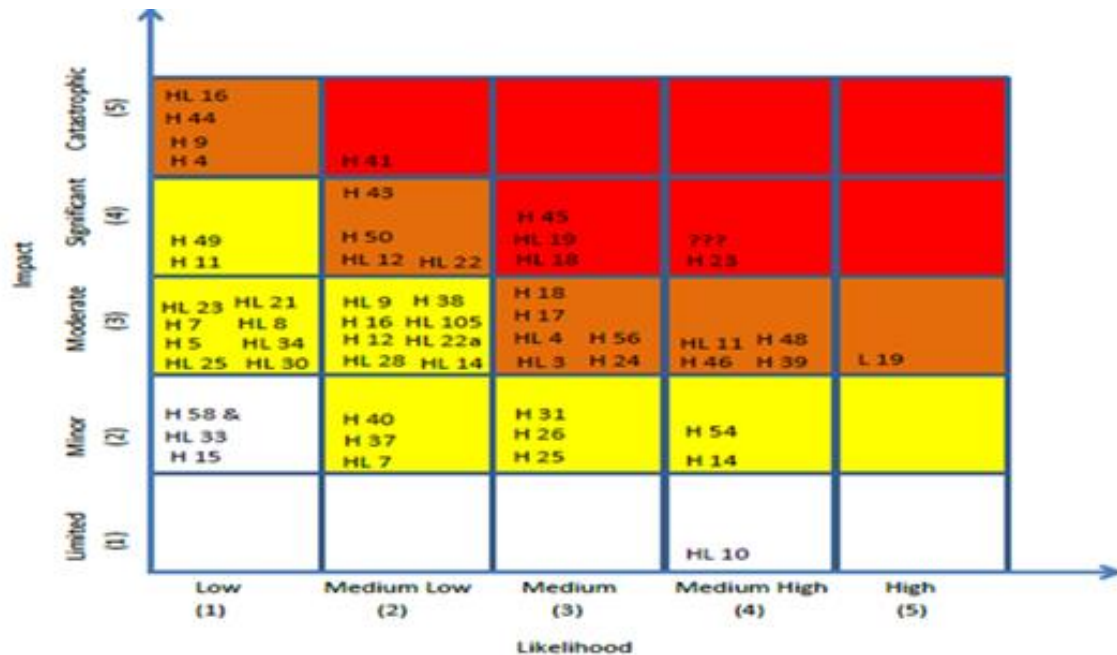
Source: Hounslow Resilience Forum, 2015

The Chief Executive heads the Local Government in Hounslow (see Figure 17). The Chief Executive is the highest level of authority in this structure and directly oversees various Executive Directors. The Chief Executive focuses on the operations of "communications", "policy and performance", and "human resources and scrutiny" for the Hounslow Council. Each Executive Director oversees the operation of a different branch of the local government (London Borough of Hounslow, 2016). The two branches which make up the Hounslow Council are Children's and Adult's Services (CAS) and Regeneration, Economic Development and Environment (REDE). These branches are further broken down into various services. CAS is made up of the services of: school based education, children's social care, and adult social care. REDE includes the services of: housing, planning, street care, roads, transport, leisure, culture, and adult and community education (London Borough of Hounslow, 2016). Under the two main Executive Directors are various Directors who oversee Heads of Service for the different

31

services listed above. Finally, teams of staff members specific to each service operate under the Heads of Service.

Figure 17: Government Structure: London Borough of Hounslow
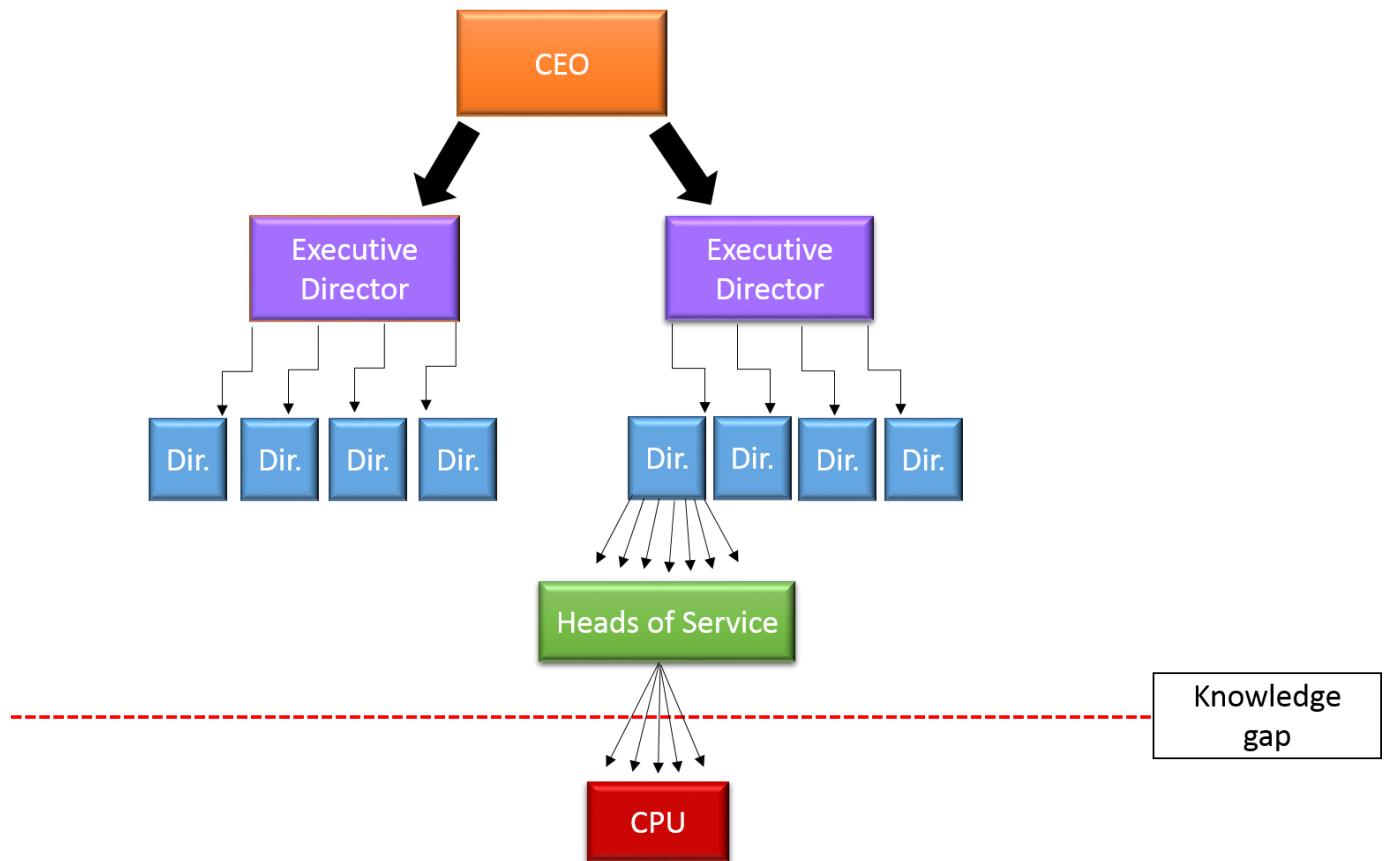
Source: Adapted from London Borough of Hounslow, March 2016

The CPU's role is to ensure that businesses and Local Authorities are aware of the risk involved with any disastrous event and make sure businesses have a BCM plan in effect. The CPU falls under the Executive Director of Regeneration, Economic Development and Environment. One level under this Executive Director (as seen in Figure 18) is the Director of Strategic Planning, Regeneration & Economic Development (SPRED). The CPU operates under a Head of Service who is directly below the SPRED Director. As seen in Figure 18, the CCA

acts at the national level and requires the government to have BCM Plans and to promote these plans to businesses. The CPU was formed to fulfill these CCA obligations. They are also responsible for coordinating with Local Authorities, such as the police or fire department, when emergencies occur. The CPU reviews engagement, promotion, and awareness strategies in order to increase the likelihood of a thriving society upon and after a disaster. The organization annually reviews current BCM plans, while also looking to implement new ideas wherever necessary. The CPU briefs the Chief Executive and a team of Corporate Leaders in Hounslow to ensure compliance with the CCA. They are also responsible for creating and maintaining corporate resilience documents including: The London Borough of Hounslow Major Emergency Plan, The London Borough of Hounslow Corporate Business Continuity Plan, and The London Borough of Hounslow Recovery Plan (Contingency Planning Unit, 2015).

Figure 18: Government Duties Related to Business Continuity
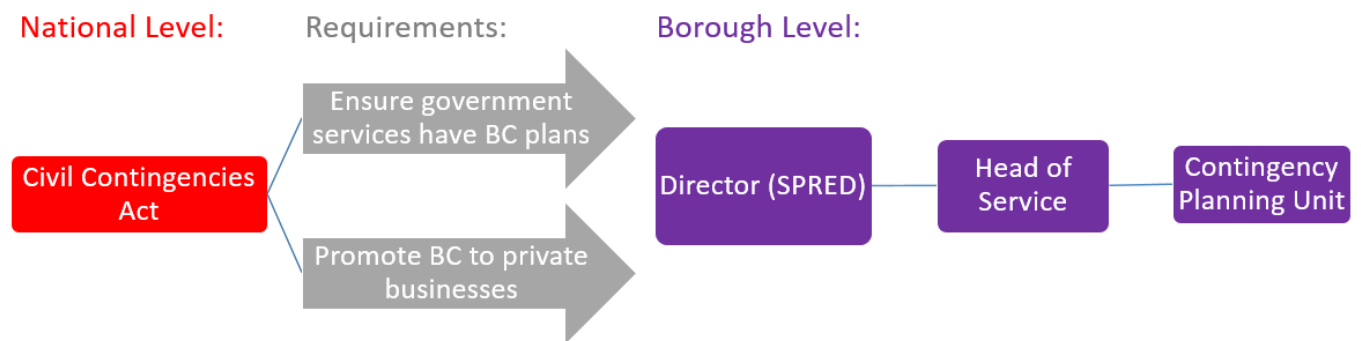
Source: Adapted from London Borough of Hounslow, March 2016

2.5.2 Contingency Planning Unit Case Studies

One of the main functions of the CPU is to manage disasters within Hounslow. While these disasters happen infrequently, the effects of these events can be devastating. The first example occurred on March 30th, 2013, when an elderly nursing home in Hounslow experienced utility failure following a large storm in the area. This disaster resulted in gas getting turned off, electrical power failure, as well as no heating, and no hot water. In addition to the utility failure,

a gas leak in the nursing home further endangered the 43 residents. Since the elderly are more susceptible to illness, they require constant temperature regulation. The nursing staff were forced to use electrical heaters since the gas was turned off. This created an overuse of power and blew a fuse in the house leaving the residents with no source of heat or electricity. Another major factor was the time of year; there happened to be a severe winter storm and it was bank holiday weekend, which means many staff members were away on vacation. The CPU had to make the decision to either move the residents, which are very difficult to move due to their age, or to keep them in their current home, which had its own risks. The CPU decided to keep the residents in the nursing home because the risk of moving them was too great considering the weather conditions. The issues the CPU needed to deal with following this decision were: catering for the residents, getting power back on for heating blankets, and other necessary items for health such as antibacterial soap and bathing kits. Another major issue when dealing with this incident was that the BCM plan for the nursing home was out of date. In response to this event, the CPU was able to receive the necessary supplies and food for the residence, and contact the electrician and a gas engineer to fix the electric and gas problems. The entirety of the issue was resolved within 72 hours (Palmer, 2016). The CPU responds to emergencies, helps organizations create BCM plans, and promotes BC. Hounslow has dealt with many emergencies of this nature in the past which illustrate the necessity of having BCM plans in place.

2.5.3 Business Continuity Plan Creation in Hounslow

The current BC program in Hounslow is outlined in Hounslow's Corporate Resilience Policy. This policy covers the methods to create a functional resiliency structure for any emergency. The CPU reviews this policy annually to update aspects which may be outdated in accordance with International and British Standards. The policy also describes the delegation of responsibilities among Council Officers and Elected members of the CPU. The Corporate Resilience Policy partitions the many forms of resilience in Hounslow into several distinct parts (Contingency Planning Unit, 2015). One part is to perform a risk assessment on a business— identifying the major risk factors. Another part is to create an incident response structure that

will define who assesses the emergency and who takes control of major decisions initially. This also includes who will try to handle the emergency while others are creating a full plan as well as who will inform the clientele or shareholders of the incident. Other parts include bypassing the disruption, outputting the products or services of the business as usual, and creating a plan that will fix the issue in both the short and long term. The final step includes revising and amending the resiliency policy so the plan includes measures to prevent an emergency from happening again or at least mitigate the impact of that disruption. The policy also encourages companies to train employees on their Emergency Plans whenever these plans change. Staff members elected for a resiliency position are required to have a training day yearly (Contingency Planning Unit, 2015).

