



Fitzrovia Pilot Project
Strengthening Business Community
Resilience
Second Phase Report
(Implementation & Learning)



Table of Contents

Executive Summary

Introduction

- Local Background
- Objectives

Key Findings

- Local Co-ordination Groups
- Framework for Action
- Workshops
- Strengthen Links with Business and Stakeholders
- Communications
- Next Steps

Annexes:

- A. [Cross-cutting Characteristic and Actions](#)
- B. [Local Community Resilience Framework for Action](#)
- C. [Fitzrovia Resilience Co-ordination Group: Mission Statement](#)
- D. [The 10x10 Framework](#)
- E. [Scenarios for Exercises](#)
- F. [Fitzrovia Key Emergency Contacts and Services \(as at 30 Jan 2019\)](#)

References:

- A. Fitzrovia Pilot Project: Strengthening Business Community Resilience First Phase Report: Part 1. Available at the Resilience First [Knowledge Hub](#).
- B. Adapting to change: advancing business community resilience. The Resilience First [manifesto](#).
- C. Business Community Resilience. A London First [report](#).

Acknowledgements:

Thanks go to Marcus Oxley, Principal Consultant with Resilience Solutions, for his work on this project, and to Alistair Hobson, a Master's student at UCL, for his work on the contact list.

Executive Summary

The Fitzrovia Pilot Project was designed to strengthen business community resilience in the Fitzrovia area of London (W1T). The first phase of the project, based around a survey and understanding of the area, lasted five months. The second phase, of the same duration, was aimed at embedding good practice and implementing the lessons learnt. This report summarises the second phase of the project and offers a framework for improving the resilience of urban areas and ways of promulgating learning to as wide a community as possible.

The objectives of the second phase were six-fold: establish a Local Co-ordination Group; advocate a Framework for Action; hold a series of Workshops; strengthen Business Links; improve Communications; and, from these, create a template for action that could be applied elsewhere.

The formation of a **Local Co-ordination Group** provided the focal point for collective action through small community pockets. With the group consisting of 10 'apostles', and each member connected with 10 neighbours and stakeholders, then 100 businesses could readily be reached and influenced. As the groups multiply in future, much as ink dots on blotting paper, then large swathes of Fitzrovia could be covered, irrespective of membership of other local partnerships. To support the longer term sustainability of the project and area, an appropriate local anchor organisation should be identified and supported to undertake the role of oversight and nurturing.

A **Framework for Action** was developed based on the key attributes associated with both 'hard' and 'soft' skills of resilience. This produced 10 key questions to pose to 10 immediate neighbours – hence, the 10x10 framework. The Fitzrovia Co-ordination Group has been encouraged to apply and distribute the 10x10 framework and the principles behind it.

Three **Workshops** were developed and delivered to the local community. The themes of the workshops were: Leadership and Lessons in Resilience, Cyber Resilience, and Enhancing Resilience in Local Plans. All proved popular with responses to questionnaires recording 100% as either 'very valuable' or 'moderately valuable'. The workshops allowed external speakers to address key issues, a good level of networking and simple plans to be developed. The use of storyboarding, lesson learnt and scenario-based exercises drew out important lessons.

Through the workshops, it was possible to explore and expand **Business Links** with companies, both large and small, in the area and outside it. The need for stakeholder collaboration is important in building resilience. Large businesses recognise the value of smaller businesses in their market areas and the need to keep those areas both viable and sustainable long after an emergency. Small businesses welcome engagement and support as they do not necessarily have the resources to cater for incident management.

The **Communications** aspect of the project was the most revealing. In spite of all the modern methods of communication, it was clear that many businesses do not talk to their neighbours. As a result, there is a deficit of information on what exists to help and share in a time of shock or stress. While good work is being done by various parties, there is the need for better ways of both person-to-person contact and more helpful technical means. The group has been presented with an emergency contact list of key organisations and parties to contact in a crisis. Resilience First is building with others a mobile app to improve community and sub-community communications.

Introduction

In June 2018 Resilience First commissioned a pilot project to strengthen business community resilience in the Fitzrovia area of London (W1T). Through a four-stage process, the Fitzrovia Pilot Project was designed to develop a model for a bottom-up approach to strengthen business community resilience within a local business district, in support of a top-down, city-wide policy for London.



The goal of the project was to create a generic model that could be applied across any local urban area. The premise was that communities are the building block of urban resilience and greater than ‘self’ whether that be an individual or an organisation. Working together, it should be possible to transcend a changing and unpredictable environment, and rise above the challenges for long-term sustainability.

This is the second phase report for the Fitzrovia Pilot Project to improve urban resilience for business communities in the Fitzrovia area. It addresses Stage 3 (Implementation) and Stage 4 (Learning) aspects. Both stages will continue into the future. The report covers the period of work from November 2018 to March 2019.

The first phase report, covering Stages 1 and 2, is available at Reference A. The background to the project is available at References B and C.

Local Background

Fitzrovia was chosen as a familiar and local area of London in which Resilience First is based. It has a mixed community with offices, university, healthcare, retail, hospitality and community organisations, ranging from large headquarters of international organisations (e.g. Facebook, Estee Lauder) to many small independent shops, bars and restaurants.

