The Steps to Community Resilience

What do you want from community resilience?

| Know the key stakeholders in my community |
| Build effective relationships |
| Share best practice |
| Add value in the community |
| Agree processes for community resilience |

Factors to consider in immediate vicinity when planning resilience:

— Other tenants in building/office and residential housing

— Banks and ATMs

— Location of emergency services (for speed of response)

— Police and warden coverage, including CCTV and guarding

— Underground stations and surface car parks

— Crowded spaces – shopping centres, transport hubs

— Power substations and water hydrants

— Ground and building infrastructure

Resources for Support

— Guidance for Organizational resilience (BS 65000) – This guide highlights key components of resilience and helps organizations build and measure resilience.

— National Counter Terrorism Security Office (NaCTSO) – NaCTSO provides useful resources for security threats; their document "Reviewing your Protective Security" aids businesses in advising staff on how to review security plans and remain alert. www.gov.uk/government/organisations/national-counter-terrorism-security-office

— Centre for the Protection of National Infrastructure (CPNI) – CPNI provides advice on physical security, personnel security and cyber security/information assurance. www.cpni.gov.uk

— Project Griffin – Sign up for briefing events to increase awareness of how respond to incidents. http://www.met.police.uk/projectgriffin/

— Get Safe Online – This organisation offers free advice for cyber security matters, including but not limited to: software, information security and protecting hardware devices. www.getsafeonline.org/business/

— City of London Crime Prevention Association – CoLCPA aims to prevent and deter crime in the financial and commercial sector within the City of London. http://www.cityoflondoncpa.org.uk/

— Facewatch – Facewatch is a free, on-line recording and reporting system for tackling low-level crime in shops and other businesses. https://www.facewatch.co.uk/cms

— The National Archives – This online resource publishes legislation, allowing businesses to monitor changes that could affect their work. www.legislation.gov.uk/

Contacts

Organization/ Position	Name	Office Phone	Mobile	Email
Utilities - Water				
Utilities - Gas				
Utilities - Electricity				
Mayor's Office				
Local Council				
BRDO				

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Community Resilience for Business Districts

Business success is more than surviving and making a profit. Success also includes evolving and learning to anticipate and adapt to new changes. This is the power of resilience.

What is Resilience?

Resilience is the ability to bounce back from challenges, but also to bounce forward after these challenges by adapting to new circumstances and better preparing for future issues. Challenges could be:
— personal (i.e., staff loss, product damage)
— community-wide (i.e., terror attacks, local flooding)
— one-time shock events (i.e., street closures)
— chronic stresses (i.e., lack of infrastructure)

Community resilience is the coming together of individuals and organisations before, during and after shocks or stresses to ensure a long-term, sustainable future. The stronger the connections between local businesses and their community, and the more communities have proactive and reactive procedures in place, the easier and faster a community can rebound from setbacks, adapt and bounce forward.

Key Characteristics of Resilience

— **Anticipate** what threats are likely and preparing accordingly to prepare for challenges before they negatively affect your business.
— **Planning and flexibility** – create plans and procedures to react to challenges.
— **Network** to develop a broad set of contacts across your community.
— **Leadership** – Leaders should encourage all staff to know procedures and plans in face of likely challenges. Also, leaders should motivate communities to embed resilience into daily routines, such as increased situational awareness and emphasis on community instead of individual mindsets.
— **Good communication between community members** facilitates cooperation and collaboration, developing a community mindset that benefits everyone.
— **Diversity of supply-chains** to decrease dependence on any one source and reserves of goods when possible to mitigate any disruptions to supply.