Within the LBH, the CPU updates a document known as the Business Continuity Plan Template for every Head of Service each year. Generally speaking, this plan identifies the functions of the team each Head of Service overlooks, the key team members that are necessary to output these functions, and the internal and external resources these functions require. The plan also takes into account how long these functions can continue to output their service without individual roles. It then goes into, if disruptions were to take place, where any secondary locations are and where to locate backup information that the services might need. Finally, these plans discuss the safety measures the Heads of Service must look over to ensure the safety of the LBH employees. These plans are updated yearly to keep them as relevant and useful as possible.

2.5.4 Business Continuity Promotion in Hounslow

Two BC promotional strategies currently exist in the LBH: those provided by the BCI and those created by the Head of the Contingency Planning Unit (CPU). The activities developed by the CPU primarily consist of table-top exercises. These exercises involve situational role play discussions on different emergency scenarios such as winter storms, cyber-attacks, fires, and other disasters. In groups, the employees are encouraged to brainstorm answers to a series of questions related to how they would react to these emergencies. The point of these exercises are to illustrate the importance of having functional emergency and BCM

plans. The second promotional strategy is centered around the promotion of informational documents and pamphlets, created by the BCI, as well as BCAW.

The current issue with BC in Hounslow is that the LBH and external Hounslow businesses do not properly utilize the resources provided by the CPU. According to Twm Palmer, the Head of Contingency Planning and Resilience in the LBH, businesses tend to overlook the importance of BC. He believes the problem lies in the lack of a solidified year round promotional plan for BC. Currently, the CPU has implemented a functional Corporate Resilience Policy; however, the methods for promoting BC are not as effective as hoped.

Previously, the CPU sent out templates and organized training sessions for local businesses and organizations to work on promoting BC. Unfortunately, people fail to attend training sessions or fill out the templates so the CPU has shifted its attention to engaging the community. They are working to make BC more interesting and understandable by all levels of an organization. The CPU has recently faced a number of setbacks in the promotion of BC. An effort to decrease government spending has resulted in the CPU losing a major position, the Business Continuity Management Officer. These budget cuts have caused sporadic changes in staff forcing the CPU to fall into a more reactive rather than proactive approach to BCM (Palmer, 2016).

3.0 Methods

This project sought to improve current Business Continuity Management (BCM) promotion, engagement, and awareness in the London Borough of Hounslow (LBH) as well as the greater Hounslow community. We devised three main objectives—the first two were gathering of information and the third was our recommendations based on this information. Objective 1 needs to occur before Objective 2, but they work in tandem to provide necessary the information for Objective 3 (see Figure 19).

Figure 19: Methods Diagram

Promoting the necessity of Business Continuity in Hounslow

Objective 1 — Review current promotional strategies

Objective 2 — Determine Business Continuity awareness

Objective 3 — Design an awareness program

Objectives:

1. Review current BCM promotional strategies and programs throughout London
2. Determine BCM awareness in the London Borough of Hounslow and perceptions on common promotional activities
3. Develop an awareness program that can be used by the Contingency Planning Unit annually to promote BCM

In order to promote the necessity of BCM in Hounslow, we first needed to gain an understanding of what the current practices are. We conducted a best practices review of BCM promotional strategies and programs throughout London to develop our understanding of the concept. With a base knowledge of how Emergency Planning Officials in London promote BCM, we performed a comparative analysis of the BCM promotional practices in Hounslow with the practices used in other boroughs of London. This process further expanded our pool of ideas for creating our own program. We determined some of the problems with current promotional efforts in Hounslow through conducting interviews and surveys on perceptions of BCM. The culmination of these ideas, filtered by the data we gained on employee's perceptions, led to a list of recommendations and creative methods. Finally, we used this list to design a scheduled program for the CPU to follow annually in order to continuously promote BCM throughout the year. This program increases participation for, awareness of, and knowledge of, BC and the CPU itself, thus increasing the resiliency of the LBH.

3.1 Objective 1:

Review current BCM promotional strategies and programs throughout London.

In order to develop our promotional plan, we first conducted a review of current BCM programs and strategies used to promote BCM within London. The steps taken to review BCM promotional strategies throughout London are summarized in Figure 20. Before researching approaches to BCM used by other boroughs, we reviewed current practices in the LBH. Primarily through conversations with the Head of the CPU, we determined the structure of the LBH, how services in the organization created and reviewed their BCM plans, and current

methods used to promote the concept of BCM. This information was important to gain an initial understanding of the scope of the problem within the LBH.

Figure 20: Objective Diagram

Review current BCM practice in Hounslow	• Hold conversations with our sponsor, the Head of the Contingency Planning Unit
Reach out to other Borough councils	• Write an email to BC Managers of other boroughs • Draft questions for interviews with respondents
Conduct interviews with BC Managers	• Split up into two groups to meet with BC Managers in different regions of London • Gain information on how other boroughs conduct BCM

After this internal review, we moved our focus to BCM promotion in other boroughs. We sent emails out to Emergency Planning Officials in all 33 boroughs, including the City of London, to inquire how BC differs amongst each region. Our team held informal interviews with 10 of these regions (see Appendix B). All of the boroughs conduct BCM in a unique way, so we designed interview questions to determine the specific strategies of each borough. The review of practices in Hounslow gave us the background knowledge needed to form focused questions for use in these interviews. Two group members visited each borough and conducted informal interviews following the questions in Appendix C. The initial questions we created were meant to discover how other boroughs conduct BCM. This was important to determine, as

if these boroughs create BCM plans and view BCM in a fundamentally different way, how they promote BC would not necessarily translate well to the CPU in the LBH. We then asked how well prepared they felt their borough is for an emergency. This question led to a discussion of the issues boroughs face in getting employees to engage with BCM. Questions in this portion of the interview specifically focused on the barriers people face when trying to understand BCM and guidance Emergency Planning Officials use to overcome these barriers. In order to gear the interviews towards the specific strategies used to promote BCM, we asked about opinions on some of our initial ideas from our preliminary desktop research. These interviews allowed us to attain knowledge from BCM experts so we could discern what they believe are the major barriers to engaging in BC, and how to best promote it.

3.2 Objective 2:

Determine BC awareness in the London Borough of Hounslow and perceptions on common promotional activities.

In order to properly develop a promotional plan for BCM in Hounslow, we needed to assess current opinions on BC and training exercises within the LBH. This objective allowed the team to understand how aware employees were of BCM as well as their feelings on current promotional methods for BCM in Hounslow. Gaining information on awareness allowed us to determine how to promote BCM and the CPU within the council more effectively. For example, if results indicated that most people did not understand BCM, we would design a promotional program to make BCM easier to understand and promote BCM events. Putting the concept of BC aside, this objective also looked to determine what training activities currently used in the workplace seemed to be the most effective. This phase was important in achieving our overall goal, as determining the successes and failures of current promotional efforts helped to tailor our promotional plan to suit the needs of the LBH.

To begin this objective we needed to gain an understanding of the structure of the LBH (see Figure 21) and who we were trying to target in our research. According to the CPU, top level groups including the CEO, Executive Directors, and Directors are buying into the

importance of BC, however, this message is getting lost in the team level of the government structure. In order to rectify this problem, we targeted the Heads of Service in our research to understand their opinions on BCM and the effectiveness of current promotional efforts. Targeting higher level employees specifically would not have been beneficial since the CPU felt these employees already acknowledged the importance of BC. By targeting Heads of Service, we also hoped to see BCM information trickle down from these leaders to their team members. If managers and higher-up officials are able to voice the importance of BC, team members are more likely to engage in the topic as well. Two different surveys along with focus groups were used to gather the primary data required to satisfy this objective.

Figure 21: Targets of Research
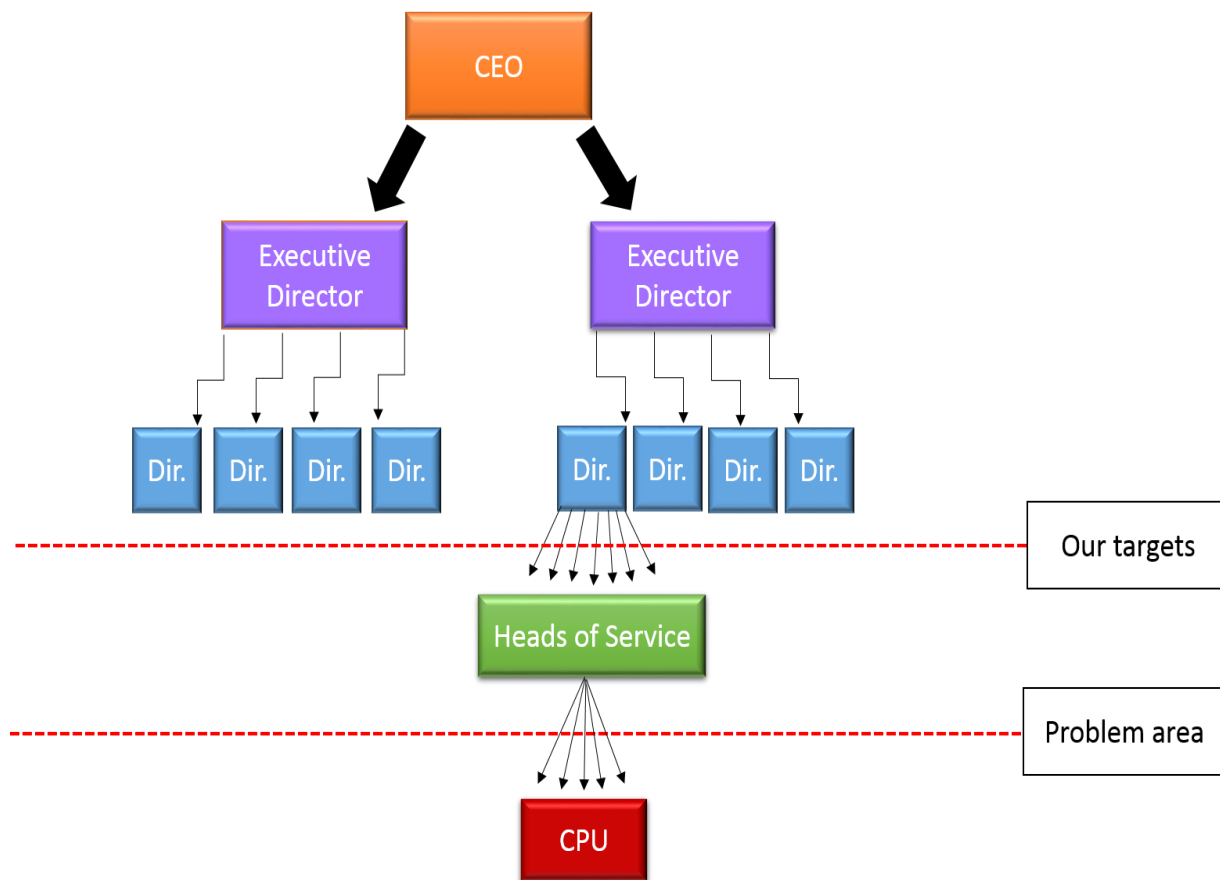
Source: Adapted from London Borough of Hounslow, March 2016.

3.2.1 Staff Awareness Survey

The first survey our project team used was titled "Staff Awareness Survey" (See Appendix D). We created this survey with the intention of collecting mostly quantifiable data on staff awareness of current emergency planning efforts, BCM in general, and the CPU. For example we asked respondents to indicate their role in the LBH as well as how many years they have been working there. These two questions were very important because they allowed us to see if there was any significant change in answers between an employee's position or time working in the LBH. We created two optional open response questions at the end of our survey to allow respondents provide suggestions for CPU improvement. We chose an online method for the distribution of our survey not only for ease of analysis, but for the convenience of our respondents. A paper and pencil method for data collection would have been more difficult to implement, as it would have been impractical to hand out and then collect papers from all employees. We used a survey design software called Qualtrics which allowed the team to compile questions online, send out a link to potential respondents, and collect all responses online.

The main limitation of our survey was the limited response rate we received. The survey was sent out to the 2,500 members of the LBH through the organization's weekly 7-Days announcement. The announcement used to promote our survey can be seen in Appendix E. The 7-Days announcement gets emailed out every Wednesday to all staff of the LBH and includes weekly events and announcements. In the first week following our survey going out in the 7-Days announcement we received 10 responses. In order to augment this number, we sent out our survey again in the following week's 7-Days announcement. We also sent a direct email to the Hounslow Leadership Group with the rationale that a direct email would be more effective than the mass events announcement. Additionally, we walked around the cafeteria of the Civic Centre with the survey open on an iPad to personally invite people to take our survey. This method generated more responses, although our sample population was limited to people that eat in the cafeteria. After determining the knowledge level of staff on the topic of BCM, we were able to focus the content of our promotional methods on covering any knowledge gaps we found.