Fitzrovia has a diverse mix of residential and commercial properties, with 140,000 workers employed by around 15,000 businesses. SMEs represent 96% of registered businesses and 60% of jobs, with 75% of jobs in the office sector, and 20% of jobs in the retail and hospitality sector. It is an affluent area but with pockets of deprivation and high inequality and a high turnover of businesses, workers, residents, students and migrants. It has around 10,000 residents (2,500 students) and commuting from outside the area is high because of good accessibility to public transport. Upgraded transport connections (e.g. Crossrail) represent the most significant change to the area since the 1960s.

While specific to the Fitzrovia area, the approach and report are designed to identify baseline practices, procedures and benchmarking that could be transferred to other local urban areas.

Objectives

The successful completion of the first phases of the project saw the creation of a set of cross-cutting actions using eight core characteristics of resilience (see [Annex A](#)). This allowed the design of a Local Framework for Action (see [Annex B](#)).

The next step in the process was to refine these guidelines further and embed them into the local community for their adoption, adaptation and application. The objectives of Stages 3 and 4 were six-fold:

- **Local Co-ordination Groups.** Establish local co-ordination groups to promulgate the message of community resilience to neighbours and stakeholders in the area.
- **Framework for Action.** Advocate a practical framework for action, based on work begun in the first phase or work.
- **Workshops.** Organise a series of workshops which could help coalesce local businesses and facilitate networking.
- **Business Links.** Strengthen links between large and small businesses so that there is a greater sharing of best practice, lessons learnt and, where appropriate, mutually beneficial services to help the overall community.
- **Communications.** Improve communication between parties and stakeholders, both in person and electronically.
- From the above, create a template for action that could be applied in other urban areas.

Key Findings

Local Co-ordination Groups

With an area as diverse and populated as Fitzrovia – typical of many urban areas – it is impossible to adopt a top-down approach to delivery and implementation. There is simply no way that any plan or message can be distributed effectively by any central organisation to 15,000 businesses. Even the local business improvement district, the Fitzrovia Partnership, has a membership of around 250.

Yet, the collective of businesses provides the bedrock of making the community resilient. Therefore, the method adopted to connect to as many businesses as possible was through local co-ordination groups (CGs). If each group consisted of 10 ‘apostles’, and each member connected with 10 neighbours and stakeholders, then 100 businesses could readily be reached and influenced. As groups multiplied, much as ink dots on blotting paper, then large swathes of Fitzrovia could be covered, irrespective of membership of other partnerships.

Hence, the first step was to establish a functioning, cross-sectoral CG which was comprised of organisations representative of the different business sectors in the area. The role of the CG would be to provide strategic direction and leadership in the development and implementation of the project. A sample mission statement for such a group is at [Annex C](#).

In this project, it was possible to convene a group from the local area, with a chair and co-chair to lead proceedings. This group met on three occasions and decide on plans, workshops and contacts. The group kindly provided refreshments at workshops as well as venues at which to hold the workshops.

Recommendation: The development of the Fitzrovia CG and growth of the network are still very much in the early formative stages and it is likely that appropriate support will be needed until such a point as the members’ commitments and partnerships arrangements are strong enough to maintain momentum. This commitment will increase as the benefits and outcomes of enhanced collaboration to build resilience are realised – ‘the resilience dividend’. These outcomes will need to be documented and evidenced across a range of social, economic and environmental

indicators to contribute towards the development of results-based resilience framework that can subsequently be promoted to other business districts and cities.

Framework for Action

Out of the Local Framework for Action ([Annex B](#)) developed in the first phase of the project, coupled with the formation of the first CG, came a more focused guideline which is labelled the 10x10 Framework.

The 10x10 Framework is about getting 10 neighbours to complete 10 actions that, when adopted, can help to improve organisational and communal resilience. The questions posed in the framework can be seen at [Annex D](#). The premise for this guideline was the need to consider the 'soft' skills of community resilience and the more traditional 'hard' skills. Both contribute to community resilience.

The 'hard' skills are those activities that centre around plans, procedures, and strategies as well as technologies and infrastructure. In general, they are directional and attributive i.e. determined and delegated by others in tangible outputs.

The 'soft' skills involve trust, empowerment, culture, engagement, learning, adaptation, neighbourliness and, above all, leadership in dealing with all kinds of challenges and hazards. They are personable and attributional skills i.e. adopted by people in intangible ways. They constitute what is called 'social capital'. From studies carried out after the Fukushima Daiichi nuclear disaster in Japan in 2011, it has been shown that communities with deeper reservoirs of social capital had higher survival rates and faster recovery rates.

The 10x10 framework is designed to elicit and meld both 'hard' and 'soft' skills into a common objective; it is not possible to have community resilience without both components but one is distinctly more difficult to apply than the other. As the management guru Peter Drucker said: 'Culture eats strategy for breakfast'. The Fitzrovia CG has been encouraged to apply and distribute the 10x10 framework and the principles behind it.

Recommendation: Over the course of the implementation period, there has been only limited growth of the existing contact list which was primarily drawn from participants of the first phase. The development of the network, supported by any communications platform, webpages should be a high priority for the future.

