Promotional Guidelines

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

<table>
<thead>
<tr>
<th>Month</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>January</td>
<td>CPU Open Office Day</td>
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<tr>
<td>February</td>
<td>Tabletop exercise (Sickness)</td>
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<tr>
<td>March</td>
<td>Blurb in Hounslow Matters (Spring Edition)</td>
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<td>April</td>
<td>BCAW promotion and posters</td>
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<td>May</td>
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<td>June</td>
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<td></td>
<td>Short tabletop exercise after making BCM plans (Heat Wave)</td>
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<td>July</td>
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<td>August</td>
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<td>September</td>
<td>Blurb in Hounslow Matters (Fall Edition)</td>
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<td>October</td>
<td>Tabletop exercise (Flooding)</td>
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<td>November</td>
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<tr>
<td>December</td>
<td>Posters</td>
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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 Creation**¹

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?

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)**
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.
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-**
An example of a BC micro site within the LBH website:
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

Simple and has links to social media (Twitter)

Kingston Upon Thames

https://www.kingston.gov.uk/info/200369/emergency_planning

Easy to follow organization of topics

Ealing

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

Very concise information.

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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.

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.


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:

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**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: ____________________________

1. **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?**

2. **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.

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

4. **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?**

5. **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.**

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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.

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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.

Examples

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.

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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

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

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

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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.

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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

- **Scenario examples**[^11]: [https://www.kingston.gov.uk/info/200141/business_and_trade/1306/scenario_s_to_consider](https://www.kingston.gov.uk/info/200141/business_and_trade/1306/scenario_s_to_consider)

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

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](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 example\(^\text{13}\):

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How to Find Your Business Community

Business Community - Time is Now

- The complete range of your business
- On site.
  - Increased insurance premiums
  - Human resource issues
  - Financial, legal and regulatory challenges
  - Loss of reputation and loss of customers

- Keep in mind: It’s your time, it’s your money, you need to invest where you want to invest in order to prepare for an environment that may

- Be different in 12 months.

Why is Business Community Important

Business Community Awareness Week - August 10-14 and August 17-21

Business Community Awareness Week is an annual event organized by the Federation of Small Businesses, which aims to increase awareness and understanding of the importance of a strong business community.

Federation of Small Businesses

The Federation of Small Businesses is a national organization representing small businesses in the United Kingdom. They aim to provide support and advice to small businesses on issues such as employment law, taxation, and regulatory compliance.

Local Business Support

Business Community - Camden

Camden is a borough in London, England, known for its diverse culture and vibrant community. The Camden Business Community provides support and resources to local businesses, helping them to thrive and contribute to the local economy.

Business Community - Cardonald

Cardonald is a community in North Lanarkshire, Scotland. The Cardonald Business Community offers support and networking opportunities to local businesses, fostering a sense of community and collaboration.

Business Community - City of London

The City of London, also known as the Square Mile, is a historic and financial center of London. The City of London Business Community provides support and resources to businesses operating within the City, helping them to succeed and contribute to the local economy.

Business Community - Finchley

Finchley is a constituency and community in north London. The Finchley Business Community offers support and networking opportunities to local businesses, helping them to thrive and contribute to the local economy.

Business Community - Greenford

Greenford is a community in the London Borough of Ealing. The Greenford Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Harefield

Harefield is a community in the London Borough of Hillingdon. The Harefield Business Community offers support and networking opportunities to local businesses, helping them to succeed and contribute to the local economy.

Business Community - High Barnet

High Barnet is a community in the London Borough of Barnet. The High Barnet Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Hornchurch

Hornchurch is a community in the London Borough of Havering. The Hornchurch Business Community offers support and networking opportunities to local businesses, helping them to thrive and contribute to the local economy.

Business Community - Ipswich

Ipswich is a city in the county of Suffolk, England. The Ipswich Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Islington

Islington is a community in the London Borough of Islington. The Islington Business Community offers support and networking opportunities to local businesses, helping them to succeed and contribute to the local economy.

Business Community - Kingston

Kingston is a community in the London Borough of Kingston upon Thames. The Kingston Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Lowestoft

Lowestoft is a town in the Borough of Waveney, East Anglia. The Lowestoft Business Community offers support and networking opportunities to local businesses, helping them to succeed and contribute to the local economy.