3.2.2 Promotional Preference Survey

Our team implemented a second online survey focused on promotional exercises and completely separate from the topic of BC (See Appendix F). While the initial intention of this survey was to send it out to all staff members of the LBH, we felt that the response rate from LBH employees would be too low, so we sent it to the Emergency Planning Officials in the 10 boroughs we met with in Objective 1 and Emergency Response Volunteers in the LBH (See Appendix G). With hindsight from the Staff Awareness Survey, we knew that it would take more time than we had to gain a large sample size especially with this survey still open. Therefore, we created a duplicate of the Promotional Preference survey and sent it to people living in the United States who have participated in training activities for their company or organization. The questions in this survey were not specific to the LBH and anyone who has ever participated in some sort of training exercise would be able to provide valuable feedback. Therefore, we felt comfortable sending our survey outside of the LBH to other Emergency Planning Officials. This survey contributed to the creation of our final promotional plan by obtaining qualitative feedback on which common training exercises are preferable to people. We included possible exercises that we could reasonably implement as options in the survey so the results obtained from this survey would add validation to the recommendations we gave to the CPU. The survey began by determining what training exercises participants have participated in and how effective they felt these exercises were. Furthermore, two open response questions were included at the end of the survey to determine both positive and negative aspects of the participant's personal experiences with training exercises. Results from this survey further helped in the development of a promotional program people are interested in participating in.

3.2.3 Focus Groups

To supplement our initial surveys, our team implemented a focus group to gain more in-depth feedback on points brought up in the Staff Awareness and Promotional Preference Surveys (See Appendix H). This focus group occurred over two separate days with different Heads of Service of the LBH. We specifically targeted Heads of Service, as the CPU felt singling out the

Heads of Service would allow information to trickle down to the various teams throughout the organization. We contacted potential participants via email (as seen in Appendix I). Starting broad, we asked individuals if they were familiar with the concept of BC. This allowed us to determine the effectiveness of current promotional methods. If everyone already knew the meaning of this concept then current promotional methods must be working to some extent. On the other hand, if people had simply heard of the term and could not define it, promotion would need to be altered to make the concept of BC more understandable. The questions then narrowed in focus to determine how Heads of Service had been promoting plans to their teams, as well as their feelings toward various promotional methods the borough could implement practically.

Coupled with research on effective promotional programs from Objective 1, the findings from the focus group would help to further inform the structure of our promotional program. Focus groups specifically with staff in Heads of Service positions allowed for extra conversation which was used to uncover reasons why BC promotion was not as successful as hoped within Hounslow. Our focus groups also gave the most relevant information to BC promotion efforts that will work the best for the services of the LBH. The Heads of Service that attended were able to give their input on a subject that all Heads of Service will encounter while they work for Hounslow's council. Similar to the past two surveys, the major limitation in this method was the response rate and the population represented by the Heads of Service who were able to participate.

In addition to this focus group, we held an interview session with an Emergency Response Volunteer that works in the LBH. Our sponsor recommended getting this perspective, so we emailed the Emergency Response Volunteers and invited them to come to the BECC to answer a few questions about Business Continuity Promotion (see Appendix J). The questions we asked were centered around determining which training activities the participant had previously participated in and how effective they felt these strategies were (see Appendix K).

3.3 Objective 3:

Develop an awareness program that can be used by the Contingency Planning Unit annually to promote BCM.

There were three phases to our final objective: data analysis, creation of an activity chart, and development of a promotional guidelines document (see Figure 22). Through a synthesis of data provided in the research, interviews, focus groups, and surveys performed in Objectives 1 and 2, we chose promotional strategies which had the most positive feedback and would fit best to the needs of the organization. We then compiled the strategies into a chart which included a description, the target audience, the benefits, the drawbacks, and the ease of implementing each activity (See Appendix L). Our sponsor reviewed this activity chart and prioritized the activities so that we knew which ones to focus on for our final deliverable. We then updated the chart to include the ease of implementing and priority of each activity. Using the information from the activity chart, we researched more about each activity to best inform our recommendations.

Figure 22: Objective 3 Breakdown

From this research, we provided our sponsor with *Business Continuity Promotional Guidelines*—a document to assist in promoting BC both internally in the LBH and externally to private businesses of Hounslow. This document included an analysis of each activity, how to go about implementing them, examples of each activity, and a 12 Month Promotional plan specifying when to execute each activity. The annual plan is a month-by-month breakdown of any major events (such as Business Continuity Awareness Week) accompanied with our recommendations at specific times of year identifying when to execute each activity.

Once we developed a basic outline for the plan, we created various templates the CPU could use to carry out the suggested promotional plan. These included models for social media promotion posts, an updated CPU website, newsletters, and tabletop exercises. In order to create these templates, we performed research on successful examples of each program. For the template for the updated CPU website, we met with the webteam of the LBH to discuss design limitations and features of an effective webpage. Through this interview and our desktop research, we realized that the current website did not have many of these qualifications, so our group created a template for the CPU's new BC webpage. We used a similar process to construct templates for the other promotional activities drawing key features from desktop research and primary data from Objectives 1 and 2. In order to try and make our plan as effective as possible, we included guidance on how to properly carry out these methods. The inclusion of a date specific plan also helps to make our plan more effective by eliminating any ambiguity in when different events should occur.

4.0 Findings and Analysis

Although the London Borough of Hounslow (LBH) had a Business Continuity (BC) program in place, our team discovered that staff were not adequately educated on BC as current practices were not disseminating information effectively throughout the organization. Our research indicated that there are many different delivery methods for training information and one delivery method cannot be singled out as the stand alone solution. Each method targets different groups of people in various ways, therefore, we discovered that a combination of multiple methods is the best solution to distribute information across an organization efficiently. We compiled desktop research on how different organizations promote BC, reviewing the Contingency Planning Unit's (CPU) strategy for promotion, and comparing it with other London boroughs. Next, we determined perceptions that staff of the LBH have on how the CPU carries out Business Continuity Management (BCM) within the organization. We separated our findings from our research, interviews, focus groups, and surveys into sections corresponding to each of the three project objectives.

4.1 BCM Promotional Strategies and Programs in London

Objective 1: *Review current BCM promotional strategies and programs throughout London.*

Through our discussions with Emergency Planning Officials in boroughs throughout London, we gathered information on how different areas worked to fulfill BC requirements under the CCA. Apart from determining how different boroughs fulfilled these requirements, we gathered opinions from Emergency Planning Officials on why BC is difficult to promote, current promotional methods used, and the benefits and drawbacks to these methods. Based on these findings we reviewed the current promotional strategies implemented by the CPU in Hounslow.

4.1.1 Promotion of Business Continuity in Hounslow

Current Business Continuity promotion in Hounslow is composed largely of a webpage and various situational exercises which could be improved to obtain a higher level of staff awareness, engagement, and understanding of Business Continuity.

Currently, there is no set schedule for BCM promotion and the CPU feels scheduled activities on a yearly basis will augment promotional efforts, increase awareness, and the resiliency of the LBH. Through meetings with Twm Palmer, we determined that the CPU has created various tabletop exercises to promote BCM within the LBH. There are two sets of table-top exercises that have been used in the past. The CPU tailors one set of exercises for employees at team levels which cover these topics: loss of staff, severe weather, winning the lottery, fires, and computer viruses. These tabletop exercises are short documents, written by the CPU, for managers to go through at weekly/monthly team meetings. These scenarios take between 15 and 30 minutes and are easy to set up and implement. The CPU initially created these documents with the intention of increasing the awareness and understanding of BCM plans unique to each individual service. The CPU suggests that teams run through at least one of the scenario documents on a yearly basis, however this is not enforced. The second set of tabletop exercises the CPU runs are large scale Corporate Exercises. These exercises lasts three hours and review past emergencies and get people thinking about how they would respond in various scenarios. Again, these exercises aim to increase BC awareness but on a larger scale than the previous exercises. Aside from tabletop exercises, the CPU has previously implemented a Business Recovery Card program which has since fallen out of practice. This strategy was a tangible wallet sized card employees could place in their ID tags. The card included places for employees to record important emergency information like: where they would report during an emergency, their role in an emergency, and their managers contact number.

The CPU's BC webpage is the main feature of the current promotional strategy for BC in the LBH (see Figure 23). Based on discussions with Twm Palmer and the Digital Communications Manager for the London Borough of Hounslow there was agreement that the content of the webpage needs to be improved and updated. Our interview presented the general

consensus that the present webpage is too long, has information that may turn people away, and has too many external links which the CPU needs to review for relevance. For instance, the first line of text on the page reads "Nearly 1 in 5 businesses will suffer a serious disruption every year. Your business could be next.". While this statement is shocking and catches people's attention, it also creates a negative association with BCM which can cause people to shy away from pursuing the topic. Furthermore, the current webpage has 13 external links. Having a large number of external links can be overwhelming to the user and introduce a difficulty in people being able to find the most pertinent information easily (Louise Batson, Personal Communication, May 24, 2016). Hounslow is currently in the process of building a new website which is pending release (Louise Batson, Personal Communication, May 24, 2016). Therefore, it is an ideal time for the CPU to revamp the content of their current BC webpage.

Figure 23: London Borough of Hounslow's Current BC Webpage

- reputation.

Could your business survive a crisis?

Business considerations:

- How long could you cope if there was a power cut or your phones went dead? How long would it be before a small inconvenience becomes a major problem?

- What if an incident prevented a delivery to a key customer? Would they give you another chance or would they go elsewhere?

- How would a major incident affect your staff or their morale? Would they stand by you or look to move on? What impact would their departure have on your business?

- How would serious damage to your premises affect your business? How easy would it be to contact your regular customers to let them know the situation? How long would you be able to fulfil your orders and how would this affect your reputation?

- Have you considered financial/legal/regulatory penalties that could be imposed if you fail to provide a critical service which you are contracted to do?

Read about our business continuity benefits and top tips, see left of this page.

If your business is located within the London Borough of Hounslow and you would like free advice on business continuity and local risks, contact us.

Contact us

Business continuity officer
Email: contingency.planning@hounslow.gov.uk

Resilient Home

London Emergency Services Liaison Panel

London Prepared

RICS role in flooding

Met Police working with business

Post Office - redirecting mail

Documents for download

Business continuity plan template (158Kb)

Business continuity plan template - guidance (45Kb)

Pandemic influenza checklist for businesses (128Kb)

Loss adjusters advice to businesses (74Kb)

The impact of business disruptions (50Kb)

Help with downloading documents

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Civic Centre
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Hounslow
TW3 4DN

Telephone
020 8583 2000

Online
General Enquiry Online form

Opening hours
Monday to Friday: 9am - 4:15pm

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4.1.2 Barriers to BC Promotion

The various barriers which impede the promotion of BC are a lack of resources, understanding, initiative, and time.

A major focus of interviews with boroughs were the factors that made it difficult for employees to engage with BC (see Figure 24). These factors can be grouped into three different categories: barriers seen internally within borough government organizations, general barriers affecting the understanding of BC, and speculated barriers private sector companies face. Internally, many boroughs cited the fact that employees will tend to push BC aside on the premise that it is the job of management to create, enforce, and carry out these plans in the event of an emergency (Mike Wilkins, Personal Communication, May 2016). Within an organization, management found that general staff do not take ownership of their individual roles in the creation of BCM plans. Staff seem to be more focused on getting ahead with the daily operations of their council instead of worrying about what seems to be someone else's responsibility (Rachael Akanbi, Personal Communication, May 2016). Furthermore, Emergency Planning Officials often find that employees are under the misconception that emergencies will never happen to them and therefore overlook the importance of BC (Chris Begley, Personal Communication, May 2016).

Figure 24: Barriers to Business Continuity

Common Beliefs and Barriers to Business Continuity Management

Not enough experience with BC
Insurance will cover losses from an incident
It is not worth the money invested
It is not worth the time invested
It is someone else's responsibility to understand BC plans
Management will take care of emergency response
The terminology of BC is too technical
Employees will know how to respond
Information is not passed along when positions change An emergency will not occur
BC is not important
BC is a boring topic

Internal (Councils)   External (Private Businesses)   Both

Emergency Planning Officials found that staff members often do not have enough experience with BC or the time to devote to developing an understanding (Kofi Danso, Personal Communication, May 2016). This tends to result in a gap in knowledge between management

and general staff (Andy Snazell, Personal Communication, May 2016). This gap creates the need for managers to make sure they hold staff accountable and clearly communicate BC responsibilities throughout an organization (Rachael Akanbi, Personal Communication, May 2016). Emergency Planning Officials have seen staff resist engaging with BC when senior managers do not require them to (Simon Freeston, Personal Communication, May 2016). They also frequently cited lack of money and government austerity as barriers to promotion of BC on an internal level (Palmer, Personal Communication, 2016). For instance, after the topic of BC was at an all-time high during the London Olympics of 2012, it began to lose momentum and many areas experienced budget and staff cuts (Rachael Akanbi, Personal Communication, May 2016).