Workshops

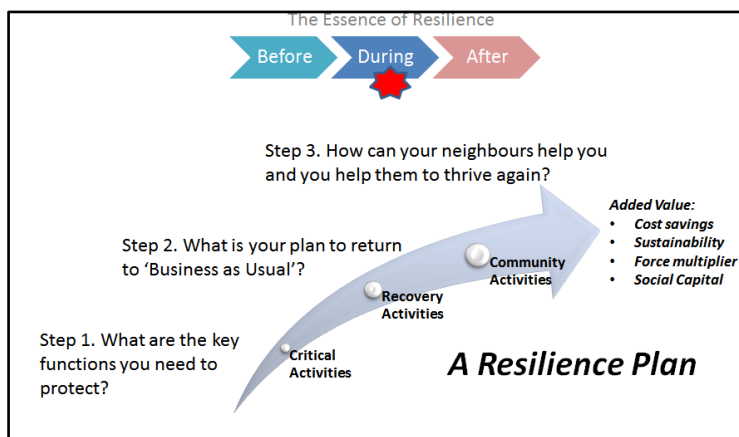
A series of best-practise workshops was designed and held for the local community. The themes of these were:

- Leadership and Lessons in Resilience
- Cyber Resilience
- Enhancing Resilience in Local Plans

Each proved popular attracting 25-30 attendees, with responses to questionnaires recording 100% as either 'very valuable' or 'moderately valuable'. All respondents asked for more such activities. Each workshop stimulated thought, introduced new ideas and facilitated networking. Key-note speakers gave personal and powerful accounts by way of storyboarding. Top companies like Tesco, Barclays and Intel were able to introduce their best practices and top-tips.

Two of the three workshops also introduced scenario-based exercises that helped to explore individual and group behaviours. The scenarios used are shown at [Annex E](#). They can be used in other areas.

A Resilience Plan. A basic resilience plan used in one workshop could be adapted elsewhere:



Step 1: Identify and list the critical functions to allow your business to survive.

Step 1A. Identify and list the contacts that could help you with Step 1.

Step 2: Identify and record how you would restore your critical functions to ensure Business as Usual (BAU).

Step 3. Identify and connect with your local neighbours to identify what mutual support is available and could

help everyone.

Step 4: Identify the lessons and implement the changes that can you make to ensure your organisation is more agile in the face of future disruptions.

Learning the Lessons. As for lessons learnt (a Stage 4 attribute), which is a crucial part of resilience, then the following checklist – adopted from British Transport Police (BTP) sources – is of value following any major incident:

- Organised debriefs should take place as soon as possible after an event. Sometimes they can be scheduled in advance. Debriefing can last 2-4hrs.
- People should be asked first ‘what didn’t work well?’ Issues should be identified, discussed and – on a structured template – notes recorded of who said what and their actions on the day. The learning points could include headings such as leadership, training and policy.
- Most importantly, each major point should have a recommendation attached and a person appointed (owner) who is responsible for taking the action forward, together with a timeline. Only then should similar notes be taken of ‘what worked well?’.
- All the details should be circulated around the organisation so that there is transparency and accountability. This can be via the intranet, notice boards or newsletters. Distribution may also be outside the organisation if other parties are involved. The tracking of actions is vital to ensure effective follow up.

Emotional Well-Being: An aspect that came out strongly in one workshop – but is often overlooked in other activities – was the need for emotional support after an incident. A key-note speaker, the local pastor from the American International Church in Fitzrovia, made the point that unless people’s emotional needs were attended to then they couldn’t move on. People were often too traumatized to move back into houses or too scared to go back to work. She explained how people search for meaning when life-changing events happen: a common question is ‘why me and not them?’. Communities can suffer real losses: if people no longer feel safe, for example, or if they have to move away and then don’t return. Emotional recovery is both immediate and long term and, if unaddressed, can lead to conditions such as anxiety, irritability, exhaustion and even post-traumatic stress disorder (PTSD). Mental health first aid training was highly recommended in the future.

Strengthen Links with Business and Stakeholders

The need for stakeholder collaboration is important in building resilience. This involves large and small businesses. In general, larger business have the time and resources to devote to business continuity and resilience planning. They also recognise the value of smaller businesses in their

market areas and the need to keep those areas both viable and sustainable in and long after an emergency.

Therefore, businesses like Tesco, Barclays, HSBC and Intel are keen to help local communities with their expertise and services. Tesco, for instance, has developed better relationships with local authorities and has also built partnerships with charities like the British Red Cross. Food also is distributed to food banks and shelters for the homeless, while water and mobile phones can be made available in emergencies such as with the fire at Grenfell Tower.

The utilities are also keen to be involved in community building. Thames Water offered to fit – free of charge – water management systems to make SMEs more efficient, reduce water usage and cut their expenditure. UK Power Networks is another supplier conscious of serving the community and helping recovery from electricity interruptions.

The project highlighted and reinforced the links at all levels of the distribution and supply chains.

