

Business Continuity

Promotional Guidelines



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For use by London Borough of
Hounslow's Contingency Planning Unit
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London Borough of Hounslow

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Introduction

Business Continuity is essential to the smooth operation of an organization, but in general, people do not completely understand the term. Therefore, organizations need to create a strategy to promote this concept. This document is meant for the Contingency Planning Unit of the London Borough of Hounslow to aid in developing and implementing a promotional program for Business Continuity within their organization and externally to private businesses.

Included in this document are a 12 Month Promotional Plan, Recommended Approaches, and a Cost Benefit Analysis. The Recommended Approaches are further broken down into specific delivery methods. For each delivery method we have provided a description, specific steps on how to implement it, its benefits and drawbacks, and examples of this method in practice.

We suggest creating and implementing a yearly calendar like the example in this document. This calendar will allow for ease of implementation rather than having many different strategies but no documented plan on when to execute them. During plan development, we suggest referencing this document to determine possible strategies and the benefits and drawbacks of each strategy. When creating each chosen delivery method, this document can further be used to provide inspiration by referencing the examples section under each delivery method.

This document was developed as part of an Interactive Qualifying Project for Worcester Polytechnic Institute of the United States. Any questions regarding the creation of or implementation of material in this document can be directed towards the project team of:

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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		
September	Blurb in Hounslow Matters (Fall Edition)	Posters
October	Tabletop exercise (Flooding)	
November		
December	Posters	

5 Key Points for Promotion

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 at least some or all of these points are emphasized causing people to retain essential information better each time they are exposed to BCM.

1. _____

2. _____

3. _____

4. _____

5. _____

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

Recommended Approaches

Keep the following questions in mind when creating content for different delivery methods so messages contain the appropriate content for the desired audience.

Guidelines for Content Creation¹

1. Who are we trying to reach?
2. What is the priority of these audiences and the impact of a lack of knowledge associated with this priority?
3. What do we want each audience to know?
4. How complex is the content?
5. How often is the content likely to change?
6. How much time do these audiences have and where are they located?
7. How often do we need to provide training with this method?

¹Yardis, Susan. "Designing a Business Continuity Training Program to Maximize Value and Minimize Cost." Continuity Central. N.p., 2007. Web.

Internet Presence



Social Media

Business Continuity information can reach thousands of people at once in a concise and easy to access manner through the use of various social media platforms. These platforms can also be used by the CPU to reach out to existing groups. Social media posts can be targeted to people both in the London Borough of Hounslow and private external businesses.

Implementation Steps

1. Write the content of a post. Keep the post brief and to the point and include interactive links to engage people.
2. Use the existing London Borough of Hounslow social media accounts to post content for the most immediate and effective spread of information. A separate account can be created specifically for the CPU but would take time, most likely years, to generate a following. If members of the CPU are not able to consistently post to a Facebook or Twitter page due to the necessary time investment, it could leave a negative impression on the team for anyone who visits this neglected page.
3. After composing a message contact the following department to have the message posted to the desired social media account: communications@hounslow.gov.uk

Existing Platforms

Social media platforms currently used by the London Borough of Hounslow include:

Facebook: *London Borough of Hounslow (Borough, Community & Government)**

Twitter: *Hounslow (@LBofHounslow)**

* Facebook and Twitter have the largest following of London Borough of Hounslow social media accounts as of June, 2016 and would therefore be the most effective platforms.

There are two other Twitter pages for Hounslow that can be utilized in addition to the main London Borough of Hounslow Page:

Hounslow democracy (@lbhdemocracy)- Hounslow Council's Twitter stream for the democratic process in Hounslow. Features live tweets from main council meetings.

Hounslow Highways (@HounslowHways)- Twitter account for the Highway department in Hounslow.

YouTube: *LBHounslow*- Use to post Business Continuity awareness videos during BCAW

Flickr: *Hounslow Council*

Used to share pictures of happenings throughout the council. No Business Continuity related posts have been posted.

LinkedIn: *London Borough of Hounslow*

Relevant groups to reach out to through social media:

Hounslow Chamber of Commerce: Exists to support, to promote business, and to encourage inward investment in the London Borough of Hounslow and works with partners to facilitate economic growth across West London and the region as a whole.

The Chamber of Commerce holds four business networking events each month. The CPU could reach out to Chamber of Commerce to see if they could speak for 10-15 minutes at the beginning or end of these events.

Examples

If an account specifically for Emergency Planning and Business Continuity wants to be created in Hounslow an example of a successful account is the Hertfordshire Emergency Planning and Business Continuity page (Twitter).

HCC Resilience Team (@HCCResilience)



HCC Resilience Team @HCCResilience
 Leading on emergency planning and business continuity at Hertfordshire County Council and with Hertfordshire Resilience
 Hertfordshire
hertsdirect.org/readyforanythi...
 Joined December 2012

HCC Resilience Team @HCCResilience · Apr 13
 Make sure you review and test your [#businesscontinuity](#) plan every few months to ensure it is up to date ow.ly/10z6E4

HCC Resilience Team @HCCResilience · Apr 12
 Without [#businesscontinuity](#) plans in place, an emergency could result in damage to reputation and loss of customers [#resilience](#)

HCC Resilience Team @HCCResilience · Apr 8
 If a loved one lives in a residential facility find out about its emergency plans, what would you be expected to do [#resilience](#) [#carers](#)

HCC Resilience Team @HCCResilience · Apr 7
 Key steps to building confidence in an organisation's ability to manage a crisis [#resilience](#) [#businesscontinuity](#)

Crisis Management Insights Survey Results
 When organisations make critical decisions about crisis management resilience and preparedness planning – what should be a priority, what should the programm...
youtube.com

Examples of social media posts about Business Continuity can be found below. Most posts have some document or picture linked to them to engage people to a greater extent.



London Fire Brigade @LondonFire · May 30
 How would you protect your business in a crisis? Follow [@LDN_prepared](#) [#BCAW2016](#) thebci.org/index.php/bcaw...





7 retweets, 9 likes

Luton Council @lutoncouncil · May 20
 If you have a business continuity plan, would it pass the test? BLRF scenarios to help you find out: [#BCAW2016](#) ow.ly/9W58300neJp

5 retweets, 1 like

 **EalingCouncil**  @EalingCouncil · May 20
Mobile working frees people from having a fixed location, but beware of the risks to your business
socsi.in/vujva
[#BCAW2016](https://twitter.com/BCAW2016)

   1 

 **North Yorks Prepared**  @NYorksPrepared · May 20
Want to start your own Business Continuity Plan for your business? Download our template [#BCAW2016](https://ow.ly/XF1W300jQQE) ow.ly/XF1W300jQQE

 **Prepared In Essex**  @PreparedInEssex · May 20
A good Business Continuity Plan can really help your business in a crisis. Find out the value of BCM today ow.ly/VLzY3006wBa [#BCAW2016](https://twitter.com/BCAW2016)



Business Continuity Management - The Time Is Now

Every second of every day somewhere in the world disasters are happening -- man-made and natural -- events that can harm people and businesses. We can't...
youtube.com



Yammer

Yammer is a private social network which promotes collaboration within an organization and can be used to easily spread Business Continuity awareness. Yammer is also an effective way to collaborate with existing networks external to your organization to share information. Yammer is a free program created by Microsoft for use in various organizations.

