
Step Change Summit II
Thursday 8th February 2018

Public – Private Partnerships:

Learnings from the Manchester and
London Terror Attacks

PROTECT



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Who are we and why are we here?

Who are we?

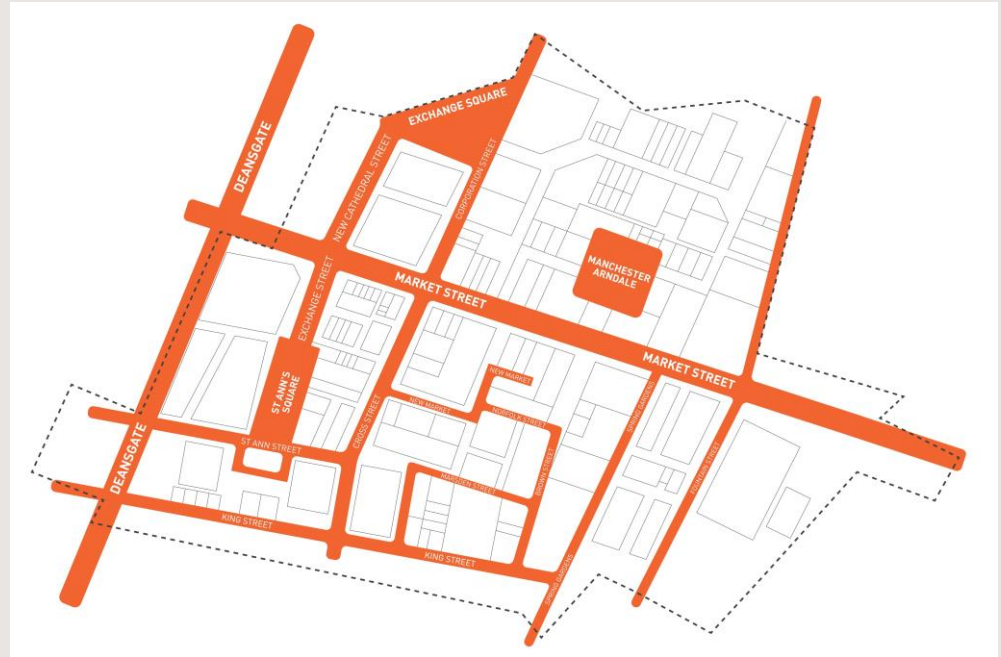
- Alex King – Partnership Director, CityCo & Manchester BID.
- Neil Haggerty – Head of Security, South Bank BID.
- Tom Harris – Operations Manager, Better Bankside.

What are BIDs?