Stakeholder Deficits. The initial project report identified a number of key stakeholders that could have a significant impact on the effectiveness and sustainability of a community resilience initiative in the longer term. These included The Fitzrovia Partnership (TFP), local authorities, and commercial insurance companies.

TFP. The Fitzrovia Partnership, with a membership based on a business rate levy of £160,000 pa (which excludes the majority of small business in Fitzrovia), would have been a natural local anchor organisation from which to build out the resilience network. Going forward, to support the longer term sustainability of the project, an appropriate local anchor organisation should be identified and supported to undertake this role.

Local authorities. Very limited time was available within the work schedule to develop partnerships and relationships with other stakeholders, including the local authorities which have important statutory responsibilities for local residents and organisations related to the preparing and responding to key shocks and stresses. This includes formal and informal bodies such as the Borough Resilience Forums, Emergency Planning Committees and Security Zone meetings. From initial research and exploratory discussions with the Camden Council Resilience Officer it is apparent the local authorities have a broad range of resilience-related activities and business support products and services that are of direct relevance to efforts to build resilient business communities. Developing collaboration and partnerships with the local authorities could serve to connect and position the Fitzrovia project within a wider ecosystem of resilience (and climate change) support, services and resources that could be of direct benefit to the Fitzrovia business community.

Insurance Companies. In spite of speaking to a number of insurers, it was not possible to develop active links with the insurance sector. While insurers are paying greater attention to resilience, especially cyber resilience, there is as yet no local insurance offering which would help businesses lower their insurance premiums through a demonstration of resilience planning and measures. Insurance could be an incentive to drive resilience at the local level; this could be tied to some form of routine micro-training and/or testing.

Communications

A strong message that emerged from the project was the need to expand the range and means of communication across the area. From early work (Reference A), it was established that around 82% of people surveyed showed a willingness to outreach to neighbouring businesses to build community resilience, while 79% were interested in working with other enterprises to develop a resilience action plan.

While good work is being done by various parties, there is the need for better ways of both person-to-person contact and technical means. In the case of the former, many business owners or occupier had little idea of others around them and hardly ever made contact. This is not only a sad reflection on our busy lives but also a serious deficit when it comes to working together in a major incident. Workshops, newsletters, meetings, briefings can all help networking and mutual understanding of roles and responsibilities.

The group has also been presented with an emergency contact list of key organisations and parties to contact in a crisis. A wallet-sized, trifold hard copy of names and land-line numbers is recommended, especially if mobile communications were disrupted. See [Annex F](#).

In the case of more formal means of communications, Resilience First is making headway with a mobile platform called ARC (Application for Resilient Communities). This app, supported by Barclays, is in the final stages of development and will help form links with communities and sub-communities, while sharing local information on matters of resilience. More details will be shared as the platform comes on stream.

Next Steps

The pilot project was based on deliverables around four key components: advocacy, alliances, communication, and tools and services. The first and second phases of the project have achieved success through the following outputs:

- A greater awareness of the challenges facing a community in a high-density, mixed area of London.
- A measurement of the varied, local challenges that need to be addressed holistically if resilience is to have practical relevance in the round.
- An increase in the number of community contacts, alliances and networks to make resilience work on site.
- The establishment of a local co-ordination group to promulgate actions and spread the message.
- A generic, holistic, local framework action plan.
- A set of workshops and exercises to promote best practices.

The outcomes of the project can so far be assessed in terms of extended community reach and improved community engagement. The will help increase social capital through improved knowledge, trust and ownership. These are important facets if any area is to gain competitive advantage and provide a leadership edge to tackle the growing challenges. The completion of the second phase of this project has identified best practices that will hopefully lead to cost savings and yet more social cohesion – hence better resilience.

One of the keys to securing medium-term financial resources to support the initiative lies in developing strategic partnership with external actors, private and public institutions with a direct interest in the resilience and sustainability agenda. This includes both UK-based donors, institutions, private foundations and research bodies that are increasingly active in the field of resilience, sustainability and climate change. Further research is required to explore potential partnerships and collaboration.