Business Community - Maida Vale

Maida Vale is a community in the London Borough of Westminster. The Maida Vale Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Newham

Newham is a London Borough in east London. The Newham Business Community offers support and networking opportunities to local businesses, helping them to succeed and contribute to the local economy.

Business Community - Northolt

Northolt is a community in the London Borough of Ealing. The Northolt Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Oldham

Oldham is a metropolitan borough in Greater Manchester, England. The Oldham Business Community provides support and resources to local businesses, helping them to succeed and contribute to the local economy.

Business Community - Rothwell

Rothwell is a community in the borough of Harborough in Leicestershire. The Rothwell Business Community offers support and networking opportunities to local businesses, helping them to thrive and contribute to the local economy.

Business Community - South Acton

South Acton is a community in the London Borough of Ealing. The South Acton Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Staines

Staines is a town in the borough of Spelthorne, in the county of Surrey, England. The Staines Business Community offers support and networking opportunities to local businesses, helping them to succeed and contribute to the local economy.

Business Community - St Helens

St Helens is a Metropolitan Borough in Merseyside, England. The St Helens Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Stevenage

Stevenage is a large town in the county of Hertfordshire, England. The Stevenage Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Thamesmead

Thamesmead is a community on the north bank of the River Thames in Greater London. The Thamesmead Business Community provides support and resources to local businesses, helping them to succeed and contribute to the local economy.

Business Community - Waltham Forest

Waltham Forest is a London Borough in north-east London. The Waltham Forest Business Community offers support and networking opportunities to local businesses, helping them to thrive and contribute to the local economy.

Business Community - Wandsworth

Wandsworth is a London Borough in south-west London. The Wandsworth Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Wandsworth

Wandsworth is a London Borough in south-west London. The Wandsworth Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Warrington

Warrington is a town with borough status in Cheshire, England. The Warrington Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - West Bromwich

West Bromwich is a town in the Metropolitan Borough of Sandwell, in the Black Country, in the West Midlands. The West Bromwich Business Community offers support and networking opportunities to local businesses, helping them to thrive and contribute to the local economy.

Business Community - West Bridgford

West Bridgford is a town in the borough of Rushcliffe in Nottinghamshire. The West Bridgford Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - West Croydon

West Croydon is a town in the London Borough of Croydon, in the county of Greater London. The West Croydon Business Community offers support and networking opportunities to local businesses, helping them to succeed and contribute to the local economy.

Business Community - West Ham

West Ham is a community in the London Borough of Newham, in east London. The West Ham Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Wigan

Wigan is a metropolitan borough in Greater Manchester, England. The Wigan Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Wimborne

Wimborne is a town in the county of Dorset, in the United Kingdom. The Wimborne Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Wimbledon

Wimbledon is a large suburb of south-west London in the London Borough of Merton. The Wimbledon Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Woking

Woking is a town in the Borough of Woking, in the county of Surrey, England. The Woking Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Wokingham

Wokingham is a town and civil parish in the English county of Berkshire. The Wokingham Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Worsley

Worsley is a community in the Metropolitan Borough of Salford, Greater Manchester, England. The Worsley Business Community offers support and networking opportunities to local businesses, helping them to succeed and contribute to the local economy.

Business Community - Wythenshawe

Wythenshawe is a community in the Metropolitan Borough of Trafford, Greater Manchester, England. The Wythenshawe Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Yeovil

Yeovil is a large town and civil parish in the English county of Somerset. The Yeovil Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Zetland

Zetland is a community in the Borough of Hartlepool, in the county of Cleveland. The Zetland Business Community offers support and networking opportunities to local businesses, helping them to succeed and contribute to the local economy.

Business Community - Zacchaeus

Zacchaeus is a community in the borough of Haringey, in north London. The Zacchaeus Business Community provides support and resources to local businesses, fostering a sense of community and collaboration.