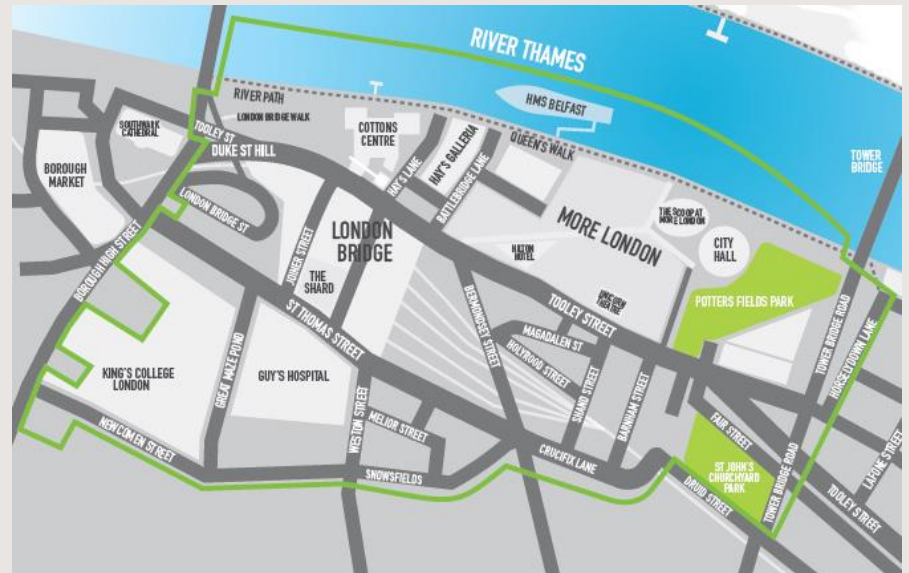
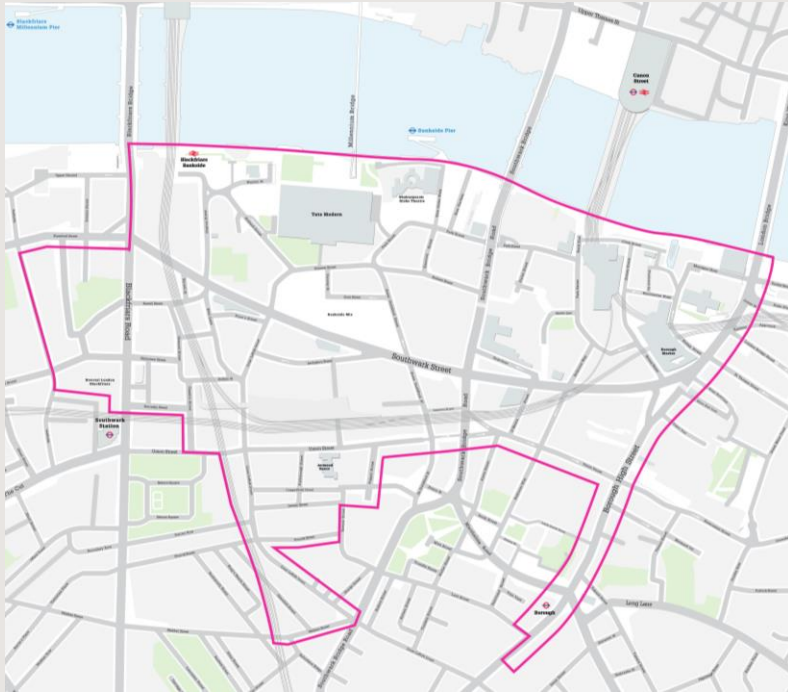
- Non-profit limited by guarantee, independent business owned and led.
- Covering a defined geographical area of a town or city.
- Improve the trading environment for local businesses.
 - Cleaner
 - Greener
 - Safer
 - Marketing & PR and Events
- Funded by a mandatory levy on all business occupiers.
- Every five years businesses vote on the continuation of the BID.



Who are we and why are we here?



Who are we and why are we here?



Who are we and why are we here?

Why are we here?

- Westminster Bridge – 22 March 2017.
- Manchester Arena – 22 May 2017.
- London Bridge – 3 June 2017.

Why us?

- Involved in the responding to attacks.
- Share learning gathered.
 - Before
 - During
 - After
- Promote a discussion around public/private partnerships.

What did we do?

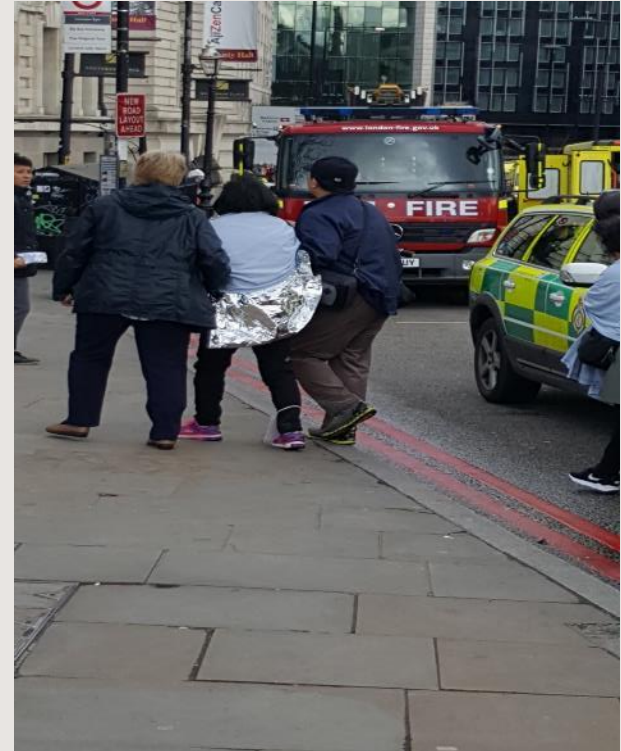
Before:

- CT Training e.g. Project Griffin & Project Argus.
- Security & Resilience Forums.
 - Southwark Community Security Zone.
 - South Bank Business Watch.
 - Area based forums across Manchester.
- Business Crime Reduction Partnerships.
 - Radios schemes.
 - Secure intranet.
 - Monthly Security Briefings.
- Mass notification platforms.
 - Sharing local in intelligence.
 - Warn about forthcoming events e.g. demonstrations.
 - Disseminating messages from the Police.
- Mass movement/evacuation exercises.

What did we do?

During:

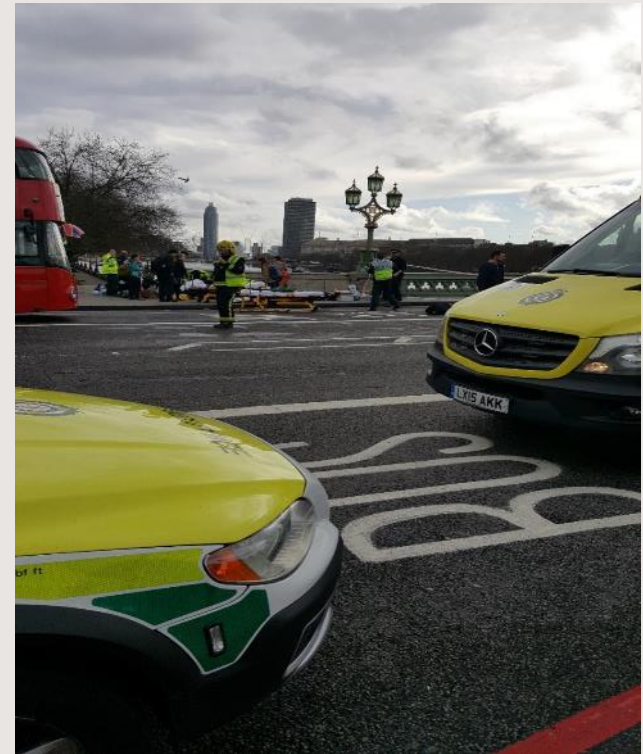
- BID Patrol/Police Teams deployed to the scene within 2 mins.
- Nominated patrol officer remained with the Police OIC to pass information via radio with businesses.
- Communicated between Police and Businesses.
 - Regular updates to maintain information exchange.
 - Allowing companies and premises to make informed decisions.



What did we do?

During

- Set up and manned cordons.
- Advised members of public on alternative routes.
- Managed intrusive behaviour by media.
- Supported security at St Thomas's Hospital.
- Located and helped set up minor injuries triage/clinic.



What did we do?

After: (Short term)

- Communications -
 - Enacted emergency comms plans & ceased non urgent comms.
 - Events/Area promotion.
 - Kept business members updated on behalf of the Police.
 - Business briefings and expanded briefings.
 - Kept in constant contact with relevant local police and council.



What did we do?

After: (Short term)

- Communications -
 - Acted as conduit for business queries.
 - Formal statement.
 - Frequent “State of Play” email updates, incl.
 - Travel information.
 - Cordon details.
 - Humanitarian assistance/support available.
- Responded to false alarms.



What did we do?

After: (Short term)

- Continuity & Resilience -
 - Checked staff were accounted for.
 - Reassured/briefed Boards and staff.
 - Planned staff cover.
 - Business continuity advice.
 - Circulated printed copies of BERG's 10 minute plan.
 - Logistical/operational support.
 - Tasking funded officers & BID wardens/rangers intelligently.
 - Way finding.
 - Providing working space and rest centres.
 - Facilitating emergency access.
 - Shared business details "within the cordon".
 - Booked CTU advisors for major training session.

What did we do?