Robert Hall

Executive Director, Resilience First
rhall@resiliencefirst.co.uk

17 April 2019

ANNEX A: Cross-cutting Characteristics and Actions

1. Reflective	2. Collaboration	3. Subsidiarity	4. Responsive	5. Connected	6. Diversity	7. Inclusion	8. Social Cohesion
Share knowledge to improve and adapt future policies, standards and practice	Working together to define problems, common objectives, undertake collective actions	Ability to self-organise to make decisions, take actions and adapt to changing demands	Able to react quickly and positively before, during and after crisis and disruptions	Connected across boundaries and stakeholders to access information, resources & services	Values diversity in all its forms (resources; actors; people, ideas) for optionality and innovation.	Different groups / organisations within the community are treated fairly and equally	Sense of belonging, trust and mutuality based on shared geography and common interests
<ul style="list-style-type: none"> Share ideas, experiences, lessons learnt & good practice Linkages with academia / scientific community to co-create and share knowledge Create common information systems Critical incident reviews, forensic analysis, research & action-learning Development of tools and practical guides to share good practice Cross BID / peer-to-peer learning network 	<ul style="list-style-type: none"> Accessible communication channel to connect, inform, dialogue, share information and facilitate coordination Thematic working groups on critical issues / identified gaps & constraints Local resilience framework / plans Implement joint action & evidence-based advocacy to improve policy & practice 	<ul style="list-style-type: none"> Establish local coordination / Steering mechanism Local resilient leadership training / capacity building Access to political, technical and financial resources Foster political commitment and community engagement M & E Framework / Targets / Baselines Accountability / Review mechanisms 	<ul style="list-style-type: none"> Minimum-level of organisational preparedness / BCP training (SMEs), including cyber security Access to critical information, early warning / incident alerts Community-based crisis response / recovery plans Appropriate drills & exercises Resilience standards and accreditation Insurance sector innovations / partnerships Training support-Terrorism / First Aid / Fire Safety 	<ul style="list-style-type: none"> Mapping of stakeholders & interdependencies Collaboration / partnerships with relevant private / public, voluntary sectors Craft systems-wide perspectives / holistic approaches Foster linkages across traditional boundaries Support of influential figures / champions Events / conferences Campaign for super-fast broadband 	<ul style="list-style-type: none"> Mapping/directory local businesses, organisations and services Foster all-of-community / multi-stakeholder engagement Enhance access to different types of resources, capabilities & networks Outreach to different local groups / sectors Work across traditional boundaries Greater visibility and use of local actors products and services; Heritage tours 	<ul style="list-style-type: none"> Member mapping / profiling/ analysis Outreach to different groups /stakeholders Representative governance arrangements Participatory planning / decision-making Support localisation (jobs / services / capacities) Attention to minorities & marginalised groups Highlight opportunities for collaboration 	<ul style="list-style-type: none"> Building broad-based constituencies based on shared space, values & objectives Convening / Networking events to raise awareness, foster interaction, build relationships, envision & inspire Support festivals, meetings, events, newsletters / publications Develop consensus / resolve local disputes & conflicts Public awareness & media
Operational Approach							
1. Bottom-up / demand-driven	2. Community-based	3. Multi-hazard / Multi-risk	4. Holistic (systems-oriented)	5. Proactive			

ANNEX B: Local Community Framework for Action

FRAMEWORK FOR ACTION:							
VISION: A resilient community of businesses and organisations in the Fitzrovia neighbourhood working together, in partnership with others, to respond, recover and adapt to disruptions, shocks & stresses and create opportunities to grow and prosper in a fast changing world.							
PRIORITIES FOR ACTION:		2. Building Connections:		3. Strengthening Capacities			
1. Foster Cooperation							
SHORT-TERM - 3 MONTHS							
<ul style="list-style-type: none"> Convene cross-sector coordination group Convene communications workshop Develop Local Resilience Action Plan <ul style="list-style-type: none"> Sector-based & cross-cutting action Establish issues-based focus groups Establish communications channels / social media platform (Facebook Group) 		<ul style="list-style-type: none"> Make local emergency contact sheets Mapping and signposting of relevant stakeholders Identify relevant communications channels to access critical information Identify implementation partners & potential resource providers Identify / contract local insurance brokers 		<ul style="list-style-type: none"> Identify relevant free – low-cost training programmes and advisory services e.g. Business rates; Preparedness / Continuity Planning; Digitalisation / Cyber Security; Resilient Leadership training Establish relevant practitioner groups between businesses 			
MEDIUM-TERM - 3-12 MONTHS							
<ul style="list-style-type: none"> Develop light touch monitoring framework Outreach and profiling of local / neighbouring businesses & organisations Joint implementation of thematic actions to address common challenge Joint advocacy (in coalitions with others) to effect policy changes Promote business communications 		<ul style="list-style-type: none"> Gather primary insurance data / Baseline Attendance Borough Resilience Fora / networking events Partnership agreements and alliances Development local area recovery framework Support localisation of jobs Resilient community insurance scheme Linkages with academic institutions 		<ul style="list-style-type: none"> Promote / share post-incident reviews, lessons learnt from previous disruptions, tools and good practices Develop simple incident do's & don't guides Guidance on social media for resilience Establish training programme e.g. Digitalisation / Cyber Security; BCP Organise seminars / presentations from thought leaders 			
Community Resilience – Core Characteristics							
Reflective	Collaborative	Subsidiarity	Responsive	Connected	Diversity	Inclusion	Social Cohesion

ANNEX C: Fitzrovia Resilience Co-ordination Group: Mission Statement

1. Aim

The role of the *Fitzrovia Resilience Co-ordination Group* is to provide direction and leadership in the development and implementation of a local initiative to strengthen the resilience of organisations in the Fitzrovia neighbourhood.

Key Objectives:

- a. Foster working relationships with immediate neighbours.
- b. Build connections with relevant stakeholders and partners in area.
- c. Embed a simple framework to help build and nurture local resilience.

2. Membership

The Co-ordination Group will comprise of members from different sectors, types and sizes of commercial and non-commercial organisations in Fitzrovia.

The Co-ordination Group will be led by a chairperson supported by a co-chair, with support from Resilience First. Additional membership of the Group will be by invitation at the discretion of the Group members reflecting the diversity of issues, sectors and expertise required.