BC tends to be associated with a lot of corporate jargon which makes the topic difficult for all staff members to comprehend (Mike Wilkins, Personal Communication, May 2016). When a topic is difficult to understand, employees will not be inclined to invest the time in understanding it. Employees focus on completing tasks that they view as directly relevant to their jobs, and ignore tasks that seem irrelevant. In order to remedy this, many Emergency Planning Officials emphasized the importance of making sure all BC documentation and promotion is easy to understand. For example, when defining the topic of BCM to employees with minimal to no BC background, Emergency Planning Officials suggested simplifying the definition to something like, "planning for and managing disruptions and getting you back up and running as soon as possible after a disruption" as opposed to the common ISO definition of, "a holistic management process that identifies potential threats to an organization and the impacts to business operations those threats, if realized, might cause, and which provides a framework for building organizational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities." (International Organization for Standardization, 2012; Mike Wilkins, Personal Communication, May 2016). People also found that confusion arises since people do not always refer to BC using the same terminology (Benjamin Morris, Personal Communication, May 2016). For instance,

BCM plans, disaster recovery plans, emergency plans, and other similar terminology are often used interchangeably.

Many boroughs cited additional barriers specific to private sector companies outside of their government organizations. One of these barriers, cited by Emergency Planning Officials, was a lack of resources to devote to BCM programs. Bigger or more established companies generally have BCM built into their organization and adequate resources to devote to the topic (Mike Wilkins, Personal Communication, May 2016). On the other hand, smaller or less established companies do not have the resources to have whole teams devoted to the idea of BC. Family owned businesses tend to have less staff and so much to do that BC is given a low priority (Daryl Jooste, Personal Communication, May 2016). We also found that, although smaller companies may not know what the term BC means, they may already have a BC arrangements in place without realizing it. Adding to the issue of lack of resources in smaller companies, some small business owners do not speak English as their first language (Andy Snazell, Personal Communication, May 2016). This makes the general barrier of corporate jargon even more difficult to surpass. In order to effectively target these businesses, officials cited the necessity to convince people of the benefits of having a BC program before jumping into the technical terminology involved in the creation of a plan.

In order to remedy these barriers, boroughs must develop a succinct and understandable promotional program that is easy to implement. The importance of making essential BC information common sense was a common solution to the barrier of complicated terminology (Benjamin Morris, Personal Communication, May 2016). Emergency Planning Officials have also asked for a group that works to promote BC throughout London to be created (Kofi Danso, Personal Communication, May 2016). Therefore, a Local Authorities' Panel called the London Resilience Partnership was created to develop promotional information which can be used by businesses across London. One example of the promotional material released by this group was a BC document to provide guidance on engaging small and medium sized enterprises in April 2016.

4.1.3 BC Programs throughout London

There is no standardized or uniform strategy used by all boroughs for the creation, review, and implementation of BCM programs.

The Civil Contingencies Act of 2004 requires each borough to ensure its services have BCM plans in place and to promote BCM externally. However, the act is open-ended when it comes to how the boroughs must comply with this policy. The basic system is that the BC manager or an Emergency Planning Official of a borough provides guidelines on the information that comprises a BCM plan for each Head of Service. It is then up to the Heads of Service to create the plan with information specific to their service's functions, teams and locations. Each borough uses a variation of this general approach to conduct BCM.

The two distinctive features of BC programs that we found were the style used for plan development and the suggested frequency of reviewing and updating plans (these features are summarized in Appendix M). The content of BCM plans across all boroughs was generally the same and consisted of a template or set of guidelines provided to each service to complete. In terms of frequency of plan review, the most common approach was an annual review. In Westminster, Emergency Planning Officials supplemented this annual plan review with a quarterly review of each service's Business Impact Analysis (BIA) (Mike Wilkins, Personal Communication, May 2016). This process came about since staff level positions may change more frequently than a yearly basis affecting the content of the BIA, but not necessarily requiring a full plan review. In a similar sense, the Borough of Lambeth reviews BCM plans when a service brings to the borough's attention any change that would affect their plan (Rachael Akanbi, Personal Communication, May 2016). Some boroughs implemented systems where service's BCM plans get updated on a rolling basis so each service does not have to review their plans simultaneously. For instance, in Kingston, Emergency Planning Officials review which services have plans that are close to expiring each month (Chris Begley, Personal Communication, May 2016). Bren uses a color-coded monitoring which allows Emergency Planning Officials to track progress throughout the entire council in a simple way. If the plan appeared as red, it needed immediate attention, while amber meant it was coming up on the

review deadline, and green meant it had been recently updated (Daryl Jooste, Personal Communication, May 2016). Some boroughs did not implement a regular review of plans, but acknowledged the benefits of implementing a more regularly reviewed system (Trevor King, Personal Communication, May 2016).

In terms of style of plan creation, each borough has a unique structure and thus a slightly different system for creating plans. In most cases, a service leader is in charge of creating and updating the plan for their service. For instance, in Southwark, senior members are in charge of taking the initiative to create a BCM plan for their service (Andy Snazell, Personal Communication, May 2016). Westminster had a specific BC chair for each department who was in charge of plan creation (Mike Wilkins, Personal Communication, May 2016). Additionally, some borough's Emergency Planning Officials would sit down with each department on an annual basis and directly facilitate plan creation (Chris Begley, Personal Communication, May 2016). Most boroughs find that simple plan templates are an important feature when getting services to create practical plans (Rachael Akanbi, Personal Communication, May 2016). Interviewees also used various platforms to create their plans. Most boroughs used an online system, like Sharepoint, to have all plans in one easy to access location. This system allows the plan creators and deputies to view the plan at all times (Chris Begley, Personal Communication, May 2016).

4.1.4 BC Promotional Strategies throughout London
Each borough had a unique BC promotional plan with varying levels of success.

No two boroughs had exactly the same strategy for fulfilling the requirement to promote the concept of BC both internally and externally under the CCA. We also found that different BC program maturity levels throughout our interviews. Since BC is a relatively new topic in the business world some councils were in the process of creating BC arrangements and had not developed their program far enough to think about promotion. Organizations must focus on getting their plans in place before moving to promotion and then focus on internal BC promotion before shifting attention externally (Simon Freeston, Personal Communication, May 2016).

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From our interviews with Emergency Planning Officials, we came up with seven categories which illustrate the promotional techniques emphasized in each borough. These categories include: informational presentations, training exercises, webpages, BCAW events, Social Media, Newsletters, and Flyers/Posters (see Figure 25). Informational presentations were the most common delivery method with 64% of boroughs interviewed emphasizing these in their promotional plans. Training exercises, updated webpages, and use of BCAW as a promotional push were also popular methods for engaging people with the topic of BC.

Generally, Emergency Planning Officials saw more difficulty in promoting BC externally than internally within their councils. One method implemented to promote BC to businesses was creating a network between larger business and smaller businesses. Large businesses tend to be "more on board" with BC and pairing them with smaller businesses helped the smaller businesses to develop their BC programs (Andy Snazell, Personal Communication, May 2016). Westminster implemented a similar strategy where they divided the borough into districts called "Business Improvement Districts". In order to increase BC awareness in small-medium enterprises, officials will speak at various emergency planning events like Project Argus and Project Griffin. Although these events are not specifically related to BC, officials would speak briefly at the end of the events to "try to promote BC in light of the importance of terrorism" or other issues (Mike Wilkins, Personal Communication, May 2016).

Internally within the council, informational presentations and training exercises were frequently cited as effective promotional strategies. The majority of boroughs we met with implemented a situational exercise with Heads of Service to go over what the response would be in the event of an emergency. Furthermore, newsletters were periodically implemented to spread BC awareness. Croydon periodically uses a newsletter devoted specifically to resilience to promote BC (Sonji Miller, Personal Communication, June 2016). We also found that leaflets or pamphlets have been tried but were not a successful approach, as people just threw them away without thinking twice about it (Kofi Danso, Personal Communication, May 2016). Emergency Planning Officials also noted the importance of promoting BC during BCAW. For example, people in Lambeth displayed posters, produced by the BCI, throughout their building during

BCAW (Rachael Akanbi, Personal Communication, May 2016). Brent also used BCAW to push BC by releasing a mission each day of the week for employees in their Civic Centre to complete. These missions were short, one or two question documents, meant to present BC in an easy-to-understand fashion. For instance, one mission asked employees if they could locate their BCM plan and knew their role during an emergency (Daryl Jooste, Personal Communication, May 2016). These missions were sent to employees through Yammer, which is an enterprise social media network.

Yammer allows individuals of a company to register and have a page where people can post information and share documents. Brent's council recently implemented Yammer to share information throughout their entire organization, not just the emergency planning division. Brent's emergency planning team has a page called "Disruptions" as a sub-section of the whole organization's page. Members of Brent's organization can then subscribe to the disruptions page where information on current emergencies, situations, and BC documentation are posted. Taking this one step farther, Brent has implemented an activity called "YAMJAM" to increase BC awareness. This refers to an hour long timeframe where anyone in the council can message an Emergency Planning Official with any question related to BC or Emergency Planning (Daryl Jooste, Personal Communication, May 2016). Another important aspect of Yammer is the ability to tap into other organizations networks. Brent used this feature to find groups for specific business types throughout their council. Once connected with these groups, they can reach out to give brief BC talks at any meetings these groups may have (Daryl Jooste, Personal Communication, May 2016).

Figure 25: Promotional Strategies Emphasized in Borough Interviews

Business Continuity
Assess
Plan
Promote

Promoting Business Continuity within the borough Councils

The Civil Contingencies Act of 2004 requires the Business Continuity Manager of each London Borough to promote Business Continuity both within the council and to external businesses. However, the national government gives no standard for how exactly this promotion is to be executed.

Emergency planners and BC Managers emphasize different techniques for promoting Business Continuity.

Strategy	Percentage
Informational Presentations	64%
Training Exercises	54%
Webpage	45%
BCAW Events	36%
Social Media	27%
Newsletters	18%
Flyers, posters, etc.	18%

Source: Created using data from borough interviews, June 2016.

4.2 BC Awareness and Promotional Activity Preference

Objective 2: *Determine BCM awareness in the London Borough of Hounslow and perceptions on common promotional activities.*

Our team held surveys and focus groups to determine how much knowledge employees of the LBH have with regards to BC, how the knowledge can be more efficiently distributed, and how well the CPU promotes its services. Through these events, we confirmed where current knowledge gaps exists and benefits and drawbacks of common training activities.

4.2.1 Staff Awareness Survey Analysis

The lower your position is, combined with the less experience you have at the London Borough of Hounslow, correlates with less knowledge of how the LBH handles Business Continuity.

The goal of the Staff Awareness Survey was to determine the knowledge base of employees of the LBH on BCM and the CPU. We found a correlation in responses based on how long the respondent had been working with the organization and their position. Therefore we split data from the Staff Awareness Survey into two groups, which we determined would show the most accurate representation of our data. The first group consisted of employees whose positions were under a Head of Service member and also had less than seven years of experience, which we called the Short-Term, Low-Rank employees (ST,LR). The second group contained employees who were either Heads of Service, or a higher position, or had worked for the LBH for seven years or more, which we called the Long-Term/High-Rank employees (LT/HR). This separation showed knowledge from those who had less experience with the LBH, compared to those who had worked at the LBH long enough to have met those outside their sphere of influence. These groups also made sense because as a person works in the LBH longer and longer, there is a higher likelihood that they have heard of BC or the CPU simply by being a long-term employee and not from promotional strategies or other methods that the CPU had implemented. Therefore, we grouped long-term employees with higher levels of management to see how the current methods were working without any random chance involved.

Some questions in our survey did not produce data that showed any large correlation between the survey answers and the amount of time the employee worked in the LBH or what their position was. Since the data from these questions was not significant with respect to position and length of employment, we did not feel it was necessary to draw conclusions from responses to these questions (for the full data set, see attached document). The questions that we did focus on were: "Have you ever heard of the term Business Continuity Management (BCM)?", "Have you ever heard of the Contingency Planning Unit AND do you know what their team does?", and "Does your team within the London Borough of Hounslow have Emergency Plans in place?" (Figures 26, 27, and 28). The reason we chose these questions specifically is because of how they related to promotable ideas and awareness for BCM. These questions showed large discrepancies, as shown in the graphs below, in knowledge between the short-term, low-rank employees (ST,LR) and the long-term/high-rank employees (LT/HR) with 40 responses for ST,LR and 26 for LT/HR. In addition, we used the open-response comments at the end of the survey to gain more insight from the staff's perspective.