After: (Short term)

- Humanitarian Assistance and support –
 - Directing donations and offers of support.
 - British Red Cross
 - We Love MCR Emergency Fund
 - Borough Market Traders Fund
 - Personal reassurance visits/calls to businesses affected.
 - Listened to private concerns and offered reassurance.



What did we do?

After: (Short term)

- Humanitarian Assistance and support –
 - Relocating flowers and gifts
 - Preserving significant/personalised memorials for families of victims via FLO.
 - Services of hope.
 - Facilitating counselling services.
 - Supported ONE LOVE concert at Old Trafford/Halle at BWH.
 - Assisting with unwanted media attention.



What did we do?

After: (mid – long term)

- Recovery phase –
 - Involvement with all local authority recovery and support groups.
 - Lobbying for business support.
 - Identifying/introduction/expansion of new services.
 - Expanding mass notification platforms.
 - “Buddy” service – partnering businesses for continuity.
 - Pre-arranged agreements with businesses.
 - Continuity/Resilience templates store.
 - Trauma packs.

What did we do?

After: (mid – long term)

- Recovery phase –
 - Ongoing business support.
 - Help with insurance claims.
 - Communicating potential financial support details.
 - Signposting to PTSD support services.
 - Mass Griffin training sessions (700 delegates).
 - CityCo signed an MOU with MOPAC & NaCTSO to deliver training.
 - Continuity and resilience training.
 - CityCo Conference on resilience “Don’t bounce back, bounce forward”.
 - Business Continuity for SMEs conference.

Lessons learnt

Preparedness:

1. CT training is essential - Project Griffin and Argus work.
2. Have pre-prepared advice documents and sign-post to resources.
3. Be prepared for mass movement and evacuation.
4. Be prepared to respond to trauma injuries.
5. Senior business leaders must advocate culture of preparedness.

Business continuity:

1. Your Business Continuity must come first.
2. Member businesses may not have continuity plans.
3. Run regular business continuity and resilience workshops.
4. Have arrangements in place for rest centres, rooms for displaced residents, temporary workspace, interview rooms for the police.

Lessons learnt

Member communications:

1. Consistency and accuracy are key.
2. Personal relationships with local police are important.
3. Cordon information is vital.
4. Mass notification platforms – are they fit for purpose?
5. Tailor your communications to your audience(s).
6. BCRP radio usage might be low.
7. Communicate in as many ways as possible.

PR:

1. Handling media enquiries - there is no right way, but there are a lot of wrong ones.
2. Area promotion – how to promote your businesses re-opening.
3. Events – decide on a case by case basis.
4. Commemorative events – they will happen.

Lessons learnt

Advice & assistance:

1. Relieve pressure on the police wherever possible.
2. Use walking maps/guides to counter breakdown in public transport.
3. Help to coordinate business access to the cordons.

Humanitarian & business aid:

1. Offer immediate support for victims and staff:
 - Look after your staff.
 - Visits to the businesses.
 - Counselling.
 - Bring the community together.
 - Signpost resources.
2. Don't forget longer term support:
 - Post traumatic stress disorder (PTSD).

Lessons learnt

Recovery:

1. Ensure a seat on the Recovery Group.
2. People will want to help.
3. Consider all business needs when reopening the area:
 1. Allow businesses time to recover.
 2. Is re-opening together the right thing to do?
 3. Need for sensitivity.
 4. Assess the impact and apply pressure where/when needed.
 5. Do not to lose sight of the victims and family.
4. Financial support:
 1. Insurance.
 2. Relief funds.
 3. Business rates.
 4. Assess the financial impact on the area.

Conclusions

1. You can never be too prepared.
2. Make sure that you can continue to operate then worry about everyone else.
3. Relationships with MPS/Council are key, but are they resilient?
4. Communicate quickly, consistently but above all accurately.
5. Use as many communication methods as possible.
6. Nobody will know where they are going!
7. Support your staff as well as the businesses.
8. Don't forget the long term effects.
9. Keep the victims and families at the centre of your decision making.
10. Make sure you are in the right meetings.
11. Consider all businesses needs when reopening.
12. PR is hard!

Thank you for listening