Value Added of Community Resilience

— **Increased Awareness**: More eyes and ears generate a greater ability to transfer information to the authorities that may prevent attacks, crimes or outages.
— **Enhanced Security**: Collective responsibility and sharing knowledge between businesses enhances the security of the whole community.
— **Stress Reduction**: Mutual support and sharing resources between community members facing difficulty creates a sense of community and reduces stress.
— **Competitive Advantage**: Pooling resources will help improve recovery times, and the faster a community bounces back as a whole, the better each individual business will fare.
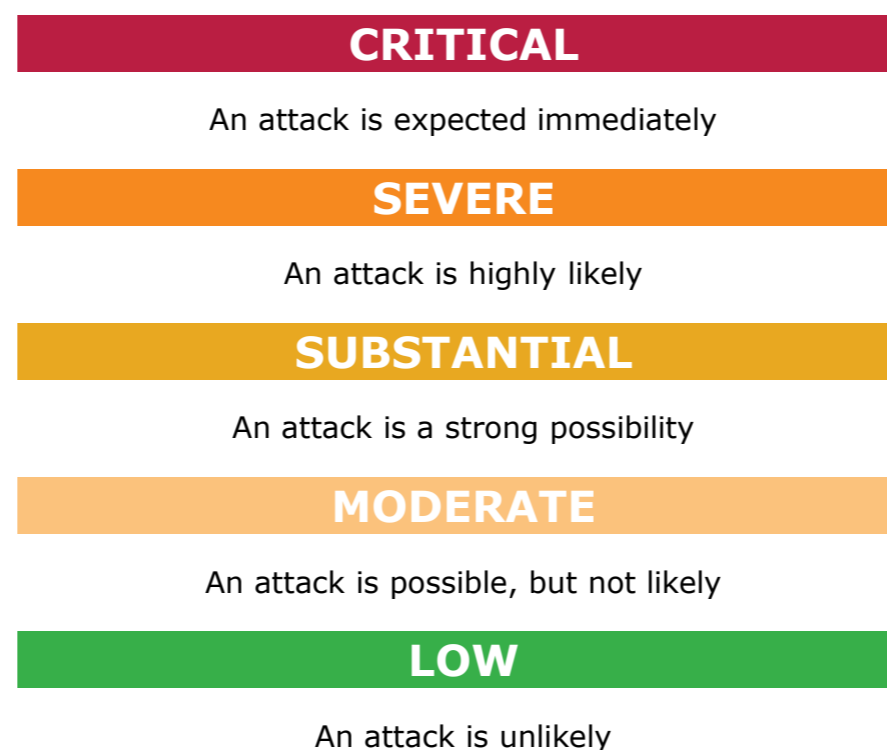
The Value Add

What can you do to improve Community Resilience?

— Get involved, educated and trained
— Get to know your business neighbour.
— Get to know your local business and community partnerships e.g. business improvement districts (BIDs).
— Learn how to access useful information about business resilience
— Encourage diversity. The more variety and connections exist, the more likely the system will survive and thrive.
— Acknowledge limited lifespan of equipment and contacts, so think ahead Use the 'Application for Resilient Communities' mobile App.

Business District Resilience Officer (BDRO) – Roles & Responsibilities

— Decide on your Area of Responsibility (AoR) and the organisations within. It is useful if the AoR is based on local risk and follows a local government or a police authority boundary.
— Get people in the area engaged in solving a common problem.
— Establish a local resilience plan and set protocols and procedures.
— Within AoR, ensure a consensual mandate that should include fund-raising and spending powers e.g. by voluntary levy.
— Designate and publicize safe, accessible city community centres/shelters.
— Provide a communication and warning mechanism.
— Reserve sources of key supplies (e.g. food, water, batteries, first aid kits).
— Ensure collective brands and reputations are maintained.
— Foster business-to-business connections to advance readiness and response.
— Encourage local business meetings.

Official Threat Level Classifications

CRITICAL

An attack is expected immediately

SEVERE

An attack is highly likely

SUBSTANTIAL

An attack is a strong possibility

MODERATE

An attack is possible, but not likely

LOW

An attack is unlikely

Source: MI5, 2015b

Enablers

What are enablers?

Physical enablers aim to satisfy the basic human needs of air, food, water and shelter, as well as personal safety. Hence, the local infrastructure must ensure the continuance of these needs through the provision of essential utilities, food, transportation, health services, etc. Beyond this, communities need to plan for alternative working spaces to continue operating despite challenges.

Procedural enablers include continuity and risk strategies, disaster policies and plans, and the proper application of standards, regulations, local knowledge and information. Whereas physical assets provide the means to survive and thrive, improved procedural enablers allow the assets to be deployed effectively and efficiently.

Social enablers aim to prepare communities to confront and overcome dangerous and difficult circumstances and requires community cohesion and motivation. Cohesion occurs when individuals want to provide mutual support to achieve a common outcome. It draws on shared experiences, a common sense of worth and an expressed collective identity which is sustained by shared values and beliefs. Motivation is the product of a common will to survive and prosper, confidence in the emergency services and effective local leadership to bounce forward.

One person who can apply these enablers at the micro-city level is the Business District Resilience Officer (BDRO). This individual should be able to broker relationships and transactions within the local community.

Types of enablers

Physical Enablers
— Infrastructure
— Reserve alternative office spaces
— Redundancy of records or resources

Procedural Enablers
— Develop plans and procedures
— Design strategies to cope with challenges that go beyond procedures
— Gain access to information affecting your local community

Social Enablers
— Understand the boundaries and dynamics of your community
— Cultivate commitment to the community
— Network and communicate with other members of the group
— Provide mutual support and collaboration between businesses