Implementation Steps

The ideal way to implement Yammer with the largest possible impact is through the creation of an organization wide Yammer network. Once an organization creates a Yammer account, only individuals with the same organization email address can join the network.

1. Speak with the communications department about the logistics involved in creating this account for all of the London Borough of Hounslow. Since the account would not be exclusively for Emergency Planning, the initial push to create the account does not need to come from the CPU. Anyone who has a hounslow.gov.uk email address can easily

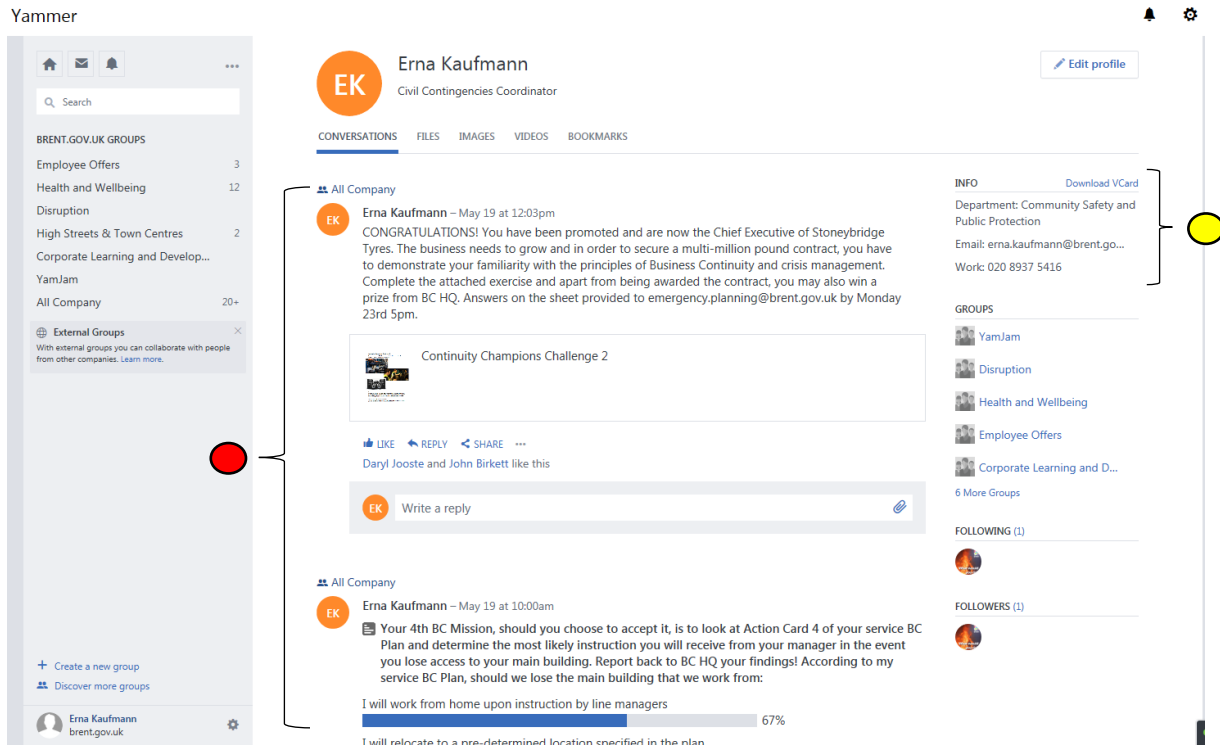
join the network. To begin creation, the Council needs to advertise Yammer through 7-Days announcements, e-mails etc.

Pitching an organization wide Yammer:

- Free and easy to sign up
 - Can easily share organization wide files, create events, and run polls
 - Posts have no character limit but retain the simple user interface of other social media platforms like Facebook and Twitter
 - Access to the organization page is completely private to only those in the London Borough of Hounslow
 - Can use as an open forum to find out answers to questions one might have instead of having to search for someone to email
 - Can be used on desktop computers, iOS, BlackBerry, Android, and Windows devices
 - Integration with Sharepoint Online, OneDrive for Businesses, and Office 365 facilitate document sharing
 - External Yammer networks and groups can be created to easily collaborate with people within Hounslow
 - Use Brent examples below to illustrate the functionality and user friendly interface
2. Once Hounslow's Yammer is established, the CPU should create their own group in the overall Hounslow network. Members of the Hounslow network can then subscribe to this page to receive emergency/BC information.
 3. The CPU should periodically post BC awareness information and updates on any current disruptions affecting the Council.

Example

Brent



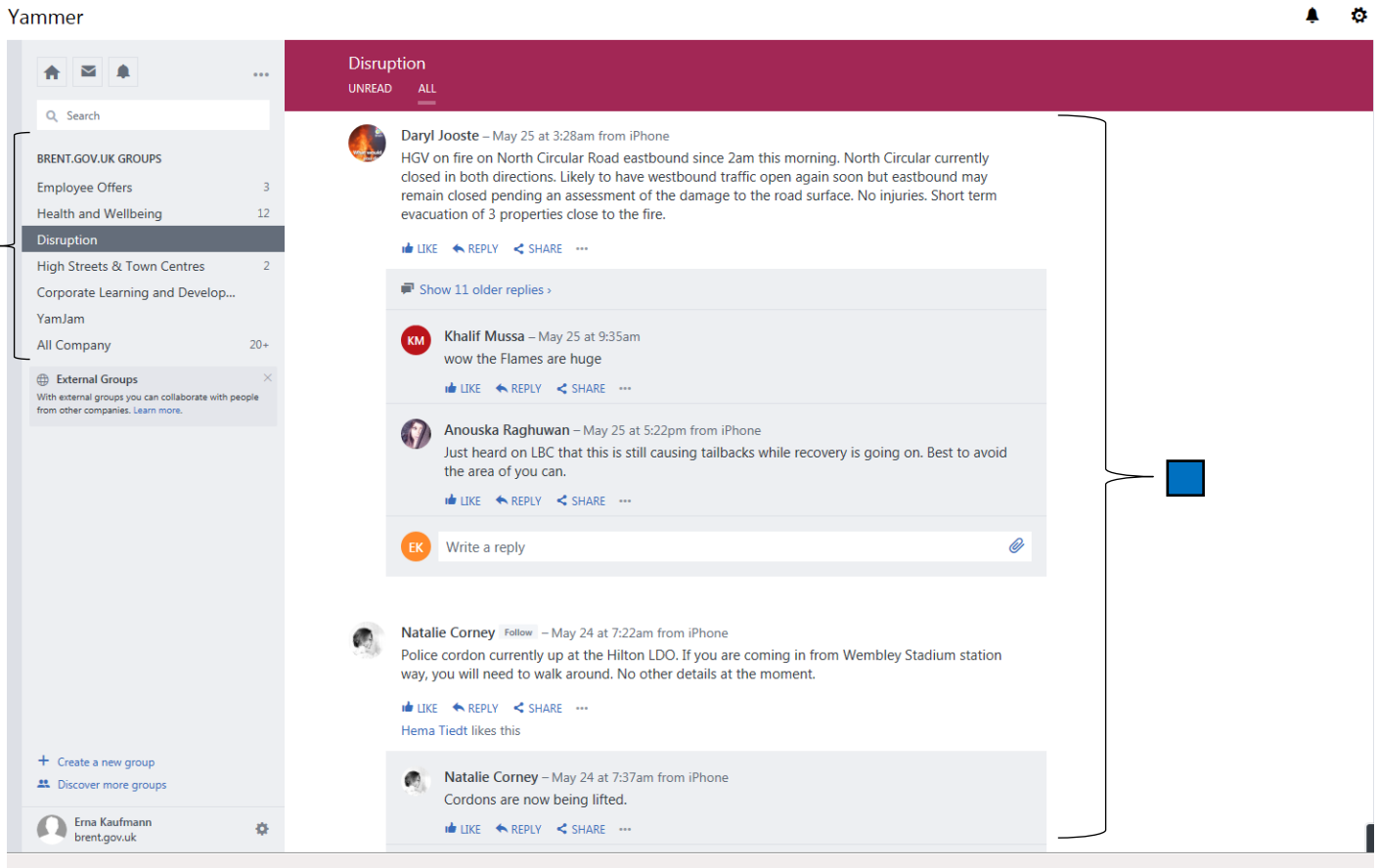
This image shows the user interface for an individual Yammer account.