3. Roles and Responsibilities

The following tasks are indicative:

- a. Encourage and motivate neighbouring organisations to participate in the resilience project.
- b. Establish connections with relevant stakeholders and potential resource providers and partners.
- c. Build, distribute and maintain a contact list of neighbours and stakeholders.
- d. Modify and embed a resilience framework / action plan that aligns with other local area plans and developments.
- e. Establish a communications link with neighbours and stakeholders to share news, lessons, good practice and plans.
- f. Provide advice and share perspectives of relevant interest groups and business sectors.
- g. Monitor, reporting and communicate progress across the Group and to relevant stakeholders.
- h. With help from Resilience First, organise good-practise workshops as requested or deemed helpful.

ANNEX D: The 10x10 Resilience Framework



THE 10 x 10 RESILIENCE FRAMEWORK



10 x Top Tips to Share to Embed Resilience:

- Do you have someone responsible for resilience planning? Could be the security, personnel or administration person.
- Do you own and share a prepared set of actions to follow during and long after an incident or disruption? Can be on one page.
- Are staff and stakeholders aware of the resilience plan and have they discussed, trained and exercised the plan?
- Do you have an established means of communicating plans and actions? This includes adequate on-line protection.
- Do you have a procedure for debriefing your staff after an incident, recording the lessons and applying follow-up the actions?
- Do you have an up-to-date contact list of neighbours and partners who could also be affected yet may be able to help you?
- Do you have a buddy system or counselling network to help staff cope in the days/weeks/months after traumatic incidents?
- Do you have up-to-date contacts with the legal, utility, local authority, IT and insurance sectors to help you with any recovery?
- Do you have a succession plan in case key people are away or injured? Need to empower others in case.
- Do you have contingencies plans to replace your suppliers if they fail to deliver? Cordons may prevent access for long periods.

ANNEX E: Scenarios for Exercises

1. Leadership and Learning

You are the General Manager of a major retail store on Tottenham Court Rd.

On 6 January, a man walked into the store and forced an assistant at knife point into the staff toilets. After a few minutes of loud arguments, the assistant ran out screaming, leaving the man the floor with serious stab wounds.

The injuries were subsequently found to be self-inflicted and in spite of prompt treatment by the emergency services he died later in hospital.

The man was the boyfriend of the assistant and the police confirm that he had committed suicide over the relationship. You are told that 6 January is traditionally the worst day in the year for suicides! The store was closed for one day.

It is now 23 January.

Question: In pairs, list the actions you think you would be taking in an effort to improve the resilience of your staff, your customers and your community?

Manager: What actions would you be taking?

Observer: What further measures could the Manager take? (Probe the Manager's actions.)

Both: How would you ensure the lessons are recorded, actioned, distributed and embedded?

2. Enhancing Resilience Plans

You are the General Manager of a major retail store on Tottenham Court Rd.

On 21 March a large unexploded Second World War bomb was discovered at the southern end of Tottenham Court Rd during building excavations. The local area was evacuated.

During attempts to defuse the bomb, it exploded. One member of your staff was killed. The explosion produced a large crater and severe damage to the area surrounding the Tottenham Court Rd / Oxford St junction, closing all road access.

It was soon announced that both the Central Line and Northern Line Tube tunnels had been badly damaged leading to long-term closure, a large water main had been severed and water pressure would be lost or reduced, and major power cables been damaged making power supply intermittent. It will take several days, and probably weeks, to restore all services.

It is now 28 March.

Question 1: What are the CRITICAL activities of your particular business that you must protect and guarantee?

Task: Individually, list 5 key activities that are essential to your business operations. It may help to think of them under the headings of People, Products, Services (or Suppliers), Information and Community.

Question 2: What are your key actions after a week of disruption?

Task: In pairs, and as the General Manager, discuss and list the main activities you would undertake to ensure your business is kept running in the light of the severe local disruption.

Question 3: What actions would you undertake to strengthen your local business community as services slowly come back on line?

Task: In groups, and as the General Manager, discuss and list the activities you could start, or contribute to, that would enhance local community resilience for the next three + months.

ANNEX F: Fitzrovia Key Emergency Contacts and Services (as at 30 Jan 2019)

Emergency Services:

- **General**
 - 999 (Ambulance, Fire Brigade, Police)
 - Hearing or speech impairment – Text 18000
- **London Fire Brigade**
 - Emergency – 999
 - 020 8555 1200
- **Local Hospital**
 - University College Hospital - 020 3456 7890

Local Police and Crime Reduction:

- **Non-emergency police reporting**
 - 101
 - Hearing or speech impairment – 18000 101
- **Anti-terrorism hotline**
 - 0800 789 321
- **Bloomsbury Safer Neighbourhood Policing Team**
 - Bloomsbury.snt@met.police.uk
 - 020 8721 2693
- **Metropolitan Police Crime Prevention Advice**
 - <https://www.met.police.uk/cp/crime-prevention/>
- **Camden Safety Net (Provides services to survivors of domestic abuse and/or sexual violence)**
 - 020 7974 2526
 - <http://www.camden.gov.uk/domesticviolence>
- **Camden Council Crime and Safety Advice**
 - <https://www.camden.gov.uk/crime-and-safety?inheritRedirect=true>
- **Report terrorism suspicions and information**
 - <http://act.campaign.gov.uk/>
 - <https://www.met.police.uk/tua/tell-us-about/>
- **National Business Crime Centre**
 - <https://nbcc.police.uk/>
- **NaCTSO (National Counter Terrorism info and advice)**
 - <https://www.gov.uk/government/organisations/national-counter-terrorism-security-office>
- **Counter Terrorism Security Advisors (CTSA)**
 - counterterroristsection@cityoflondon.pnn.police.uk