Figure 26: BCM Awareness

Have you ever heard of the term Business Continuity Management (BCM)?
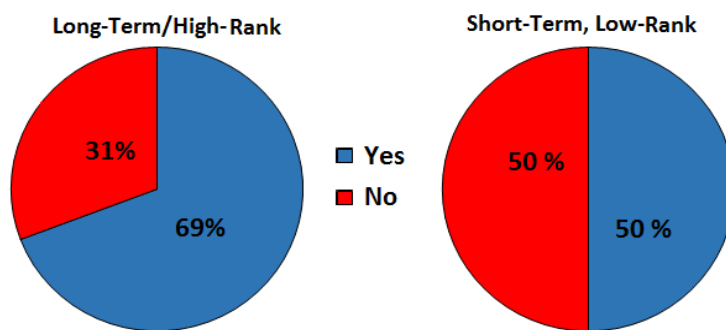
The first question, "Have you heard of the term Business Continuity Management (BCM)?", allowed us to gauge whether people had ever heard of BCM, which is the bare minimum that promotion should do. There was an even split in people who had heard of BCM in the ST, LR group as seen in Figure 26. In the LT/HR group 31% of respondents had never heard of BCM which is significantly less than the 50% of ST, LR members who had never heard

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of BCM. Our data illustrates that having a higher position or working in the LBH for a longer amount of time increases the likelihood of being aware of BC.

Figure 27: CPU Awareness

Have you ever heard of the Contingency Planning Unit AND do you know what their team does?

Long-Term/High-Rank

42%
58%

■ Yes
■ No

Short-Term, Low-Rank

32%
68%

The second question "Have you heard of the Contingency Planning Unit AND do you know what their team does?", allows us to determine if people are aware of their emergency management team. As seen in Figure 27, we noticed a similar disparity in this data as in the first question we examined. 42% of LT/HR's responded "No", while 68% of ST,LR's responded "No". Using this information, we can focus some promotional strategies toward making the CPU more well-known and accessible to all staff members of the LBH no matter their position. This notion is further backed by the open-response comments at the end of the survey, which explicitly state that staff members would like more CPU exposure and BC promotion (Appendix N). For example, one respondent said that they: "don't think many people are aware of contingency planning, needs some more awareness and visibility.".

Figure 28: Emergency Plans Awareness

Does your team within the London Borough of Hounslow have emergency plans in place?
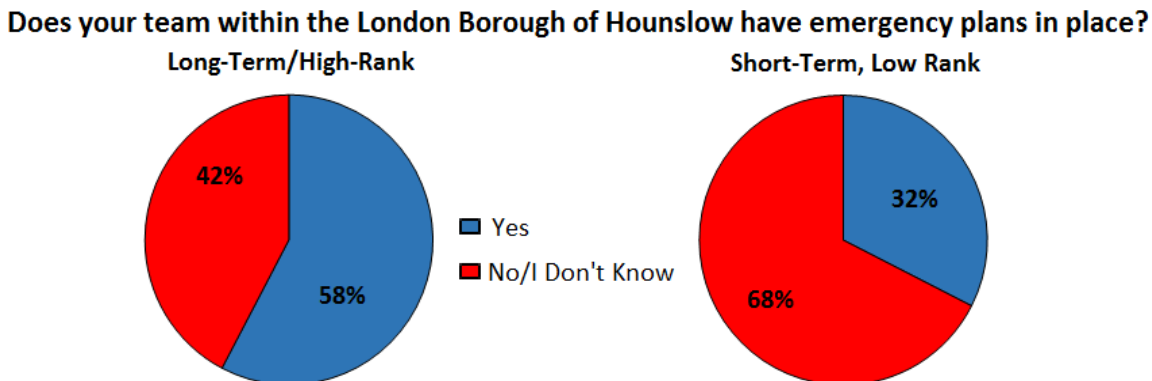
The last question we focused on, "Does your team within the London Borough of Hounslow have Emergency Plans in place?", allowed us to see if staff knew that their team has a BCM plan. Since our sponsor makes an emergency plan with every team, answering "No" or "I don't know" shows that the employee is unaware of this mandatory procedure. As seen in Figure 28, the same trend is apparent since only 32% of ST,LR respondents are aware that they have plans. On the other hand, 58% of the LT/HR respondents are aware of their Emergency Plans. All these questions solidify the point that the ST,LR employees are less knowledgeable about BC and the CPU than the LT/HR employees which means that we need to provide a promotional plan that gets Heads of Service to share their Emergency Plans with their team members.

4.2.2 Promotional Preference Survey Analysis
Employees working in Emergency Planning positions throughout London prefer formalities for notification and execution of organization wide training exercises.

Following the Staff Awareness Survey, our group created a survey on training activity preferences and sent it to Emergency Planning Officials throughout London as well as Emergency Response Volunteers in the LBH. We also sent this survey to people in the United States who have participated in training activities for their company or organization. We originally intended on combining the responses from both surveys because we thought that they

would represent the same population. However, the data shows that these two groups are different, so we did not use the data from the survey sent to the U.S. because it is irrelevant to our findings. Due to the small sample size we received from the survey, we were unable to make a comprehensive analysis of the data, but we can use it to guide some of our promotional ideas (For the full data set, see attached document). The results from this survey suggest that reminders that people can look at and review throughout the day are more likely to be effective than those that are either only in one place, or easily pushed aside. To represent these responses quantitatively, we assigned a value to each possible answer (e.g. "Extremely effective" was 5 and "Not effective at all" was 1). Then we found the mean value of each method with regards to how each person responded. (see Figure 29). Respondents said that e-mails, word of mouth, online webpages, and phone calls are preferable to flyers, paper mail, bulletin boards, text messages, and social media.

Figure 29: Training Activity Methods

In tandem to this, the data suggests that employees of the boroughs would rather participate in longer training sessions less frequently, than shorter session more frequently. We determined

this conclusion from the responses to the question "How often would you like to participate in a promotional program?". The choice "short session every month" was picked the least and "full day every year" was picked the most. Furthermore, the option "half a day every 3 months" was chosen over "full day every year", but less than "half of a work day every year".

The results also showed us opinions on the preferred ways to lead a training program. For the question, "Based on your experiences, list some features of a poor training program?", respondents felt that when a trainer does not research enough about the topic of discussion, has poor presentation skills, no learning objective, relies too much on PowerPoint, does not interact with the participants, and gives too much information, the training session is ineffective. Through a follow up question on features of an ideal training program, we determined that when a trainer gets people involved, "has clear aims and objectives," gives realistic scenarios and/or examples, is a "charismatic trainer/speaker," uses visuals, and has a good rhythm, then the participants are more engaged (See Appendix O).

4.2.3 Heads of Service Focus Group Analysis

Heads of Service feel BC knowledge should originate from management but all employees should have an understanding of the essential aspects of their service's plans.

The Heads of Service create a BCM plan and update it annually, but the information in these plans does not disseminate effectively to the team members within the service. The focus groups with Heads of Service shed light on why this is so. They were able to confirm some of our sponsor's suspicions and provide insight on which promotional methods would be practical.

We found that many employees do not understand what BC is and the Heads of Service partially attribute this to the terminology surrounding it. They believe it needs to be easier for everyone to comprehend. After discussing the importance of BC and the plans they created for their service, we asked about the promotion side. They agreed that if each staff member within their service knew the BCM plan, they would have a more resilient organization. However, it is not practical for the Heads of Service to give presentations or run exercises on BC due to time

constraints at team meetings. Also, they feel that it would be overwhelming with all the work they already have to promote BC to their teams.

Once we had gained an understanding of what they view as the barriers to BC promotion, we discussed the ways to overcome these barriers. One group concluded that it is not necessary for every team member to know the ins and outs of the plan itself, rather the key communication, location and action information in terms of their role. They believe that they only need to promote these key pieces of information to positions below them. Simplifying the concept of BC and the BCM plan itself is the first step in successfully promoting it.

4.3 Awareness Program

Objective 3: *Develop an awareness program that can be used by the Contingency Planning Unit annually to promote BCM.*

The final step we took was researching the different promotional strategies more in depth. Research from Objectives 1 and 2 focused on what strategies already existed, while the research from Objective 3 focused on how to best implement these strategies. This helped us develop the supplemental guidance for our list of recommendations. This extra guidance makes our final product easy for the CPU to implement and, therefore, more effective. We created a document starting with a 12 month promotional plan for continuously promoting BC with different vehicles to get the information across.

After compiling all of the data, we created a table of the strategies we found from completing Objective 1 and Objective 2. This table included: all of the common strategies we found, the audiences they reached, their costs, benefits, and drawbacks. Our sponsor reviewed this table and gave feedback about which programs should be a high priority and which ones should be a low priority or discarded. This priority system helped guide the focus of our work by allocating which promotional methods required the most supplemental guidelines for the benefit of our sponsor (Appendix L).

4.3.1 Need for Increased Online Presence

The CPU needs to increase their online presence to spread BC awareness.

One of the major recommendations was the content for the new BC page on the council's website. We conducted research on what makes a good website and included the main takeaways from this in our recommendation. A webpage is successful at promoting an idea if it is popular—therefore, the visual appeal is fundamental. Some specific qualities researchers cite include: overall balance, a visual grid structure, colors chosen, typography used, and usage of negative space (Metroland, 2014). As seen in Figure 23, the current BC webpage is not particularly visually appealing and can be easily glanced over. Presently, only 3 templates exist for webpages within the LBH. With the new website there will be over 30 templates for services to choose from in website design, which will be useful in improving the visual appearance of the website. Having too much text on a page is another feature of a webpage that tends to turn people away quickly. By consolidating information down into only the essentials and then breaking up the remaining information across various pages a web site can avoid the home screen being an overwhelming information dump. The importance of using engaging content, for instance, brief informational videos was also cited (Louise Batson, Personal Communication, May 24, 2014). Another recommendation was the use of Yammer, a social media network.

It is difficult to gain a following on social media so the amount of time invested in making a page will not yield a successful response immediately (Louise Batson, Personal Communication, May 24, 2014). Additionally, if an organization creates a Facebook or Twitter page and it is unsuccessful due to lack of effort from the creator, it harms the reputation of the organization. The London Borough of Hounslow's Social Media team has acquired a following of 3,235 people on Facebook after five years of being active. This page is fairly successful because there is a team monitoring and updating it constantly, however, to start a new page for something that does not relate to a large population would not generate the desired awareness.

4.3.2 Need for Increased Visibility

The CPU can further improve BC promotion by increasing visibility throughout the Civic Centre.

Posters and flyers can be a useful promotional vehicle when utilized at the right time and location. Posters that portray the importance of BC raise awareness in the Civic Centre because a greater number of employees are exposed to the concept. When placed at locations that most staff look at when entering or exiting the building, such as above a key card access point, posters have the potential to make an impact. In the past, the Contingency Planning Unit has given cards to employees who attended a training session on BC. These cards went on the back of the ID lanyard every employee wears and seemed to increase awareness according to Heads of Service who attended our focus group.

Another part of visibility is the induction package material for new employees. We found that the LBH is currently revising their organization wide induction program. The new program will be e-learning based and new content is being created as succinct as possible and so that material is appropriate for employees of all levels.

5.0 Recommendations

After reviewing all of our data from interviews with Emergency Planning Officials in other boroughs, focus groups, and surveys within the London Borough of Hounslow (LBH), we compiled a list of suggested promotional methods (See Appendix L). These methods satisfy the project goal of increasing promotion, engagement, and awareness of Business Continuity (BC) both internally in the LBH and in private sector businesses external to the council. We categorized these promotional methods into the five succinct recommendations, which are listed below:

- Increase internet presence
- Implement BC induction programs
- Increase visual presence
- Implement annual informative events
- Augment general understanding of BC

Each of the five recommendations include various delivery methods the Contingency Planning Unit (CPU) can implement to improve BC promotion. From synthesis of background research our team suggests 12 different delivery methods.

In addition to these general recommendations, the project team created an in-depth document, called *Business Continuity Promotional Guidelines,* for use by the LBH in creation and implementation of their promotional program. The CPU can use this document to promote BC within the LBH as well as to external businesses. Our team designed these programs for ease of use and reference for continually increasing awareness of BC and its importance. We suggest that, for each promotional activity, the CPU works to present a consistent message using the 5 Key Points of BC document seen in Appendix P. We recommend that the CPU uses this sheet to draft 5 key points of BC that everyone should know. This sheet should be referred to when creating content for each delivery method so some or all of these point are emphasized each time. By repeatedly enforcing the same 5 pieces of information, the essential information will stick with people more and more every time they read a BC document. The *Business Continuity*

Promotional Guidelines also includes: the 12 Month Promotional Plan (see Figure 30), a cost and benefit analysis table, and in depth examples and implementation steps for each of the delivery methods covered below (see attached *Business Continuity Promotional Guidelines* document).

5.1 Internet Presence

The CPU should give the topic of BC a greater internet presence.

Today's society is highly dependent on technology and information tends to reach most people through online vehicles. To establish a greater internet presence, our project team recommends the content of the CPU's current BC webpage to be updated and to consider implementing a Yammer as well as using existing social media outlets.

Updated Webpage

Our team strongly recommends the implementation of a new webpage for the CPU to use. The current version of the webpage uses space inefficiently and has too much information for a viewer to digest at a quick glance. The LBH is currently in the process of updating their website, so this is the ideal time to develop new content. The new webpage should focus on using space more efficiently and providing information in a concise and easily understood manner. This will allow viewers to understand more about BC while viewing only the essential content.