● Contact information for each user will appear on their profile.

● This shows an example of what the company-wide news feed for Brent looked like during BCAW. The posts use the polling feature of Yammer and also illustrate the ability to attach supplemental documents. The example posts as seen above are:

CONGRATULATIONS! You have been promoted and are now the Chief Executive of Stoneybridge Tyres. The business needs to grow in order to secure a multi-million pound contract, you have to demonstrate your familiarity with the principles of Business Continuity and crisis management. Complete the attached exercise and apart from being awarded the contract, you may also win a prize from BC HQ. Answers on the sheet provided to emergency.planning@brent.gov.uk by Monday 23rd 5pm.

Your 4th BC mission, should you choose to accept it, is to look at Action Card 4 of your service BC Plan and determine the most likely instruction you will receive from your manager in the event you lose access to your main building. Report back to BC HQ your findings! According to my service BC Plan, should we lose the main building that we work from:



Groups: Yammer allows different groups to be created within an organization. For the Brent Council, these groups consist of: Employee Offers, Health and Wellbeing, Disruption, High Streets & Town Centres, Corporate Learning and Development, YamJam, and All Company. Individuals registered on Yammer with a brent.gov.uk email address are automatically added to the group “All Company” and are able to join other groups created under Brent’s organization. The specific page shown is the “Disruption” page run by Emergency Planning Officials in Brent.

Page Newsfeed: This area shows what the newsfeed of a group on Yammer may look like. Some examples of posts on the disruption page for Brent as seen above are:

HGV fire on North Circular Road eastbound since 2am this morning. North Circular currently closed in both directions. Likely to have westbound traffic open again soon but eastbound may remain closed pending an assessment of the damage to the road surface. No injuries. Short term evacuation of 3 properties close to the fire.

Police cordon currently up at the Hilton LDO. If you are coming in from Wembley Stadium station way, you will need to walk around. No other details at the moment.

Webpage

An updated webpage would contain information about Business Continuity and would be accessed by employees of the LBH as well as businesses in the borough. We suggest making it more concise and easy-to-read.

Implementation Steps

1. Compile basic information that you would like for the webpage. If there is too much necessary information and the page is becoming crowded with text, it is best to create multiple pages. The new website for the LBH is expected to be up and running in the fall of 2016 and will have about 30 templates compared to around three on the current website. Additionally, the pages of the site will have more functional capabilities. Essentially, the CPU can create a micro-site within the LBH website with multiple pages.
2. Include links to important websites and sources but keep it to five links or less.
3. With regards to the downloadable documents, sort them either by importance, with most important at the top to least important at the bottom, or alphabetically.
4. At the bottom of the home page, the contact information for the CPU and links to LBH social media pages should be easily accessible.
5. As of June, 2016, the LBH website is being designed and should be in use within the next few months. Therefore, all webpages not updated will be lost which means it is imperative that these new concepts be implemented in the near future. Any content or templates you wish to have added to the new BC webpage should be sent to the web team representative, Louise Batson at Louise.batson@hounslow.gov.uk.

Examples

Example links to include on webpage:

Business Continuity Institute: Resources-

<http://www.thebci.org/index.php/resources/what-is-business-continuity>

London Prepared-

<https://www.london.gov.uk/about-us/organisations-we-work/london-prepared>

London Risk Register-

<http://www.london.gov.uk/about-us/organisations-we-work/london-prepared/identifying-risks-london>

10 Minute Emergency Assessment-

http://www.london.gov.uk/sites/default/files/gla_migrate_files_destination/archives/10-minute-assessment.pdf

An example of a BC micro site within the LBH website:

<p>Business Continuity Login <small>— The Contingency Planning Unit —</small></p> <p>Home About the CPU Resources Motivation GIS Maps BC Forum</p> <p>Business Continuity ≠ Emergency Planning Business Continuity is the concept that refers to an organisation's ability to function no matter what the conditions are.</p> <hr/> <p>It is important that your business is able to re-open as quickly as possible following an incident. Even a relatively short interruption to normal activity could damage your customer relationships and business reputation.</p>  <hr/> <p>Business continuity management is about identifying parts of your organisation that you can't afford to lose and planning to maintain those parts, in the event of an emergency.</p> <p>Contact Us Business continuity officer Email: contingency.planning@hounslow.gov.uk</p>	<p>Business Continuity Login <small>— The Contingency Planning Unit —</small></p> <p>Home About the CPU Resources Motivation News BC Forum</p> <p>The Contingency Planning Unit</p> <ul style="list-style-type: none"> ✔ The London Borough of Hounslow Contingency Planning Unit carries out work to ensure that the borough is prepared for, can respond to and recover from an emergency that might affect large numbers of people. ✔ The CPU also ensures each service of the Hounslow Council has a Business Continuity plan in order to continue providing services as soon as possible following an emergency. ✔ Finally, the CPU provides assistance to external businesses with Business Continuity and promotes Business Continuity Management to the borough. <p>Contact Us Business continuity officer Email: contingency.planning@hounslow.gov.uk</p>
<p>Business Continuity Login <small>— The Contingency Planning Unit —</small></p> <p>Home About the CPU Resources Motivation News BC Forum</p> <p>Useful links:</p> <ul style="list-style-type: none"> ➔ Business Continuity Institute ➔ CIRIA - standards for the repair of buildings following flooding ➔ Civil Contingencies - Cabinet Office ➔ Continuity Central ➔ Continuity Forum ➔ Institute of Risk Management <hr/> <p>Documents for Download:</p> <ul style="list-style-type: none"> 📄 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) <p>Contact Us Business continuity officer Email: contingency.planning@hounslow.gov.uk</p>	<p>Business Continuity Login <small>— The Contingency Planning Unit —</small></p> <p>Home About the CPU Resources Motivation News BC Forum</p> <p>Business Continuity Awareness Week May 16, 2016 The BCI runs Business Continuity Awareness Week (BCAW) as a means of promoting the concept. BCAW is an annual event which Business Continuity Management teams across London participate in, along with BC experts around the world...Read More</p> <p>The CPU in Recent Exercises with the Community May 8, 2016 Representatives from the London Borough of Hounslow's Contingency Planning Unit visited an oil refinery for a training exercise...Read More</p> <p>Contact Us Business continuity officer Email: contingency.planning@hounslow.gov.uk</p>