Business Community - Zaun

Zaun is a community in the Borough of Slough, in the county of Berkshire. The Zaun Business Community offers support and networking opportunities to local businesses, helping them to succeed and contribute to the local economy.
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

<table>
<thead>
<tr>
<th>Delivery Method</th>
<th>Target Audience</th>
<th>Benefits</th>
<th>Drawbacks</th>
<th>Priority (1=high)</th>
<th>Ease of Implementing (1=easy)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Webpage</strong>&lt;br&gt;Update/maintain content for CPU’s current BC webpage</td>
<td>All employees of LBH, external businesses</td>
<td>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</td>
<td>Have to update, limited audience, only those who specifically search for the CPU will ever see webpage</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Social Media</strong>&lt;br&gt;(Yammer, Twitter, Facebook, LinkedIn) &lt;br&gt;Create group specifically for the LBH, tap into existing groups of businesses within Hounslow</td>
<td>All employees of LBH, external businesses</td>
<td>Easily connects organization, can tap into existing Yammer groups to reach external businesses as well, posts have simple content</td>
<td>Limited audience, not everyone will have a Yammer, takes time to catch momentum, takes a lot of commitment to run</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td><strong>Induction Package</strong>&lt;br&gt;Include brief page to introduce the concept of BC (benefits &amp; importance)</td>
<td>New employees of LBH</td>
<td>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</td>
<td>Time to create informational sheet, would only reach new employees, difficult to convince old employees to take the time to read this</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td><strong>Summary Sheet</strong>&lt;br&gt;Brief sheet listing the key points of a services BCM plan</td>
<td>All employees of LBH</td>
<td>Employees will have easy access to essential</td>
<td>People may not bother reading it, time-cost of</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td><strong>Awareness Cards</strong></td>
<td>All employees of LBH</td>
<td>Good to serve as a constant daily reminder, allows most important information to be located in one convenient location</td>
<td>Costs money to print, time to create and distribute cards, may lose momentum and fall out of practice</td>
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<tr>
<td>Brief BCM plan summary cards to place in ID badges, or on desk (where plan is, important contact information, key responsibilities)</td>
<td><strong>Tabletop Exercises</strong></td>
<td>Heads of Service/Heads of Team in LBH</td>
<td>Used to test/discuss current plans, interactive sessions which allow for a deeper understanding of the importance of BC</td>
<td>Takes time to develop effective and engaging exercises</td>
<td></td>
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<tr>
<td><strong>Posters</strong></td>
<td>All employees of LBH</td>
<td>Optimal placement leads to awareness of ideas, good for reaching everyone in the Civic Centre</td>
<td>Easy to glance over and ignore, for optimal effect posters would have to be revamped every so often</td>
<td></td>
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</tr>
<tr>
<td>Simple posters to hang up around Civic Centre to increase staff awareness</td>
<td><strong>New Business Welcome Package</strong></td>
<td>External businesses</td>
<td>Gives CPU contact information to businesses from the start when they would be most likely to pay attention</td>
<td>Cost to print papers, will not be able to reach businesses that are already established in Hounslow</td>
<td></td>
</tr>
<tr>
<td>Brief informational sheet to be distributed to new businesses in Hounslow, get businesses thinking about BC from the start, include CPU contact information</td>
<td><strong>CPU Open Office Hours</strong></td>
<td>All employees of LBH (can specifically target certain groups)</td>
<td>Gives businesses an opportunity to talk to the CPU</td>
<td>Businesses are busy and may not take advantage of the opportunity without a strong incentive</td>
<td></td>
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<tr>
<td>Necessary to Remain Informed</td>
<td>BCAW Missions</td>
<td>Color Coded Plan Documentation System</td>
<td>Brief Blurb in Hounslow Matters</td>
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<tr>
<td>Awareness push using BCAW through small missions employees are encouraged to complete to be entered in a raffle</td>
<td>All employees of LBH</td>
<td>Good to present BC in a game like manner rather than just an informational manner</td>
<td>Likely slow to start, may take a few attempts to get the ball rolling</td>
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</tr>
<tr>
<td>Likely to present BC in a game like manner rather than just an informational manner</td>
<td>Heads of Service (those who create/update BC plans for a service)</td>
<td>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</td>
<td>Only raises awareness for those creating the plans, not for all employees throughout the LBH</td>
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<tr>
<td>All residents in Hounslow</td>
<td>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</td>
<td>Time needed to compose material for a new blurb, not many people may actually read through the newsletter, no way to measure effectiveness</td>
<td>1 2</td>
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</tbody>
</table>

**BCAW Missions**
- Awareness push using BCAW through small missions employees are encouraged to complete to be entered in a raffle.

**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.

**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.