Social Media

Many of the interviews, which our team held, emphasized the use of social media in their BCM promotional programs. The CPU hopes to increase BC awareness and engagement not only internally within the LBH, but externally in the community. We recommend that the CPU uses the current social media platforms, run by the LBH, to accomplish this goal. The LBH currently has active social media accounts for Twitter, Facebook, LinkedIn, Youtube, and Flickr which reach an audience both internally and externally to the Council. Based on examples from other boroughs we also suggest that the CPU keeps the content in these posts succinct and interactive to best engage people. A brief post that has an interactive link will not only grab

people's attention it will also direct them to more detailed information. Given the success of Yammer in other boroughs, we suggest that the LBH also looks into implementing this platform. This network will promote communication and collaboration across an entire organization. The CPU can even create their own group within this network and post BC information or post to the organization wide feed. Yammer will target all of the LBH in the hopes of reducing existing knowledge gaps.

5.2 Induction Programs

The CPU should introduce the concept of BC to new businesses and employees right away.

Based on our primary data collection, we determined that many people feel BC should be promoted to all employees from the beginning to avoid a knowledge gap between higher and lower level positions. To solve this issue we recommend that the CPU incorporates BC documentation in new hire training and new business documentation. This allows the CPU to establish BC as early as possible to all employees which will improve upon the current knowledge gap.

Induction Package

We propose that the CPU develops content for a BC component of the existing induction package. Our primary research indicated that many people feel it would be advantageous to introduce BC to employees when they begin working for an organization. We recommend keeping the information in this document simple, concise, and targeted for employees of all levels. The LBH is currently reviewing their induction program and will be switching the program over to an e-learning interface. Therefore, it is an ideal time for the CPU to supply BC related information for inclusion in this induction program. This method will improve upon the existing knowledge gap by providing required information for all employees, not just for upper level staff members. The package will be easy to maintain, as once it is made the CPU will not need to update it frequently. The package is only meant to give general information to new employees and is not designed to give expert advice in case by case scenarios.

In order to increase BC awareness and engagement for private sector businesses, we recommend that the CPU creates an informational package to distribute to new businesses. This package would contain the CPU's contact information as well as general information that would get a business thinking about BC. The package should provide steps for businesses to successfully begin to create and implement a plan. This document can be sent to businesses in either an electronic or paper format depending on how information is currently distributed to new businesses from within the LBH. Sending out this package early in a business' lifetime is imperative as it will increase the likelihood of them reading the document instead of discarding it.

5.3 Visual Presence

The CPU should implement strategies to give BC a stronger visual presence throughout the London Borough of Hounslow.

Based on promotion strategies used in other boroughs and feedback from Heads of Service within the LBH, we determined a need for BC to have a higher visibility throughout the Civic Centre. We recommend using posters, awareness cards, and summary sheets.

Posters

One way we suggest the CPU increases the visual presence of BC within the Civic Centre is through several sets of posters. This will allow for a larger variety in the information about BC and updating the posters frequently will keep these visuals from becoming commonplace. As seen in our 12 Month Promotional Plan (Figure 29), we suggest that posters stay up for no more than 5 weeks and that there should be specific promotion from mid-April to early May for BCAW. This will promote basic BC awareness and incorporate it as a concept that people internal to the LBH see more frequently.

Awareness Cards

Awareness Cards placed in ID badges used to be commonplace within the LBH, but fell out of practice. Based on positive feedback about this old system from members of our Heads of Service Focus Groups, we recommend that the CPU revisits this idea. We found that employees thought it was useful to have a constant visual reminder of what to do in the event of an emergency. We suggest that the CPU redesigns the old cards with updated information and distributes them to employees during BCM plan creation and various other events like CPU Open Office Hours. A suggestion for this card redesign is available in the attached *Business Continuity Promotional Guidelines* document. This will not only raise employee awareness about BC but will reduce employee confusion on their services BCM plan by having all the essential information in one easy to access place.

Summary Sheet

During the focus group, we found that Heads of Service feel members of their team should learn the key aspects of their BCM plan rather than the whole plan. Therefore, we propose that the CPU creates a BCM plan summary sheet. This sheet would highlight the essential pieces of each service's BCM plan which all employees need to understand. We suggest adding this document to the back of each service's BCM plan after the yearly Heads of Service meeting that the CPU holds and then distributing this sheet to all employees in a service. This way, employees will not have to read the entire plans, which will take up less time while still giving them the necessary information about their BCM plan.

5.4 Annual Informative Events

The CPU should establish interactive training and awareness programs that happen regularly each year.

The CPU sought promotional guidelines that could be easily implemented on a yearly basis. Since our primary research indicated that formal and interactive training sessions are effective, we recommend tabletop exercises, CPU open office hours, and BCAW missions regularly each calendar year.

BCAW Missions

In order to add more Hounslow-specific engagement during Business Continuity Awareness Week (BCAW), we suggest an internal promotion campaign. This internal push would consist of daily "missions" which ask staff of the LBH to complete simple tasks related to their team's BCM plans. For example, one mission would be to find the location of their BCM plan and report back to the Contingency Planning Unit with how easy or difficult it was to complete this task. There would be a mission like this for the five workdays of BCAW and every time someone responds to a mission, their name would be entered into a raffle with a reasonable prize. This will increase the Organizational Resilience (OR) of the LBH because employees will be more aware of their BCM plans and their content. This will help the CPU to gauge the BC awareness level within the council.

Tabletop exercises

Tabletop exercise are a classically used interactive method of testing a BCM plan Furthermore, in both the Emergency Volunteer Interview and the Heads of Service Focus Groups members cited the interactive training sessions like tabletop exercises as one of, if not the most, effective methods to learn BC information. Based on this, we suggest the CPU continues to implement tabletop exercises on a regular basis as demonstrated in the 12 Month Promotional Plan (Figure 29). An Emergency Planning Official and BCM plan executor would sit down and go through what an emergency might look like as well as how to implement the BCM plan. Informational presentations and training exercises were the top two promotional methods emphasized throughout our borough interviews. We recommend that the CPU chooses the topic of each tabletop exercise around the time of the year it is being run in to increase relevance. These exercises will provide employees with a greater awareness of their BCM plan, how to implement it, and why it is necessary.

CPU Open Office Hours

The CPU has held open office hours in the past and employees gave verbal responses while filling out the Staff Awareness Survey, saying that they thought that it was an effective

method of promoting the CPU and it raised their interest. Some even said that going to an open office event was their first exposure to the CPU and what they do there. We believe that doing this more regularly would increase overall CPU awareness and exposure as well as give staff members a specific time to ask any questions.

5.5 General Understanding

The CPU should present BC in a way that is easy for all to understand no matter their background.

Our focus groups and borough interviews continually emphasized the need for the CPU to present BC in an understandable way for all people no matter what their background knowledge is. To promote a simplified view of BC the project team suggests using a Color-Coded Plan Documentation System and semi-annually publishing a newsletter in *Hounslow Matters*.

Color-Coded Plan Documentation System

The Box drive, a document-sharing application, drive used in the LBH can make the process of updating BCM plans more convenient for the Heads of Service as well as the CPU. The universal color-coding system of red, amber, and green can be used to keep staff accountable for reviewing their plans and making changes when necessary. The plans, labeled as red, are those that have not been reviewed or updated by the deadline, amber indicates that the plans need to be reviewed, and green are those that have been both reviewed and updated before the deadline. The Box drive has a feature to send someone a "task" which must be completed by a certain day. After reviewing the plan, the Head of Service can indicate that the task is complete, which sends an automatic reply to the CPU.

Blurb in Hounslow Matters

Hounslow Matters is a quarterly newsletter that gets distributed to many residents, businesses, and government employees within Hounslow. We recommend that our sponsor creates a semi-annual section in *Hounslow Matters* to raise awareness of BC. The information will increase promotion of BC, since the newsletter is sent all throughout the borough. It should

also include contact information for the CPU, which will increase overall awareness of the CPU as a resource.

5.6 12 Month Promotional Plan

In order to make our recommendations easier to implement, we created a 12 Month Promotional Plan of suggested times for the CPU to carry out each activity (see Figure 30). It excludes the events that are continually implemented, such as the new webpage or the BC awareness cards. The program is designed to keep BC awareness levels high throughout the year by spacing out the major BC awareness events like BCAW or the table-top exercises. Currently, BC awareness in the LBH seems to be at a high point around BCAW and then drops off during the rest of the year. Then, between these events, are smaller promotions. This method of promotion should keep LBH employees thinking about BC throughout the year and is easily adaptable for new promotional ideas, while allowing members of the CPU to have a tangible schedule to follow.

Figure 30: 12 Month Promotional Plan

12 Month Promotional Plan		
January	CPU Open Office Day	
February	Tabletop exercise (Sickness)	Posters
March	Blurb in Hounslow Matters (Spring Edition)	
April	BCAW promotion and posters	
May	BCAW	Missions
June	Meetings with Heads of Service	Short tabletop exercise after making BCM plans (heat wave)
July		
August		Posters
September	Blurb in Hounslow Matters (Fall Edition)	
October	Tabletop exercise (Flooding)	
November		
December	Posters	

We filled in the events on this calendar in a logical fashion around fixed, yearly activities. BCAW and meetings with Heads of Service to review their BCM plans always occurs in May and June respectively. With this in mind, we spread out the rest of our recommendations

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accordingly. Since BCAW is in the end of May, it would make sense to increase visual presence throughout the Civic Centre using posters in the end of April to the beginning of May. Various tabletop exercises, that the CPU currently run, are effective ways of promoting BC. To increase the relevance of these sessions, we suggest implementing three rounds of tabletop exercises in February, June, and October that align with season-specific disruptions. According to the Met Office, near the Heathrow climate station, the most rainfall, 59.5 mm per month on average, happens from October to January, which is almost an average of 10 mm more per month than the rest of the year (Met Office, 2013). Therefore, we suggest that the CPU runs tabletop exercises on floods in October right before the months London commonly experiences this disruption. We recommend that the CPU implements tabletop exercises relevant to anticipated disruptions for each specific year. We suggested three table-top exercises—sickness, heat wave, and flooding—which our sponsor can easily substitute with exercises that emphasize other disruptions like flooding, fire, or denial of access if they determine that these are more relevant for that specific year. These delivery methods and the 12 Month Promotional Plan will assist the CPU in promoting the concept of BC throughout Hounslow.

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7.0 Appendices

Appendix A: Acronym Reference Table

Acronym Reference Table	
BC	Business Continuity
BCAW	Business Continuity Awareness Week
BCM	Business Continuity Management
BCI	Business Continuity Institute
BECC	Borough Emergency Control Center
BIA	Business Impact Analysis
BSI	British Standard Institute
CAS	Children and Adult Services
CCA	Civil Contingencies Act
COMAH	Control of Major Accident Hazards
CPU	Contingency Planning Unit
DRI	Disaster Recovery Institute
GIS	Geographic Information System
HLG	Hounslow Leadership Group
MI5	Social Security Service MI5
LBH	London Borough of Hounslow
LEA	Hounslow Local Economic Assessment
LRR	London Risk Register

LT/HR	Long-term/high-rank
OR	Organizational Resilience
ISIL	Islamic State in Iraq and the Levant
ISO	International Organization for Standardization
REDE	Regeneration, Economic Development and Environment
SPRED	Strategic Planning, Regeneration & Economic Development
ST, LR	Short-term, low-rank
SQW	Segal Quince Wicksteed Ltd.

Appendix B: Borough Interview Table

Interview Location	Contact	Date of Interview
Borough of Islington	Kofi Danso	May 19, 2016
Borough of Westminster	Mike Wilkins and Stephen Ansah	May 20, 2016
Borough of Ealing	Simon Freeston	May 20, 2016
City of London	Benjamin Morris	May 20, 2016
Borough of Lambeth	Rachael Akanbi	May 23, 2016
Borough of Kingston upon Thames	Chris Begley	May 23, 2016
Borough of Brent	Daryl Jooste and Erna Kaufmann	May 25, 2016
Borough of Southwark	Andy Snazell	May 25, 2016
Borough of Camden	Trevor King	May 26, 2016
City of London	Nestor Alfonzo Santamaría	May 27, 2016
Borough of Croydon	Sonji Miller	June 1, 2016

Appendix C: Emergency Planning Official Interview Questions

Thank you for taking the time to meet with us. We are a team of students from Worcester Polytechnic Institute in the United States working with the Contingency Planning Unit to promote Business Continuity to staff within the London Borough of Hounslow. We would like to ask you a few questions on your perceptions of Business Continuity and current promotional efforts.