Examples of BC websites and their effective attributes throughout London:

City of London¹

<https://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Pages/emergency-planning.aspx>

Report, Pay, Apply A-Z Shop Basket Events Jobs Media Contact us My City Login/Register

About the City
Who we are, what we do

Services
Local and national

Business
Local, national and global

Things to do
Culture, green spaces and leisure

Find it!

About the City
How we make decisions

- > Key councillors
- > Key City officers
- > Corporate plans
- > Corporate governance
- > Have your say
- > **Emergency planning**
- > Access to Information
- > Budgets and spending
- > Police Authority

Emergency planning Share

We play a key role in protecting City workers, residents and businesses

In the event of serious incidents, (from low-level disruption due to sudden failures in utility supplies, transport issues or extreme weather, right up to terrorist attacks), the City of London Corporation, working in close partnership with the City of London Police and other emergency response organisations, has a priority to ensure residents, workers and businesses are kept informed.

The Civil Contingences Act requires for all frontline responders (the City Corporation and the emergency services) to develop and maintain business continuity management arrangements. The act, its regulations and its statutory guidance place the following duties on emergency responders:

- maintain plans to ensure they can continue to exercise their functions in the event of an emergency
- train staff responsible for business continuity
- exercise and test plans, and review them on a regular basis

The City has an overarching business continuity strategy and framework, as well as a corporate business continuity plan for large scale disruptions that affect more than one business area or location. Each business area within the City Corporation also has their own business continuity arrangements aimed at dealing with localised disruptions.

Management of the City Corporation's business continuity management system lies with the Security and Contingency Planning Group, with all business areas playing a role in it. The Security and Contingency Planning Group provides training to staff on core business continuity competencies required and conducts regular reviews of the business continuity management system as a whole.

Both corporate and departmental arrangements are regularly reviewed to ensure they align with the relevant risk registers and business objectives. Officers from the different business areas share best practice and validate their arrangements through the Emergency Planning and Business Continuity Steering Group.

Follow us on social media

Twitter

Published: 02 May 2012
Last Modified: 20 May 2016

Simple and has links to social media (Twitter)

¹ "Emergency Planning." *City of London*. City of London, 2016. Web. 15 June 2016.

Kingston Council logo

Welcome to Kingston Council

Skip to content Accessibility Contact Register Log in

Search this site Advanced search

Home > Your neighbourhood, community and safety > Policing, crime and community safety > Emergency planning

Emergency planning

- Prepare yourself and your family for an emergency
Be prepared and plan for an emergency. This will help you and your family cope with the unexpected.
- Help your business in an emergency
A business continuity plan can help minimise the impact of an emergency on your business.
- Prepare your community
Community emergency planning helps groups give effective support in an emergency.
- How we prepare and plan for an emergency
Our Emergency Planning Team co-ordinates the Council's response and provides support to the emergency services,
- Flooding advice. Before, during and after
How to help you and your family, or your business, prepare for a flood.
- Coping with extreme weather
Advice for coping with heat waves, cold weather, snow and flooding.

Also see

- [Fire safety advice from the London Fire Brigade](#)
- [Electricity, gas or water failure](#)
- [Protecting your health](#)

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Handcrafted by Spacecraft Powered by Jadu Continuum

Easy to follow organization of topics

² "Emergency Planning." *The Royal Borough of Kingston upon Thames Homepage*. The Royal Borough of Kingston Upon Thames, 2016. Web. 15 June 2016.

Ealing³

https://www.ealing.gov.uk/info/201214/business_continuity

The screenshot shows the Ealing Council website page for Business Continuity. At the top, there is a cookie consent banner. Below it is the Ealing Council logo and navigation links. A prominent orange banner for 'Recycling and rubbish collections' is visible. The main content area has a green header for 'Business continuity'. The text explains that business continuity is about understanding and managing risks to the everyday running of an organisation. It provides a list of links for further information: Business continuity planning advice, Developing business continuity within your organisation, How business continuity planning can benefit your organisation, and Understanding how disruptions can affect your organisation. There is also an RSS feed link. A 'Council Services' dropdown menu is open, showing contact information for Business continuity: Tel: (020) 8825 5560 and Email: Email Business continuity. The footer contains social media icons and a 'Follow us' link.

Very concise information.

³ "Business Continuity." *Ealing Council*. Ealing, n.d. Web. 15 June 2016.

Induction Programs

Induction Package

Introducing BC to employees along with initial training allows BC awareness to be emphasized as early as possible. This would include adding a document or set of documents covering basics of BC and the CPU to the existing Induction Package for new employees.

Implementation Steps

1. Draft a document to give to new employees which emphasizes the role each individual plays in BC. The content of this package should include a basic definition of BC, how BC pertains to everyone's role, and contact information for the CPU. After including this content to the induction package it will not need updating frequently.
2. As of June 2016, the LBH induction program is being revised to make content more succinct and applicable for all staff members. The induction program is being shifted to primarily e-learning. Any BC related content to be added to the induction program should be sent to Susan Karwal at Susan.Karwal@hounslow.gov.uk.

Examples

An example of content to be included for new employees can be seen below:

You Play a Role in Business Continuity!  **London Borough of Hounslow**

What is Business Continuity?

Business Continuity is the ability of an organization to continue delivering services after a disruption.

What is a Business Continuity Plan?

It is important for every service to have a BC plan. This is a plan to manage disruptions and get your service back up and running as soon as possible after a disruption. Without a BC plan your service would not be able to function effectively and would inevitably lose money.

What is my role in my services Business Continuity Plan?

Everyone has a role in a BC plan no matter their position, whether it is to shift focus to a different priority in the event of an emergency or to work from another location.

When in doubt contact your manager!

Who can I contact for more information?

The Contingency Planning Unit
contingency.planning@hounslow.gov.uk

New Business Welcome Package

This package would contain the CPU's contact information as well as information on how to create and implement a plan in order to get businesses thinking about BC. Sending this package out to businesses early is imperative as it will increase the likelihood that they use the CPU as a resource for BC and create BC plans during the development of their business.

