

This aide-memoire contains key messages and actions to help make you and your business community safer, more secure and more resilient to a range of disruptions and challenges.

It is not specific to any urban area or any particular threat. Rather, it is a generic guide on how to adapt to change in order to ensure the community 'survives and thrives'.



RESILIENCE FIRST

SURVIVE & THRIVE

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GUIDE TO
RESILIENCE PLANNING
FOR BUSINESS COMMUNITIES

What is resilience?

Resilience is the ability to **PREPARE, REACT** and **EVOLVE** in the face of change, whether that arises from individual shocks or long-term stresses to your business. This can best be done in collaboration and communication with others around you in the local community.

Resilience means adapting to the new set of circumstances – to bounce forward, and not only bounce back to business as usual.



The enduring value of resilience

The benefits of being resilient are three-fold:

1

Invest to save

Every £1 spent on preparation for disruption has been shown to save £4 in recovery costs. There may also be reductions in insurance premiums for being better prepared as well as shorter 'down time' in getting back up and running – hence, a distinct competitive advantage.

2

Greater Flexibility

People who are better prepared to cope with change are generally more agile and adaptable, as they are more aware of the challenges facing the business and empowered to get involved when circumstances require all hands to the wheel.

3

Improved Social Cohesion

Greater community belonging keeps people from leaving affected area, allows for the easy mobilization of groups, and can provide resources when normal providers are closed. Social networks improve disaster recovery for local residents, communities and the nation.

'Better sustainability and social responsibility enjoy higher returns, lower risks and lower costs of capital'.

'Better Business Makes the Greater Good'. Professor Colin Mayer, 2019.

What are the key stages?

BEFORE

PREPARE

This means doing as much as you can in advance by gathering information and assessments on dangers that might affect you; in effect, horizon scanning. Low-risk but high-impact events should not be ignored. Preparing crisis-management policies, contingency plans, adherence to standards and having resources in readiness are all pro-active measures.

DURING

REACT

This means activating the plans and taking mitigating measures to reduce losses to life, property, processes and supply chains. 'No plan survives contact' so it is worth incorporating a flexibility, robustness and redundancy to be able to deal with the unforeseen. This is where the community can pull together, giving a force multiplier to the recovery.

AFTER

EVOLVE

Recognising that a major incident may change your business model and practices, and may well change employees' behaviours after a traumatic incident, are important drivers. These can be long-term challenges. They require lessons to be recorded and learnt, staff to be given emotional support where appropriate, and new competitive opportunities to be identified. To ignore the effects can have their own negative consequences.



When addressing these **key stages**, be aware of the 'soft' and 'hard' skills that underpin community resilience.

Community Resilience

Soft Skills:

- Culture
- Behaviours
- Leadership
- Adaptability
- Empowerment
- Learning
- Networking

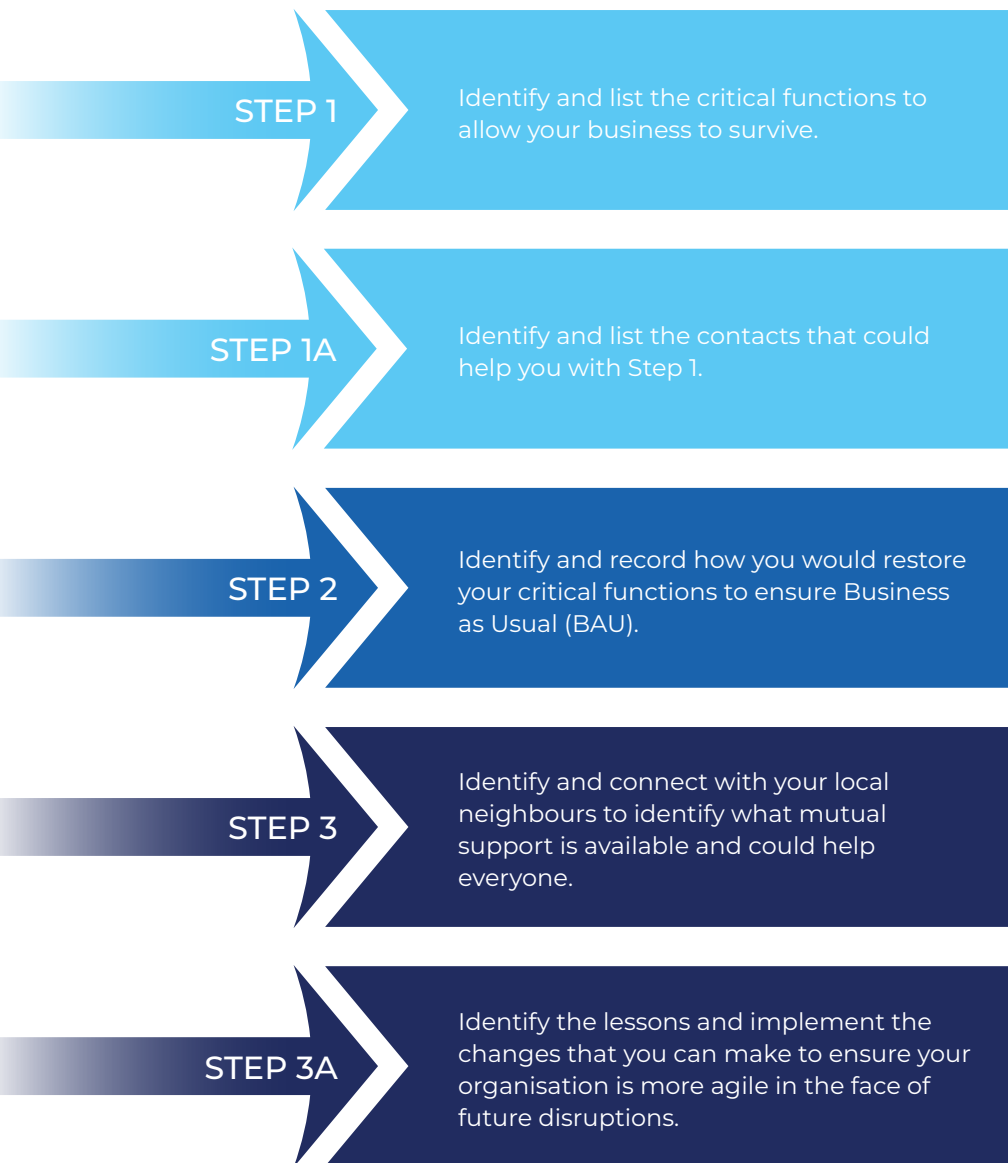
Hard Skills:

- Policies & Plans
- Protocols
- Resources
- Standards
- Infrastructure
- Hardening
- Business Continuity

'80% of businesses affected by a major incident either never reopen or close within 18 months'.

AXA 2007 Report

What does a resilience plan involve?



What actions can be taken to establish a plan?

Here are some actions to build a resilience plan for a business community:



Local Co-ordination Groups

Establish local co-ordination groups to promulgate the message of community resilience to neighbours and stakeholders in the area.



Workshops

Organise a series of workshops which could help coalesce local businesses and facilitate networking.



Communications

Improve communication between parties and stakeholders, both in person and electronically.



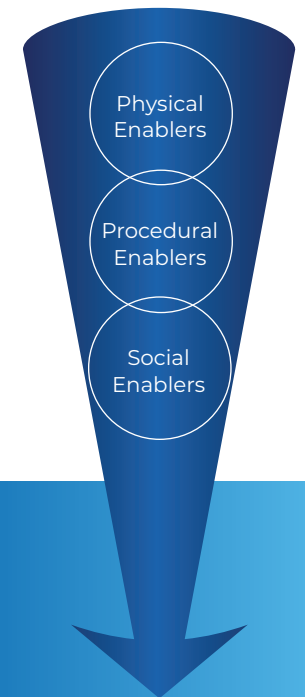
Business Links

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.



Framework for Action

Advocate a practical framework for action, based on Steps 1-3.



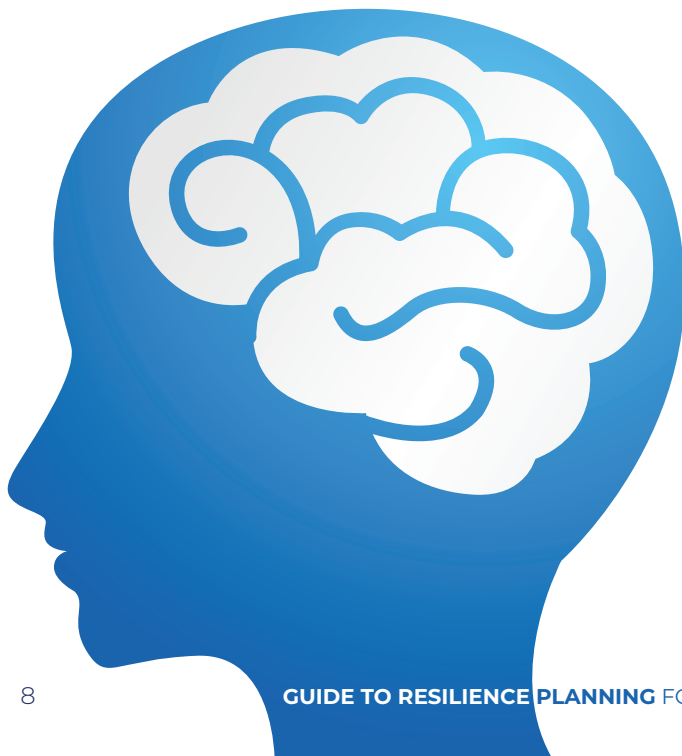
Empowered to thrive: With all the above activities, it is important to recognise that there are three enablers that will allow resilience to flourish: physical enablers will provide the resources, procedural enablers will provide the plans and process, while the social enablers be provide the motivation. Together, they will empower people to become resilient and organisations to thrive.