- Today's discussion will be used to inform our research on the best way to promote Business Continuity in the London Borough of Hounslow.
- Participation in this interview is entirely voluntary.
- We are recording this for our records, but your name will be deleted from record.
- You may skip any questions you do not wish to answer or stop at any time.
- Could you briefly describe your role in the London Borough of ….?
  - How does your job relate to BC?
- In the London Borough of Hounslow, there is a Corporate Resilience Policy which provides the general framework for a Business Continuity Plan. Yearly, the head of the Contingency Planning Unit works directly with each head of service to create/update a service specific BCP.
  What is the method used in your borough for Business Continuity Planning?
- What barriers to BC do you feel that people face when trying to make BC plans?
  - Are the concepts unfamiliar?
  - Unapproachable in general? Do you provide help to external businesses when they try to make a BC plan?
  - Simply do not care?
  - How do you get around these barriers?

- Do you feel everyone within the local government of (borough name) is adequately educated on Business Continuity?
  - If yes, how do you determine this level of understanding?
  - If no, what barriers to the promotion of the importance of Business Continuity do you see?
- How do you engage employees of your borough's government in Business Continuity?
  - Specifically, how do you ensure the Heads of Services are educating their subordinates properly?
  - Why do you choose to promote BC in this way? What are the benefits and drawbacks of this approach?
- What Business Continuity promotional plans do you use for private businesses within your borough?
  - Why do you use them?
  - What strategies do you use that do not work? Why have these strategies not worked?

Appendix D: Staff Awareness Survey

WPI

Default Question Block

We are a team of students from Worcester Polytechnic Institute in the United States. We are working with the Contingency Planning Unit of the London Borough of Hounslow to promote the idea of Business Continuity Management. The goal of this survey is to assess current understanding of Business Continuity Management and emergency planning in the London Borough of Hounslow. This survey should take no more than 10 minutes to complete. Thank you in advance for your time.

-Participation in this survey is voluntary
-You may stop taking this survey at any time
-Short response questions at the end are optional

What is your role in the London Borough of Hounslow?

○ CEO

○ Director

○ Assistant Director

○ Head of Service

○ Head of Team

○ Team Member

○ Other (Please Specify): [   ]

How many years have you been working for the London Borough of Hounslow?

○ 1 year or less

○ More than 1 year

○ More than 3 years

○ More than 5 years

○ More than 7 years

How important do you feel it is to have an emergency plan?

○ Very important

○ Important

○ Unimportant

○ Not important at all

○ I am unsure

In the event of an emergency, do you understand exactly what role you would play in responding to it?

○ Completely understand

○ Moderately understand

○ Do not understand at all

How prepared for emergencies do you feel the London Borough of Hounslow is?

○ Highly prepared

○ Prepared

○ Unprepared

○ Highly unprepared

How familiar are you with the London Borough of Hounslow's emergency plans?

○ Very familiar

○ Moderately familiar

○ Unfamiliar

Does your team within the London Borough of Hounslow have emergency plans in place?

○ Yes

○ No

○ I don't know

Have you seen these plans within the last year?

○ Yes

○ No

Block 3

Have you ever heard of the term Business Continuity Management (BCM)?

○ Yes

○ No

How important do you feel it is to have a Business Continuity Management plan?

○ Very important

○ Important

○ Unimportant

○ Not important at all

○ I am unsure

How confident are you that you can define Business Continuity?

○ Very confident

○ Moderately confident

○ Somewhat confident

○ Not confident

When was the last time you considered the importance of Business Continuity Management and/or emergency planning?

○ Within the past week

○ Within the past month

○ Within the past year

○ Never

○ I don't remember

Block 6

Have you ever heard of the Contingency Planning Unit AND do you know what their team does?

○ Yes

○ No

On a scale of 1 to 5 (1 being poorly and 5 being perfectly) how well do you feel the Contingency Planning Unit does in the following areas:

	1	2	3	4	5
Promoting Business Continuity	○	○	○	○	○
Answering e-mails in a timely fashion	○	○	○	○	○
Providing access to Business Continuity resources	○	○	○	○	○
Being an approachable resource	○	○	○	○	○

Is there any other feedback you would like to give to the Contingency Planning Unit? (optional)

Is there anything you think the Contingency Planning Unit could do differently to get employees involved in emergency preparedness and Business Continuity Management? (optional)

Appendix E: 7-Days Survey Blurb

Emergency and business continuity survey

In the spirit of Business Continuity Awareness week, the Contingency Planning Unit (CPU) is currently running a student project about staff perception of Business Continuity and Emergency planning, and needs your help!

The CPU wants to improve the way it communicates and promotes both Business Continuity and Emergency Planning across the council, and would like to ask staff to **complete a short survey** to find out what people think.

It is totally anonymous and will take you less than 10 minutes to complete. If you have any questions, please contact the **Contingency Planning Unit**.

Appendix F: General Promotional Preference Survey

WPI

Default Question Block

We are a team of students from Worcester Polytechnic Institute in the United States. We are working with the Contingency Planning Unit of the London Borough of Hounslow to promote the idea of Business Continuity. The goal of this survey is to determine which method of communication is the most preferable and effective for the spread of information. This survey should take no more than 5 minutes to complete. Thank you in advance for your time.

-Participation in this survey is voluntary

-Results gathered from this survey are anonymous

-Short response questions at the end are optional

What is your feeling toward training activities? I think they…

Fall far short of expectations	Fall short of expectations	Equal expectations	Exceed expectations	Far exceed expectations
○	○	○	○	○

Have you participated in any of the training activities listed below:

	Yes	No	I'm not sure
Tabletop exercises (round table discussions)	○	○	○
Informational videos	○	○	○
Educational conferences	○	○	○
Web-based training activities	○	○	○
Interoffice competitions	○	○	○
Role plays	○	○	○
Other (please specify)	○	○	○

Drag to rank the following activities on your willingness to participate (with 1 being most willing):

Tabletop exercises (round table discussions)

Informational videos

Educational conferences

Web-based training activities

Interoffice competitions

Role plays

Informational pamphlets

Is there another type of training activity, not mentioned above, that you would prefer? Please specify below:

How have you found out about training sessions in the past?

	Yes	No
E-mail	○	○
Phone Call	○	○
Flyers	○	○
Social Media	○	○
Paper Mail	○	○
Word of Mouth	○	○
Text Message	○	○
Bulletin Board	○	○
Online webpage	○	○

How effective are each of the following methods in notifying you of a training activity?

	Extremely effective	Very effective	Moderately effective	Slightly effective	Not effective at all
E-mail	○	○	○	○	○
Phone Call	○	○	○	○	○
Flyers	○	○	○	○	○
Social Media	○	○	○	○	○
Paper Mail	○	○	○	○	○
Word of Mouth	○	○	○	○	○
Text Message	○	○	○	○	○
Bulletin Board	○	○	○	○	○
Online webpage	○	○	○	○	○

How often would you like to participate in a promotional program? (Drag and Drop)

Short session every month

Half a day every 3 months

Full day every year

Half of a work day every year

Based on your experiences, list some features of a poor training program? (optional)

Based on your experiences, list some features of an ideal training program? (optional)

Appendix G: Borough Survey Email

Hello,

Thank you for taking the time to meet with us to discuss the promotion of Business Continuity. We really appreciated hearing your insight!

As a follow-up, we would appreciate it if you and your team could take a brief survey on training programs. Feel free to pass the survey along to any other staff within your organization, since we are trying to get as much feedback as possible. The survey can be taken online at the following link and will take less than 2 minutes.

http://wpi.ut1.qualtrics.com/SE/?SID=SV_8BmzkJS1nNXb5kh

We appreciate your support of our efforts and will keep you updated on the results of our project!

Kind Regards,

Emma MacIntyre, Ben Drury, Thatcher Van Atten, and Jarrett Sarnell

Appendix H: Heads of Service Focus Group

Thank you for taking the time to participate in this focus group. We are a team of students from Worcester Polytechnic Institute in the United States working with the Contingency Planning Unit to promote Business Continuity to staff within the London Borough of Hounslow.

We would like to ask you a few questions on your perceptions of Business Continuity and current promotional efforts.

- Today's discussion will be used to inform our research on the best way to promote Business Continuity in the London Borough of Hounslow.
- Participation in this group is entirely voluntary.
- We are recording this for our records, but any names will be deleted from record.
- You may skip any questions you do not wish to answer or stop at any time.

How do you define the term Business Continuity?

- If people are not able to define BC or do not understand...
- The International Organization for Standardization defines Business Continuity "as the capability of the organization to continue delivery of products or services at acceptable predefined levels following a disruptive incident." *(Source: ISO 22301:2012)*

As we understand, you meet with the CPU yearly to update your Business Continuity plan.

- How important do you feel your Business Continuity Plan is to the operation of your service?
- If an emergency affected the operation of your service, would you feel your entire team is prepared to execute your plan?
- Outside of this yearly update with the CPU, do you typically revise or review your service's plan?

- If plans are revised, how often do you revise these plans and what is your general approach during plan revision?
- Have you ever sought for guidance or resources from an external organization such as the International Organization for Standardization, the Business Continuity Institute, or other government sources?

How do you educate team members on your service's Business Continuity Plan?

- How often do you discuss this plan with your employees?
- Do you delegate tasks for training or educating to team leaders (or a similar position)?
- Can you briefly describe any approaches you have utilized to promote your Business Continuity Plan?
  - How successful do you feel these approaches were and why?
  - If no approaches have been implemented, do you think that promotional efforts would increase the resilience of your service? How so?
- Would you be open to any of these promotional plans (including training on how to properly implement them)?
  - Tabletop exercises (round table discussion)
  - Informational video
  - Educational conference meeting
  - Online simulation
  - Interoffice competition
  - Role play

How do you test your Business Continuity Plan?
- How often do you perform these tests?

Outside of the yearly meetings with the CPU, can you think of any supplemental efforts which promoted the idea of Business Continuity?

- If so, can you briefly describe these approaches? How helpful were these efforts? Do you have any suggestions for improvement of these efforts?
- If not, would you like to see more efforts to educate and promote you and your team on the idea of Business Continuity?
- Since Business Continuity is very important to the resilience of an organization, do you have any thoughts on how employees can get more involved in the process of emergency preparation?

Are there any additional thoughts or comments?

Appendix I: Focus Group Invitation

Sent to all Hounslow Leadership Group (HLG) Members

 Subject: Lunchtime Focus Group: Promoting Emergency and Business Continuity Planning

Dear all,

The Contingency Planning Unit invites you to attend an Emergency and Business Continuity Management Focus Group on one of the following dates and times;

.   Tuesday, 31 May, 2016 - 13:00 - 14:00 hrs

.   Wednesday, 1 June, 2016 - 13:00 - 14:00 hrs

.   Thursday, 2 June 2016 13:00 – 14:00hrs

All the events are taking place in the Borough Emergency Control Centre, Red Zone Roof and refreshments will be provided.

BACKGROUND

We are a team of four students from Worcester Polytechnic Institute in the United States working with the Contingency Planning Unit of the London Borough of Hounslow on a project to improve the promotion of Business Continuity Management and better the engagement and awareness of both Business Continuity and Emergency Planning issues.

This will be achieved by creating a strategy and a clear plan to improve organisational resilience across the council. To achieve this, your input, ideas and participation in a focus group would be greatly appreciated.

The session will take no longer than an hour, and refreshments will be provided.

If you would like to attend, or have any queries please email contingency.planning@hounslow.gov.uk

Thank you again, and we look forward to seeing you at a session.

Kind regards,

Emma,

Jarret,

Thatcher,

Ben.

Appendix J: Email to Emergency Response Volunteers

Subject: Emergency and Business Continuity Drop-in Session - Tuesday 7th June 2016

Sent to all Emergency Response Volunteers and ERV Trainees

Dear All,

The Contingency Planning Unit is currently hosting a project on staff perception of Business Continuity and Emergency Planning, and needs your help. You are invited to come to the Borough Emergency Control Centre, Red Zone Roof on **Tuesday 7 June 2016** any time **between 12:00-16:00 hrs** to drop in and discuss the promotion of Business Continuity and Emergency Management. This will be an informal discussion which will last no more than 30 minutes.

Refreshments will of course be provided!

Also, the team has released a short survey on opinions on training activities and would appreciate your response. This survey will take no more than 5 minutes and can be completed using the following link: http://wpi.ut1.qualtrics.com/SE/?SID=SV_8BmzkJS1nNXb5kh

BACKGROUND

We are a team of four students from Worcester Polytechnic Institute in the United States working with the Contingency Planning Unit of the London Borough of Hounslow on a project to improve the promotion of Business Continuity Management and better the engagement and awareness of both Business Continuity and Emergency Planning issues.

This will be achieved by creating a strategy and a clear plan to improve organisational resilience across the Council. To achieve this, your input, experience and ideas would be greatly appreciated.

If you would like to attend, or have any queries please email
contingency.planning@hounslow.gov.uk

Thank you again, and we look forward to seeing you on Tuesday, 7 June.