Implementation Steps

1. Compile documents that outline the essentials of BC and the CPU, specifically the most pertinent information for a new business just starting to think about their risks and longevity. Break down the process of creating a BC plan into 5 easy steps for a business to follow.
2. This information can then be sent to several teams within the LBH who visit local businesses regularly such as Health and Safety. They can deliver the document(s) during one of their routine visits or communications.
3. We would recommend sending this out in either paper or electronic form depending on the situation of the business.

Examples

The London Borough of Westminster gives a USB drive labeled "This USB stick could save your business" to local businesses in order to spread information about their Emergency Planning team and the concept of BC. The USB drive contained a document with the following information⁴:

What is Business Continuity Management?

Business Continuity Management is planning for and managing the unexpected, be it a fire, flood or failure of electricity, water, gas supplies or even staff sickness. Any of these issues could affect your business or the business of your key suppliers. Either way, the impact on your business could be devastating.

⁴ *Business Continuity*. London: Westminster City Council, n.d. PDF.

A Business Continuity Plan is a management tool specific to your business and designed to help your business survive in the event of any severe disruption that prevents or restricts your business operating from your premises in both the short and long term.

A Business Continuity Plan is as important for a small business with one or two staff as it is for a multinational company.

Writing a Business Continuity Plan

Your Business Continuity Plan is developed by you for your business and the size of and detail in the plan will be relevant to the size of your business.

Templates to assist with writing your business continuity plan are included in this pack, courtesy of www.londonprepared.gov.uk

Here are four key elements for inclusion in any Business Continuity Plan:

1. **Have the correct insurance cover**

You need to consider not only loss of stock, equipment and premises but also loss of income. It is surprising how long it can take to fully recover, in some cases up to 2 years or more.

2. **Identify what is critical to the operation of your business**

Make a list of everything in your plan that is critical to the running of your business and without which your business would be disrupted.

The next step is to think of ways of how you could overcome the problem and write them into your plan.

If a service or supplier is critical to your business but supplied by another company, ask that company what their Business Continuity Plans are for ensuring they continue to supply your business if they lose their premises for any reason.

3. **Keep your Business Records up to date and secure**

Maintain the contact details of your staff and suppliers up to date and keep them at home or at another location so that if the worst should happen you can contact them and advise of any alternative arrangements you have made, in addition to cancelling deliveries when necessary. And don't forget to include the details of your insurance company and landlord/property owner.

All IT based records should be backed up regularly and recorded to another location or onto a disc and taken home. If your business operates using books then the books should be taken home at night and kept in a secure metal box or similar to protect them from fire.

Informing your customers is also important especially where they have left goods for service or repair with you. When you take in goods from customers make sure you take a telephone number to enable you to contact them.

4. Finally, having developed your plan **keep it alive by** ensuring your managers are aware of the arrangements contained in your plan and by ensuring the procedures (especially the business records) you have developed are carried out by the appropriate staff. Keep the plans under regular review - place a note in your diary every 3 months to remind yourself to check them.

Where a business has a number of employees and/or premises, the plan should be reviewed quarterly and be tested once a year.

You may wish to employ a Business Continuity Consultant to develop your Business Continuity Plans and if you require any further guidance in this respect the Business Continuity Institute will be able to assist.

Can the Council Help in Developing a Business Continuity Plan?

The council's Civil Contingency Planning Team can provide advice and guidance to help you develop your plan but they cannot write your plan for you.

They can explain the roles and responsibilities of the emergency services and the council services should you be unfortunate enough to be involved in a major incident, and they can also explain what you can do to assist the emergency services.

What if?

Should your business be involved in a major incident the one thing you will need in addition to your Business Continuity Management Plan is information.

Our Civil Contingency Planning Team will be on site working with the emergency services during a major incident and will set up an Emergency Business Assistance Centre to give information to the affected businesses including: estimated time scale; access to the council's building surveyors where properties have been damaged; and arranging escorted access to premises through cordons when it is safe to enter the area.

How CommunitySafe can help you plan

Local councils and the emergency services want to tell you when an emergency happens, and where it's happened, so you can protect yourself from harm.

CommunitySafe is a central point of real-time advice and information on counter-terrorism and crime reduction from the police and your local council.

You can also subscribe to groups for information on smaller incidents, events or emergencies that may cause disruption to your daily life.

Why Register?

1. Official information

CommunitySafe delivers information directly from official sources, police and local authorities.

2. Immediate text and email alerts

Early warning of critical Incidents affecting your area, with regular updates when required. In the failed attacks in late June 2007, CommunitySafe subscribers were notified 6 hours before the national press reported the incident.

3. Visualize the situation

Maps are sent to your email and mobile phone allowing you to have a better understanding of the impact of the event.

Further Information and Guidance

Westminster City Council Contingency Planning Team Westminster

Telephone: 020 7641 7054

www.westminster.gov.uk

An example of the key information businesses will need⁵:

Step 1 - Identify the potential risks to your business

Step 2 - Plan for the most likely risks

Step 3 - Document key contacts

Step 4 - Check that you are fully insured and that all documentation is stored safely

Step 5 - Contact your local council and register with business networks

<https://www.brent.gov.uk/emergencies/business-resilience/>

Additionally, the "Protect Your Business" double sided document from the London Resilience Forum, Local Authorities Panel would be a valuable resource to new businesses⁶.

⁵ "Business Resilience | Brent Council." *Business Resilience | Brent Council*. Brent, 2016. Web. 15 June 2016.

⁶ *PROTECT YOUR BUSINESS*. N.p.: Local Authorities' Panel, n.d. PDF.

An example of a checklist that could be sent to businesses from Hertfordshire Resilience⁷:

Would your organisation survive an emergency?

These questions aim to help you prepare for emergencies. Answer the following questions to see how prepared you are... (score 10 for a yes, 5 for partially and 0 for no)

Organisation name: Date:

Do your staff know what to do in an emergency (e.g. fire, flood, evacuation, snow, pandemic) to ensure your most important tasks still happen, and are they trained to cover each other's roles if you're short staffed?

Have you thought about what equipment and information you would need after an emergency? This could include:

- Equipment (torches, mobile phones and chargers, cash or credit cards, etc)
- Key contact details (e.g. staff, service users, customers, clients, insurers, suppliers)
- Any other key documents or information (including financial records and insurance documents) – may be copies that you 'grab' to take with you, or information backed up remotely off site.

Do you know where you would move your key activities to if your main building/offices were unavailable following an emergency?

Is all this information up-to-date and written down clearly somewhere (e.g. in a plan) that shows what you would do during and following an emergency?

If you have a plan is it tested regularly? This might include checking you can get hold of key people out-of-hours, or checking you can get to your back-up documents.