Utilities

- **National Grid Emergencies**
 - Gas: 0800 11 1999
 - Electricity: 0800 404090
- **UK Power Networks**
 - 105
- **Environment Agency General**
 - 03708 506 506
 - <http://gov.uk/report-an-environmental-incident>
- **Water emergencies**
 - Thames Water - 0800 316 9800
 - Affinity Water - 0345 357 2407

- **Flooding**
 - Environment Agency Incident Hotline - 0800 80 70 60
 - Environment Agency Floodline - 0345 988 1188
 - Environment Agency – What to do before, during and after a flood:
<https://www.camden.gov.uk/documents/20142/1458280/What+to+do+before%2C+during+and+after+a+flood.pdf/bfdcc226-4941-4331-c6de-9008718fb253>
 - Camden Council advice on how to prepare for flooding -
https://www.camden.gov.uk/documents/20142/1458280/flooding_advice_to_residents.pdf/90b499db-7209-2d5b-6171-dbc7d080d03d
- **Waste Collection**
 - Business Recycling and Waste Service (Camden Council) - 020 3567 5320,
<http://www.camden.gov.uk/businessrecycling>
 - Business waste info (Camden Council) - <https://www.camden.gov.uk/business-waste?inheritRedirect=true>
 - Environment Agency: Licensed waste collection carriers - 03708 506506,
<http://environment.data.gov.uk/public-register/view/search-waste-carriers-brokers>
- **Telecommunication**
 - BT Openreach - 0800 023 2023
 - Telecommunication support in an emergency (EC-RRG) -
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/85911/fiu_telecoms_support_emergency.pdf

Road, Transport, Traffic, Air Quality

- **Transport for London (TfL)**
 - Traffic updates - <http://tfl.gov.uk/traffic/status/>
 - Travel alerts - <https://tfl.gov.uk/travelalerts>
- **Highways England**
 - Traffic information and general website - <https://www.gov.uk/government/organisations/highways-england>
- **City of London – Roads, Highways, Pavements**
 - 0800 389 5908
 - streets@cityoflondon.gov.uk
- **Report street, road, bridge, street light, traffic light faults and damages**
 - <https://www.camden.gov.uk/report-street-issue?inheritRedirect=true>
- **London Air Quality Monitoring**
 - <http://londonair.org.uk/>
- **Mayor of London air quality information**
 - <http://london.gov.uk/what-we-do/environment/pollution-and-air-quality/how-were-cleaning-londons-air>
- **Airports**
 - London City Airport - <https://www.londoncityairport.com/>
 - Heathrow - <https://www.heathrow.com/>
 - Gatwick - <https://www.gatwickairport.com/>

Government Authorities

- **Local Councils**
 - Camden Council
 - 020 7974 4444
 - <https://www.camden.gov.uk/>
 - Camden Safer Street Team (Report beggars, rough sleepers, street drinking)
 - 08088 000005
 - Westminster Council
 - 020 7641 6000
 - <https://www.westminster.gov.uk>
 - Islington Council
 - 020 7527 2000
 - <https://www.islington.gov.uk/>

- City of London
 - 020 7606 3030
 - <https://www.cityoflondon.gov.uk>
- London Councils
 - 020 7934 9999
 - <https://www.londoncouncils.gov.uk>
- Greater London Authority
 - 020 7983 4100
 - <https://www.london.gov.uk/>
- Camden Council Emergency Planning
 - 020 7974 4499 (daytime)
 - 020 7974 4444 (Out of office hours)
- London Resilience Group (London Prepared)
 - 020 8555 1200
 - londonresilience@london-fire.gov.uk
 - <http://www.londonprepared.gov.uk/>
 - https://twitter.com/LDN_prepared
 - <https://www.london.gov.uk/about-us/organisations-we-work/london-prepared/identifying-risks-london>
 - <https://www.london.gov.uk/about-us/organisations-we-work/london-prepared/preparing-your-business>
- Meteorological Office:
 - 0370 900 0100
 - <https://www.metoffice.gov.uk/>
- National Flood Forum
 - 01299 403 055
 - <https://nationalfloodforum.org.uk/>
- Health and Safety Executive (Industrial Accidents)
 - Emergency - 0345 300 9923
 - Technical Support - 0300 003 1747
 - <http://www.hse.gov.uk/>