Kind regards,

Emma, Ben, Jarrett, Thatcher

Contingency Planning Unit Project Officers

And

Twm Palmer MSc BSc (Hons)

Head of Contingency Planning and Resilience

London Borough of Hounslow

W: 020-8583-5165

M: 0795 779 3813

E: Twm.Palmer@Hounslow.gov.uk

Appendix K: Emergency Response Volunteer Questions

1. Can you briefly describe what your job is as an Emergency Response Volunteer?

   a. How does BC relate to your position?

2. We are working to promote the concept of BC within the London Borough of Hounslow. Throughout your time as an Emergency Response Volunteer, what training strategies have you seen to be particularly effective?

   a. What made these sessions effective?

   b. What activities have you seen to be ineffective? Why?

3. Would you be open to any of these promotional plans (including training on how to properly implement them)?

   a. Tabletop exercises (round table discussion)

   b. Informational video

   c. Educational conference meeting

   d. Online simulation

   e. Interoffice competition

   f. Role play

4. Are there any additional thoughts or comments?

Appendix L: Delivery Method Summary Chart

Delivery Method	Target Audience	Benefits	Drawbacks	Priority (1=high)	Ease of Implementing (1=easy)
Webpage Update/maintain content for CPU's current BC webpage	All employees of LBH, external businesses	Easily accessible to a majority of people, all necessary information in one place which can be accessed anytime and from anywhere, can include other BCM resources for people to reference	Have to update, limited audience, only those who specifically search for the CPU will ever see webpage	1	1
Social Media (Yammer, Twitter, Facebook, LinkedIn) Create group specifically for the LBH, tap into existing groups of businesses within Hounslow	All employees of LBH, external businesses	Easily connects organization, can tap into existing Yammer groups to reach external businesses as well, posts have simple content	Limited audience, not everyone will have a Yammer, takes time to catch momentum, takes a lot of commitment to run	2	3
Induction Package Include brief page to introduce the concept of BC (benefits & importance)	New employees of LBH	Get employees thinking about or at least hearing about BC from the beginning, easy to	Time to create informational sheet, would only reach new employees,	2	2

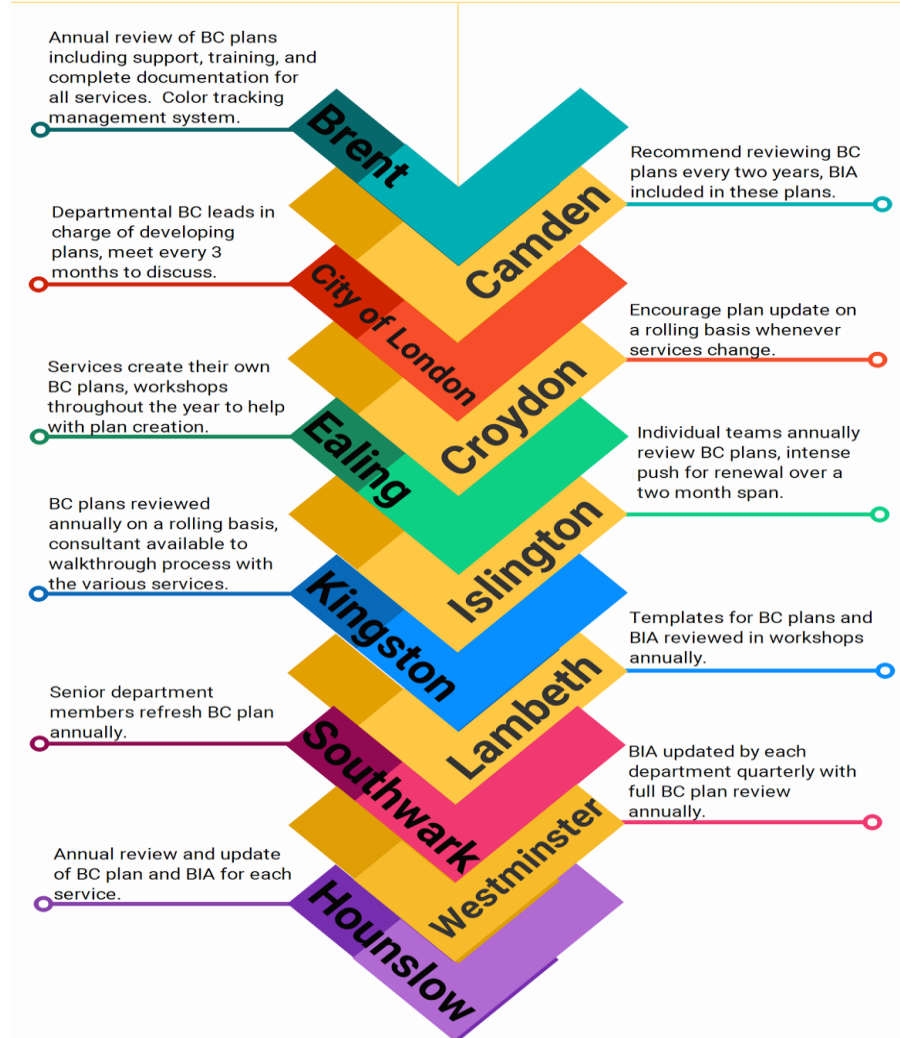|		implement, will not have to change content over the years, mandatory for new hires	difficult to convince old employees to take the time to read this		
Summary Sheet Brief sheet listing the key points of a services BCM plan	All employees of LBH	Employees will have easy access to essential information from their BCM plan	People may not bother reading it, time-cost of creating the sheet	3	1
Awareness Cards Brief BCM plan summary cards to place in ID badges, or on desk (where plan is, important contact information, key responsibilities)	All employees of LBH	Good to serve as a constant daily reminder, allows most important information to be located in one convenient location	Costs money to print, time to create and distribute cards, may lose momentum and fall out of practice	2	1
Tabletop Exercises Hands on informative training to enforce how BCM plans will work in action	Heads of Service/Heads of Team in LBH	Used to test/discuss current plans, interactive sessions which allow for a deeper understanding of the importance of BC	Takes time to develop effective and engaging exercises	1	3
Posters Simple posters to hang up around Civic	All employees of LBH	Optimal placement leads to awareness of ideas, good for	Easy to glance over and ignore, for optimal	2	1

Centre to increase staff awareness		reaching everyone in the Civic Centre	effect posters would have to be revamped every so often		
New Business Welcome Package Brief informational sheet to be distributed to new businesses in Hounslow, get businesses thinking about BC from the start, include CPU contact information	External businesses	Gives CPU contact information to businesses from the start when they would be most likely to pay attention	Cost to print papers, will not be able to reach businesses that are already established in Hounslow	2	2
CPU Open Office Hours Invite people to BECC to ask questions and have a brief presentation on the importance of BC and why it is necessary to remain informed	All employees of LBH (can specifically target certain groups)	Gives businesses an opportunity to talk to the CPU	Businesses are busy and may not take advantage of the opportunity without a strong incentive	2	2
BCAW Missions Awareness push using BCAW through small missions employees are encouraged to complete to be entered in a raffle	All employees of LBH	Good to present BC in a game like manner rather than just an informational manner	Likely slow to start, may take a few attempts to get the ball rolling	3	2

Color-Coded Plan Documentation System Online system CPU to view plans of each service including when they were last updated. Each service can see their own plan online at all times. Color-coded system for ease of plan review. Red- plan past due, needs to be updated, Amber- plan due for review soon, Green- recently reviewed/updated, no action needed	Heads of Service (those who create/update BC plans for a service)	Good to visually enforce when plans need to be updated for Heads of Service, makes it easy for people to determine when their BC plan needs updated, as opposed to updating the plan once and then never looking at it again	Only raises awareness for those creating the plans, not for all employees throughout the LBH	2	2
Brief Blurb in Hounslow Matters Brief blurb to spread BC awareness, include in the spring issue around BCAW and emphasize past disasters to catch people's attention, include contact information for the CPU	All residents in Hounslow	Magazine goes out to all of Hounslow, good to spread awareness to general community and reach established businesses who would not have received/forgot about information in new business welcome package	Time needed to compose material for a new blurb, not many people may actually read through the newsletter, no way to measure effectiveness	1	2

Business Continuity

In the Boroughs of London

Annual review of BC plans including support, training, and complete documentation for all services. Color tracking management system.

Brent

Camden

Recommend reviewing BC plans every two years, BIA included in these plans.

Departmental BC leads in charge of developing plans, meet every 3 months to discuss.

City of London

Croydon

Encourage plan update on a rolling basis whenever services change.

Services create their own BC plans, workshops throughout the year to help with plan creation.

Ealing

Islington

Individual teams annually review BC plans, intense push for renewal over a two month span.

BC plans reviewed annually on a rolling basis, consultant available to walkthrough process with the various services.

Kingston

Lambeth

Templates for BC plans and BIA reviewed in workshops annually.

Senior department members refresh BC plan annually.

Southwark

Westminster

BIA updated by each department quarterly with full BC plan review annually.

Annual review and update of BC plan and BIA for each service.

Hounslow

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Is there any other feedback you would like to give to the Contingency Planning Unit?

"Managers only get involved when an incident happens that affects their service e.g. computer virus but otherwise have no interest as it doesn't affect their day a to day operations until something happens"

"I suggest that presentations are done at service/team meetings to raise awareness of the CPU"

"Last year was the first time I was aware of the Contingency Planning Unit and what they did. I've worked for the council for many years and never knew they existed! But since last year I think the team have started promoting themselves and being more vocal, which can only be good."

"never used cpu"

"don't think many people are aware of contingency planning, needs some more awareness and visibility"

"regularly have staff come visit the emergency control room so they are reminded"

"I understand emergency planning and the work that the CPU do as my service works very closely with them. Other members of staff would not fully understand what they do, and some staff may not even know that the team actually exists. They think that the CPU role is for borough emergencies and do not realize that they also are part of the planning for potential emergencies here in the Civic Centre"

"I have heard of the department and I am aware that some staff are involved However that is via the grapevine and not officially"

Is there anything you think the Contingency Planning Unit could do differently to get employees involved in emergency preparedness and Business Continuity Management?

"It is very difficult as Teams are already overburdened with work and it should be incorporated into service planning as it would make it easier for Team to address."

"Keep sending emails and advertising themselves on the intranet and 7 days."

"more comms"

"Attend Team Meetings to raise awareness, include real examples. Get ICT to promote their business continuity plans and this is the biggest single point of failure. Get staff to carry some sort of business continuity 'passport' - to include key points of contact etc, date last refreshed etc."

"CPU should be part of the induction program for new starters this is also a good point for recruiting additional members onto the emergency planning team (borough wide emergencies)"

Is there another type of training activity, not mentioned above, that you would prefer? Please specify:

"Stakeholder workshops"

"On-line interactive sessions - a bit like gaming"

Based on your experiences, list some features of a poor training program?

"Not enough research being done to target the areas of training that need to be considered. Not enough though being considered to catch people off-guards of unexpected occurrences."

"poor presentation skills no set learning objectives too informal Powerpoint heavy"

"Trainer not knowing what work we do - poor planning. Especially if the trainer is from an external company."

"no background information about the training participants asking too many questions trainer not staying on focus"

"No interaction between trainer and participants. Full frontal teaching where participants just listen for a full day. Too much content."

"Lack of clarity in the subject. Not understanding of the aims and objectives of the training"

"-Too much information - Not tailored to the organisation - Non-relevant information - Poor delivery by the facilitator/not personable enough"

"Not clear on the aim, objectives and outcomes. Unclear on what level of knowledge or experience is required before the training. No Q & A or discussion format."

Based on your experiences, list some features of an ideal training program?

"Getting people involved in the exercise being trained for and getting them to ask more questions of the team accountable for the training to engage them more."

"Clear aims and objectives recap sessions to ensure that objectives are met semi-formal training arrangement, to allow interaction with the group Group activities"

"Needs to contain lots of interaction and different scenarios to deal with (please note that these comments relate to emergency planning training as a whole rather than business continuity). It is most beneficial to learn from actually doing a job rather than reading or listening about it!"

"Bespoke and appropriate to what we do as an organisation. Realistic scenarios."

"expert trainer involve participants meet stated objectives"

"Good speaker. Theory and practice part during training. Some sort of exercise. Good and charismatic trainer/speaker. Summarizing of learnings. Visualisation of content."

"- Very engaging & good delivery - Relevant information - Rapid and pacy with a good rhythm to prevent participants from becoming bored or losing interest."

"You know the aim, objectives and desired outcomes in advance. You can tell if at your level and you can have an open debate / discussion during to ask questions or share knowledge."

Appendix P: 5 Key Points of BC

For every promotional activity, it is important to present a consistent message. Use this sheet to draft 5 Key Points of BC you feel everyone should know. Refer to this sheet when creating content for each delivery method so some or all of these points are emphasized each time and essential information will better stick with people every time they read a BC document.

1. _____
    _____

2. _____
    _____

3. _____
    _____

4. _____
    _____

5. _____
    _____

Does the content in this delivery method contain some of this information somewhere?