TOTAL /50

If you scored 30 or more...
You've clearly thought about preparing for the unexpected already and probably have a plan in place. Why not visit www.hertsdirect.org/businesscontinuity and download a test exercise to run through with staff and identify any areas that need more work? **TURN THE PAGE TO FIND OUT MORE!**

If you scored less than 30...
Understandably planning for the unexpected often takes a back seat behind more day-to-day matters, but it's important to plan as organisations are vulnerable to failing following emergencies. Why not visit www.hertsdirect.org/businesscontinuity to see what resources are available and find out how you can plan ahead.

⁷ Hertfordshire. "Are You Ready for Anything?" *Hertfordshire.gov.uk*. N.p., 2016. Web.

Visual Presence

Posters

Posters that provide an easy visual representation to advertise Business Continuity.

Implementation Steps

1. Acquire several sets of posters that promote Business Continuity as well as specific posters for Business Continuity Awareness Week. There are posters made by the BCI for BCAW.
2. Several times throughout the year place the posters in strategic locations to maximize the potential for staff members to see them (see the 12 Month Promotional Plan for specific time ranges).
3. Make sure that these posters only stay up for 3-5 weeks at a time before taking them down to avoid visual over-use.

Examples⁸



If you plan to create your own images, having positive images will associate BC as a good concept. On the other hand, relating BC to only disasters will give it a negative association.

⁸ Business Continuity Institute. "Posters." *Posters*. Business Continuity Institute, 17 Mar. 2015. Web. 14 June 2016.



Key to poster placement:

- Make sure that the poster is not near other advertisements so it stands out more (the more white space around it, the better)
- All key information should be visible from 3-5 meters away
- Make sure that the poster is at eye-level (1.7 meters or 5 feet 7 inches from the ground)
- Posters should be placed at locations where people are most likely to see them (e.g. directly in front of doors, tops of staircases, near card access points, etc.)

Summary Sheet and Awareness Cards

Not all the information in a service's BC Plan is necessary for every employee to know; however, every employee should be aware of the existence of these plans and its essential features. When the BC plan for each service is created, a summary sheet of the important points can be filled in to be handed out to all employees in that service. This will allow each employee to be aware of their services Plan and the key features. An Awareness Card with similar information can also be filled out and distributed to insert into ID badges to further increase awareness.

Implementation Steps

1. Create a template for a BC Plan summary sheet and awareness card which can be filled in by all services after the creation of their plan.
2. During yearly meetings with heads of service to create BC plans, pass out summary sheets and awareness cards and inform managers how to fill these documents out.
3. Summary sheets and awareness cards can also be distributed at CPU Open Office hours to make sure the audience reached is as large as possible.

Examples

Sample Summary Sheet and Awareness Card templates:

Plan Summary Sheet London Borough of Hounslow

My service:

My plan location:

My backup place of work:

My role in an emergency:

My last training session:

My managers contact number:

Questions: Contact the Contingency Planning Unit

Service Awareness Card  London Borough of Hounslow

Emergency?

Safety- make sure you are safe

Arrangements- follow manager's instructions

Contact- touch base with your manager

Staff Emergency Recorded Information Line:

020 8583 5400

SAC

My backup place of work _____

My role in an emergency _____

My managers contact number _____

Annual Informative Events

BCAW Missions

Business Continuity Awareness Week is an opportunity for professionals in the field to meet and share ideas; it is also an ideal time to hold an internal promotion campaign.

Implementation steps

1. The first step in implementing an internal promotion campaign is advertising and raising awareness that BCAW is approaching. The best way to do this is through the 7-Days announcement and an intranet news item. It may also help to put posters on bulletin boards the week before to let more people know that it is happening. The more platforms information appears on, the more participation it will draw. Participation can also be increased by entering participant's names into a raffle.
2. The next step is to actually run the program during BCAW by sending out the missions each day to Hounslow staff. On the first day, the mission should be accompanied by a brief statement about the importance of BC plans (the anniversary of an event that relates to staff in Hounslow or a disruption that affected the council in the past). Following this message should be the actual mission itself. The missions should contain other brief messages about the importance of BC and be formatted the same way each day.
3. The third step is to record the responses so that the CPU has a measurable idea of the awareness level on BC plans.
4. Finally, pick a name from the raffle and award the prize to the winner.

Example

The following is an example of a program used in the London Borough of Brent in May, 2016 through the social media network, Yammer.

This was the **initial announcement**:

Business Continuity Awareness Week is approaching from May 16th to the 20th, 2016. The Contingency Planning Unit is holding a raffle to raise awareness of the importance of Business Continuity.

Look for updates and activities on your council email. There will be a BC mission each day and for each mission you complete, your name will be entered into a raffle. You will have a chance to win (enter prize here).

Looking forward to your help in making this campaign a success so please spread the word and start thinking about continuity!

This was the message for the first day of the campaign containing the **first mission**:

“The end of this week marks the 1 year anniversary of the Wembley bomb being discovered next to the Civic Centre. Having robust business continuity plans meant that, overall, the disruption to our services and residents was kept to a minimum.

This week is Business Continuity Awareness Week and is an opportunity for you to (re)familiarize yourselves with your services Business Continuity arrangements and thereby increase our resilience as an organization.

Each day we will issue a Business Continuity Mission for you to complete so that by the end of the week, you will KNOW THE PLAN.

Your 1st BC Mission, should you choose to accept it, is to find your service Business Continuity Plan and report back to BC HQ your findings! (You’ll need this for all the subsequent missions this week, so ensure you complete this one!!)”

The answer options for this mission were:

Yes, I found it within 5 minutes!

Yes, I found it but it took a little digging around!

No, I’m still looking, but will ask my manager to show me where it is!

The **second mission** was to *“look at your service BC Plan Action Card 1 and know your place.”*

The answer options for this mission were:

My name/post title appears on the Notification Cascade - I know who will call me and I know who I have to call.

My name/post title does not appear on the Notification Cascade - I will inform my line manager and make sure I am included on the next update.

The **third mission** was to *“look at Sections 3 & 4 of your service BC Plan and know when (and by whom) it will be activated and how (and to whom) you should report any BC disruptions you become aware of.”*

The answer options for this mission were:

HR and Civic Centre Security

My Head of Service and Emergency Planning

My line manager and the Communications Team

I cannot find the required information in my plan

The **fourth mission** was to *“look at Action Card 4 of your service BC Plan and determine the most likely instruction you will receive from your manager in the event you lose access to your main building.”*

The answer options for this mission were:

I will work from home upon instruction by line managers.

I will relocate to a pre-determined location specified in the plan.

I do not know what our arrangements are for losing our building.

The **fifth mission** is to “log on to One Oracle and ensure your personal information and emergency contacts are up to date.”

The answer options for this mission were:

I have checked and all my info is already up to date

I have amended/updated my info

Tabletop Exercises

Tabletop Exercises are an interactive method of testing and reviewing a Business Continuity Management plan. An Emergency Manager and the person responsible for executing a BCM plan sit down and go through what an emergency might look like as well as how and when to implement the BCM plan.