Empowerment

How can lessons be embedded?

It is important to build a '**corporate memory**' of lessons learnt if history is not to repeat itself. Here are some indicators of how to embed those lessons.

- ▶ Organised debriefs should take place as soon as possible after an event. Sometimes they can be scheduled in advance.
- ▶ People should be asked first 'what didn't work well?' Issues should be identified, discussed and notes recorded of who said what and their actions on the day.
- ▶ 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 so that there is transparency and accountability. This can be via the intranet, notice boards or newsletters. The tracking of actions is vital to ensure effective follow up.



What are the key questions to address?

Here are **10 top tips** to share to embed resilience:

1. Do you have someone responsible for resilience planning? Could be the security, personnel or administration person.
2. Do you own and share a prepared set of actions to follow during and long after an incident or disruption? Can be recorded on one page.
3. Are staff and stakeholders aware of the resilience plan and have they discussed, trained and exercised the plan?
4. Do you have an established means of communicating plans and actions? This includes adequate on-line protection.
5. Do you have a procedure for debriefing your staff after an incident, recording the lessons and applying follow-up actions?
6. 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?
7. Do you have a buddy system or counselling network to help staff cope in the days/weeks/months after traumatic incidents?
8. Do you have up-to-date contacts with the legal, utility, local authority, IT and insurance sectors to help you with any recovery?
9. Do you have a succession plan in case key people are away or injured? Need to empower others in case.
10. Do you have contingencies plans to replace your suppliers if they fail to deliver? Cordons may prevent access for long periods.

Who should be in my contact list?

Emergency Services	
General	999 (Ambulance, Fire Brigade, Police) Hearing or speech impairment: Text 18000
Local Hospital	
Local Police and Crime Reduction Teams	
Non-emergency police reporting	101 Hearing or speech impairment: 18000 101
Safer Neighbourhood Policing Team	
Local Council Crime and Safety Advice	
Report terrorism suspicions and information	act.campaign.gov.uk www.met.police.uk/tua/tell-us-about Anti-terrorism hotline: 0800 789 321
National Business Crime Centre	020 7161 6664 nbcc.police.uk
NaCTSO (National Counter Terrorism info and advice)	020 7931 7142 www.gov.uk/government/organisations/national-counter-terrorism-security-office
Counter Terrorism Security Advisors (CTSA)	
Utilities	
National Grid Emergencies	Gas: 0800 111999 Electricity: 0800 404090
Power emergencies	
Environment Agency General	03708 506 506 gov.uk/report-an-environmental-incident
Water emergencies	
Flooding	Environment Agency Incident Hotline: 0800 80 70 60 Environment Agency Floodline: 0345 988 1188
Waste Collection	
Telecommunication	

Road, Transport, Traffic, Air Quality	
Government Authorities	
Local Councils	
Meteorological Office	0370 900 0100 www.metoffice.gov.uk
National Flood Forum	01299 403 055 nationalfloodforum.org.uk
Health and Safety Executive (Industrial Accidents)	Emergency: 0345 300 9923 Technical Support: 0300 003 1747 www.hse.gov.uk
Business Improvement Districts	
Local Voluntary-Sector Organisations	
Business Support and Business Networks	
Federation of Small Businesses (FSB)	General customer service: Telephone 0808 20 20 888 or email customerservices@fsb.org.uk www.fsb.org.uk
Business in the Community (BITC)	London Head Office email: info@bitc.org.uk www.bitc.org.uk
Business Support – The helpline	0300 456 3565 enquiries@businesssupporthelpline.org www.gov.uk/business-support-helpline
National Cyber Security Centre (NCSC)	Victim of cybercrime: 0300 123 2040 Urgent enquiries: 0300 020 0964 www.ncsc.gov.uk
HM Government Business Continuity Management (BCM) Toolkit	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/137994/Business_Continuity_Management_Toolkit.pdf
Business Continuity Institute	Telephone 01189 478215 or email bci@thebci.org www.thebci.org
Miscellaneous	
Association of British Insurers	Telephone 0207 600 3333 or email info@abi.org.uk www.abi.org.uk
Business Continuity Plan templates	www.riscauthority.co.uk/utilities (search business continuity template for small businesses)