Business Improvement Districts

- **The Fitzrovia Partnership**
 - 020 7755 3192
 - info@fitzroviapartnership.com
 - <http://fitzroviapartnership.com/>
- **Camden Town Unlimited**
 - 020 7380 8260
 - info@camdentownunlimited.com
 - <https://camdentownunlimited.com/>
- **Euston Town BID**
 - info@eustontown.com
 - <https://eustontown.com/>
- **North West End Company**
 - 020 7462 0680
 - info@newwestend.com
 - <https://newwestend.com/about-us/bid-area/>
- **Heart of London BID**
 - 020 7734 4507
 - info@heartoflondonbid.co.uk
 - <https://newwestend.com/about-us/bid-area/>
- **Hatton Garden BID**
 - info@hattongardenbid.co.uk
 - <https://www.hatton-garden.london/>

Local Voluntary-Sector Organisations

- **American International Church**
 - Pastor: Rev Jennifer Mills-Knutsen - 020 7580 2791
- **Saint Marks's Community Centre**
 - Co-ordinator: The Rev. Louise Lang - 03 9419 3288
- **Fitzrovia Centre Community Centre**
 - Patricia Tulloch - Director 020 7580 8680
- **Fitzrovia Neighbourhood Association**
 - 020 7580 4576
 - <https://fitzrovia.org.uk/>
- **Volunteer Centres**
 - Volunteer Centre Camden - 020 7424 9990, <http://volunteercentrecamden.org.uk/>
 - People's Centre for change - 07862 113435, <http://peoplescentreforchange.org.uk/>
 - Voluntary Action Islington - 020 7832 5800, <https://vai.org.uk/>
- **Salvation Army London**
 - 0207 367 4500
 - <https://www.salvationarmy.org.uk/region/london>
- **St John's Ambulance**
 - <http://www.sja.org.uk/sja/default.aspx>
 - London & South HQ - 0870 010 4950
- **British Red Cross**
 - <https://www.redcross.org.uk/>
 - British Red Cross UK Office - 0344 871 1111
- **Age UK**
 - Age UK Camden - 020 7239 0400, <https://www.ageuk.org.uk/camden/>
 - Age UK London - <https://www.ageuk.org.uk/london/>
- **Camden Climate Change Alliance (CCCA)**
 - 020 7974 5011
 - <https://www.camdencca.org/>

Business Support and Business Networks

- **London Chamber of Commerce and Industry (LCCI)**
 - 020 7248 4444
 - lc@londonchamber.co.uk
 - <https://www.londonchamber.co.uk/>
- **Federation of Small Businesses (FSB)**
 - General customer service - 0808 20 20 888, customerservices@fsb.org.uk
 - Greater London local contact - 07584 228267, karen.thompson@fsb.org.uk
 - <https://www.fsb.org.uk/>
- **Business in the Community (BITC)**
 - <https://www.bitc.org.uk/>
 - London Head Office - info@bitc.org.uk
- **Business Support – The helpline**
 - <https://www.gov.uk/business-support-helpline>
 - 0300 456 3565
 - enquiries@businesssupporthelpline.org
- **London Resilience Group (London Prepared)**
 - 020 8555 1200
 - <http://www.londonprepared.gov.uk/>
 - https://twitter.com/LDN_prepared
 - <https://www.london.gov.uk/about-us/organisations-we-work/london-prepared/identifying-risks-london>
- **National Cyber Security Centre (NCSC)**
 - <https://www.ncsc.gov.uk/>
 - Victim of cybercrime - 0300 123 2040

- Urgent enquiries - 0300 020 0964
- **HM Government Business Continuity Management (BCM) Toolkit**
 - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/137994/Business_Continuity_Managment_Toolkit.pdf
- **Business Continuity Institute**
 - +44 (0) 1189478215
 - bci@thebci.org
 - <https://www.thebci.org/>
- **Camden Council business advice**
 - <https://www.camden.gov.uk/advice-on-starting-or-growing-your-business?inheritRedirect=true>
 - <https://www.camden.gov.uk/camden-business-board?inheritRedirect=true>
 - <https://www.camden.gov.uk/business-rates>
- **Camden Council employment**
 - <https://www.camden.gov.uk/employment-support?inheritRedirect=true>
 - <https://www.camden.gov.uk/apprenticeships?inheritRedirect=true>

Miscellaneous

- **Security Company**
 - G4S - <http://www.g4s.uk.com/>
- **Glazing / window company**
 - London Sash Window Repairs - 020 3318 4912, <https://londonsashwindows.com/>
- **Air conditioning/heating**
 - Abacus air conditioning, heating and ventilation specialists – 0800 8488808, <http://abacusairconditioning.co.uk/>
- **Association of British Insurers**
 - <https://www.abi.org.uk/>
 - 0207 600 3333
 - info@abi.org.uk
- **Cyber Business Continuity Support (IBM)**
 - <https://www.ibm.com/uk-en/services/business-continuity>
- **Business Continuity Plan templates**
 - <https://www.riscauthority.co.uk/utilities/download.html?fid=E45A02A2-43B4-4A59-97D25E648C676227>
 - <https://www.hertfordshire.gov.uk/media-library/documents/business/business-continuity/business-continuity-plan-template.doc>
 - https://www.manchester.gov.uk/download/downloads/id/21660/business_continuity_plan_template_and_guidance_to_support_small_businesses.pdf