Implementation Steps

1. Create several different scenarios that cover all of the major types of disruptions (i.e. Loss of staff, Denial of access, Adverse weather etc.). When creating them, make these scenarios as relevant as possible to current risks.
2. Communicate to all members of staff responsible for executing a Business Continuity Management plan (via email, 7-days reminder, etc.) that they are going to be testing their plan.
3. Make sure that they bring a **physical copy** of their Business Continuity Management plan with them. If they forget it, remind them that, in an emergency, they will need to

know where it is and continue with the exercise without giving them a copy. It may be difficult for them, but this will illustrate why having your plan on-hand is important.

4. Give them an example template to work with that includes the scenario that you can go through with them, demonstrating how the plan works, when to activate it, and who they need to contact.

Examples

- **27 Scenarios for BC exercises⁹:** <http://www.continuityinbusiness.com/2012/27-scenarios-for-business-continuity-exercises/>
- **Choosing an appropriate scenario for BCM plans¹⁰:** http://www.thebci.org/index.php/about/news-room#/blog_posts/choosing-an-appropriate-scenario-for-your-business-continuity-plan-exercises-32878
- **Scenario examples¹¹:** https://www.kingston.gov.uk/info/200141/business_and_trade/1306/scenarios_to_consider
- **More Tabletop Exercises¹²:** <http://www.fema.gov/emergency-planning-exercises>

Open Office Hours

Open Office Hours for the Contingency Planning Unit are a great opportunity for employees of the London Borough of Hounslow to learn about the team. If more staff understand what the CPU does, the awareness of BC will also increase.

Implementation steps

1. The first step is to let people know the Open Office Hours day is coming. This could be as a news banner on the intranet and a 7-Days announcement. Food is always a good incentive to increase participation.
2. Next, prepare a short presentation/tour to give the attendees a feel for what the CPU does in the Borough Emergency Control Center. This should be followed with time for questions and answers.
3. A presentation on how the CPU responded to incidents, such as the gas explosion and the power outage at an elderly home, should be playing on the projector with a Business Continuity video included in this presentation. The important thing to keep in mind when promoting the topics of BC and Emergency Response is not to scare

⁹ Continuity in Business. "27 Scenarios for Business Continuity Exercises." *Continuity In Business*. 7 Feb. 2012. Web. 15 June 2016.

¹⁰ Abide, Ray. "Media Centre." *Media Centre*. The Business Continuity Institute, 27 June 2013. Web. 15 June 2016.

¹¹ Kingston Council. "Scenario's to Consider." *Welcome to Kingston Council*. Kingston Council, 2016. Web. 15 June 2016.

¹² Office of External Affairs. "Emergency Planning Exercises." *FEMA.gov*. Department of Homeland Security, 21 Sept. 2012. Web. 15 June 2016.

people. Open Office Hours should leave people feeling at ease. Employees need to be assured that the CPU is prepared to handle any emergency that make strike the Council. This day should also make it clear that each person, no matter their position, has a role in responding to a disruption, but the CPU will always be there to help.

4. This is also a good time to have visitors take something away with them that will keep the message of BC in their mind such as a BC awareness card or BC plan summary sheet (see page 26).

Example

Open Office Hours should be set up so that visiting staff members can stay for as long as they would like. It should last for about four hours during a time of the day when most people will be able to leave their office to visit. This means that there should not be formal presentations but rather more interaction with participants and answering of questions about the CPU.

In order to keep this engaging, show people some of the emergency response equipment such as a SAT phone or grab-bags. Posters spread out along the room could also help visitors learn about the CPU and BC. The front board could have posters describing how the Emergency Control Center is used during or immediately after an emergency.

Below is an example of a video that could be shown during these Open Office Hours:

Business Continuity Management - The Time is Now
<https://www.youtube.com/watch?v=3IXEYVxTy4E>

General Understanding

Newsletter

A semi-annual section in *Hounslow Matters* will help to raise awareness of Business Continuity. The information will reach the residents who subscribe to the newsletter. It can also include contact information for the Contingency Planning Unit, which will increase overall awareness of the CPU as a resource.

Implementation Steps

1. Using the “5 Basic Pieces of Business Continuity” as a starting point, write a simple blurb about Business Continuity (see page 4).
2. Email this to the editor of *Hounslow Matters*: hm@hounslow.gov.uk
3. For introductions to blurbs, include more basic information about Business Continuity to give people a general sense of what it is.
4. Blurbs can include pieces about relevant Business Continuity scenario overviews (i.e. “What would you do if this happens?” or “a Business Continuity guide to flooding”) and discuss what businesses can do to prepare themselves from a Business Continuity perspective.

Examples

Kingston Upon Thames newsletter example¹³:

¹³ Begley, Chris. "Business Continuity Awareness Week 2016." (n.d.): 1-2. Print.

Business Continuity Awareness Week 2016

Business Continuity Awareness Week is an annual event organised by the [Business Continuity Institute](#) to raise the importance of business continuity and resilience, and in 2016 it will be held between the 16th and 20th May. Each day will have a different theme and details can be found at [#bcaw2016](#) and by following [@LDN_prepared](#)

Kingston Council and its business support partners are aiming to raise awareness of Business Continuity with all medium (up to 250 staff), small (up to 25 staff) and micro (up to 10 staff) businesses within the borough.

[Business Continuity Awareness Week - Articles, links, blogs and advice.](#)

[Kingston Council - Emergency Planning & Business Continuity.](#)

Why is Business Continuity Important?

Almost 1 in 5 businesses suffer some sort of disruption every year, be it fire, flood or other emergency, 80% of those businesses either never recover at all or fail completely within 18 months.

You need to consider what you would do in order to prepare for an emergency that may disrupt your business. If you don't, a fire or other emergency could result in:

- Loss of reputation and/or loss of customers
- Financial, legal and regulatory penalties
- Human resource issues
- Increased insurance premiums

Or at worst:

- The complete failure of your business!

Time to Act: [Business Continuity - The Time is Now](#)

Business Continuity Support

Kingston Council has a range of information and advice (add link, when pages are up dated) available on its Business Continuity website pages:

[How to Protect Your Business](#)

[Scenario's to Consider](#)

[Business Continuity Checklist](#)

[Kingston Council Business Support and Advice](#)

Local Business Support:

[Kingston Chamber of Commerce](#)

Kingston Chamber of Commerce is the formally recognised business representative of the local authority and one of the largest independent chambers in London.

They are a membership organisation providing networking, training, advice and development opportunities. Use the above link to see how Kingston Chamber of Commerce can help your business.

[Kingston First](#)

Kingston First works in partnership with Kingston Council to promote the centre of Kingston and business opportunities.

[Kingston University](#)

Kingston University works with companies and organisations of all sizes to promote and support enterprise, linking business activities and initiatives with funding, use the above link to see how Kingston University may help your business.

Regional & National Business Support:

The following websites offer further information and advice on business continuity and how to make your business more resilient.

• [London Prepared](#)

• [British Standards Institute \(BSI\).](#)

• [Business Continuity Institute.](#)

• [Business Continuity for Dummies](#)

• [Business Resilience - A guide to Protecting your Business and People.](#) RISC Authority.

• [Business Resilience Planning Considerations.](#) City of London.

• [Communities Prepared Business Hub.](#) HM Government

• [How Prepared are you? Business Continuity Management Toolkit.](#) HM Government

• [National Business Resilience Planning Assumptions.](#) Cabinet Office.

• [Resilience in Society: Infrastructure, Communities and Businesses.](#) Cabinet Office.

Example Hounslow Matters blurb¹⁴:

Cleaner, greener

Paving the way for better streets

With a network covering 268 miles, Hounslow Highways took on a challenge when they won the contract to keep our streets clean and maintain our roads. Three years on, they've resurfaced hundreds of roads, refurbished miles of pavements and installed thousands of new streetlights. But their work to deliver better streets has only just begun.

Hounslow Highways employs more than 250 staff which includes street cleaners, engineers and enforcement officers. They keep our streets clean and safe by:

- resurfacing roads and filling potholes
- refurbishing pavements
- making sure our streets are well-lit
- sweeping roads and pavements
- removing graffiti
- leading firms for anti-social behaviour such as littering
- removing fly-tipping
- helping residents to easily report issues.

Alongside their day-to-day work, Hounslow Highways will be undertaking some of the largest projects across the borough this year. Their largest scheme is a £7m investment to:

- improve Faltham High Street, which involves resurfacing the road and pavements, upgrading street lighting, enhancing street furniture and planting. As well as looking better the popular High Street will also be made more accessible.
- Project to make the borough look and feel better don't stop there. Improvement to Augustus Close Bridge, over the River Stenl, and

resurfacing Fags Road, a key route for passengers accessing both the A30 and Heathrow Airport, will also be taking place. In addition, more than 100 miles of roads and pavements in the borough will also be renewed this year. Upcoming works can be viewed at www.hounslowhighways.org.

As well as helping to keep our streets safe and looking top-notch, a big part of Hounslow Highways' work involves spreading the 'cleaner, greener' borough message. They visit schools, assist with community clean ups and host enterprise days at their offices to teach children about the importance of not dropping litter and highlight the effect that anti-social behaviour can have on a neighbourhood.

Their plan for social responsibility doesn't end there. Since 2015, every year more than 2,500 Year 6 primary school children come together for the Junior Citizen scheme, which sees them join the police

For two weeks of environmental education and awareness. And their campaigns are working. In 2015, an anti-chewing gum litter campaign saw a 44 per cent drop in the amount of gum on pavements in hotspot areas.

Alongside investigating environmental crime, Hounslow Highways works alongside council enforcement staff and Hounslow police to combat anti-social behaviour. Together they issue fines to anyone they catch littering or fly-tipping, and check that businesses aren't dumping their rubbish on the streets.

Councillor Anni Mann, Hounslow Council's Deputy Leader, said: "There's been some great work by Hounslow Highways over the past three years to improve our streets and they have delivered some impressive results.

"We're not afraid to roll up our sleeves and do what we can to make the borough better, but for our work to have lasting results we need residents to behave more responsibly. For example, if everyone binned their litter or took it home, we could target some of our street cleaning resources to other key areas. This isn't a challenge that's unique to Hounslow but we're prepared to take it on so we can continue to strive to make the borough a better place for all."

Visit www.hounslowhighways.org for more details of their work.

Hounslow Highways Service Director, Rob Gillespie, said: "We want our improvements to benefit this and future generations. Major projects, such as strengthening Richmond Avenue Bridge and the Thames Wall at Strand-on-the-Green and regenerating Hounslow town centre, have been designed to stand the test of time.

"It's not just the job of Hounslow Highways to keep our streets clean. We all have a responsibility to make our borough better by doing things like cleaning up your dog's mess and not dumping rubbish. If we all made a commitment to acting more responsibly, we could make a real difference to the look and feel of our borough."

St John's Road pavement and dual litter bin

Enforcement officers checking waste

Leaf clearance

Bank

Supermarket

Police

How well do you know your highways?

Take our Hounslow Highways quick quiz to find out:

- How many kilometres of road have been resurfaced?
- How many firms have been handed out for anti-social behaviour?
- How many LED lights have been installed?
- How many kilometres of roads and pavements have been swept?
- How many bins of leaves have been cleared?
- How many enquiries have been received by Hounslow Highways?

18

19

Cleaner, greener

¹⁴ London Borough of Hounslow. "Paving the Way for Better Streets." *Hounslow Matters* (Spring 2016): 18-19. Print.

Color Coded Plan Documentation

In order to have Heads of Service update and review their Business Continuity Plans, it would hold them more accountable if there were a red, amber, and green system. This system would incorporate the Box drive used in Hounslow so that it is more convenient for the Contingency Planning Unit and the Heads of Service to complete this yearly requirement.

Implementation steps

1. The first step is to have the Heads of Service allow the Contingency Planning Unit access to their BC plans on Box. This may take time if not all the Heads of Service have their plans saved to the Box drive but on an individual basis, it is quick to correct. If this is not possible, an alternative is creating a folder for BC plans that the Heads of Service can save their plans to.
2. The Heads of Service also need to be aware of a deadline for updating their BC plans. The instructions can be sent out in the same way meetings have been set up in the past for reviewing the plans. An alternative to this, which may be more convenient, is to set a “task” through the Box drive for each Head of Service. This function of the Box drive will automatically send them an alert that says they must complete the task and there will be an automatic reply when they select an option indicating they have completed it.
3. If members of the CPU can quickly view the last time the plan was updated on Box, they should be color coded there. The plans that have not been viewed at all after the deadline should be labeled red, the plans that have been viewed but still need to be updated should be labeled amber, and plans that have been fully updated before the deadline should be labeled green.
4. The people who have not viewed their plans after the deadline should be contacted directly to be reminded of the task.

Example

The following is a description of the BCM system used in the London Borough of Brent.

In Brent, there is an online system to access all of the Business Continuity Plans. The Civil Contingencies team can monitor the management cycle across this system and track the progress of the BC plans. The service BC plans are reviewed annually. If a plan has not been updated at all by the annual deadline, it is labeled as red. If a plan needs to be reviewed, it is labeled amber. If a plan has been reviewed and updated, it is labeled green.

Cost Benefit Analysis

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 implement, will not have to change content over the years, mandatory for new hires	Time to create informational sheet, would only reach new employees, difficult to convince old employees to take the time to read this	2	2
Summary Sheet Brief sheet listing the key points of a services BCM plan	All employees of LBH	Employees will have easy access to essential	People may not bother reading it, time-cost of	3	1

		information from their BCM plan	creating the sheet		
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 Centre to increase staff awareness	All employees of LBH	Optimal placement leads to awareness of ideas, good for reaching everyone in the Civic Centre	Easy to glance over and ignore, for optimal effect posters would have to be revamped every so often	2	1
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	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

necessary to remain informed					
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