Business Continuity Management

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Foreword

As the Director of the Civil Contingencies Secretariat (CCS), I am pleased to support this report on the Chartered Management Institute's 2007 Business Continuity Management survey. This research was co-sponsored by CCS.

The report reveals a situation which, while having a number of identifiable trends towards improved business continuity planning, is also one where there is still much work to be done. There are still too many organisations that have no business continuity plan, or have one that is unknown to staff or is not subjected to exercise and review. The report looks to address this side of the picture in a series of key recommendations, which make the case for robust, comprehensive and effectively communicated business continuity arrangements for organisations of all kinds.

From the Carlisle floods to the London bombings and the Buncefield explosion, recent incidents have shown clearly the vast range of impacts that emergencies can have on organisations across all sectors, affecting profits and operations. This is bad for employees, shareholders, customers and communities. If followed, the recommendations of this report will greatly strengthen the ability of an organisation to manage the impacts of emergencies. This will be good news for businesses and for national resilience as a whole.

Bruce Mann, Director of Civil Contingencies Secretariat, Cabinet Office

Executive Summary

- Seventy three per cent of managers report that Business Continuity Management is important in their organisation, and 94 per cent of those who had invoked their plans agreed that they had reduced disruption.

- Despite the perceived importance and range of disruptions reported, eight years on since this survey began, over half of the 1257 managers surveyed in 2007 work in organisations where there is no specific Business Continuity Plan (BCP) in place.

- Around one in three organisations reported experiencing disruptions due to loss of IT (39 per cent) and loss of people (32 per cent) over the past year; and those affected by extreme weather conditions had risen over the past year from 9 to 28 per cent.

- There are signs that businesses have improved aspects of their planning: 55 per cent have plans for a possible influenza pandemic. These plans incorporate higher levels of staff absenteeism than in 2006, but organisations remain unclear about the likely duration of such absences and many are not considering the impact of additional parent-worker absences.

- Only half of organisations with plans carry out regular and thorough rehearsals, despite strong evidence that rehearsals are vital to ensure the effectiveness of planning. 80 per cent of those who had rehearsed their plans reported shortcomings that needed to be addressed.

- Although 81 per cent of managers report that their organisation could support remote working to some extent, if the IT/telecommunications infrastructure has not been put in place and tested such reported resilience may not be a reality.

- Corporate governance is identified as a key driver by 80 per cent of managers working in listed companies. There is also evidence that planning is been driven through the supply chain, through the requirements of public sector procurement contracts and by customers demanding evidence of BCPs from their business-critical suppliers.

- Government continues to play a major role in driving BCM through the public sector and beyond. The Civil Contingencies Act appears to already have had some impact, and this trend is likely to continue since its provisions came into full effect in May 2006.

Background

What is Business Continuity Management?

Business Continuity Management (BCM) is based on the principle that it is the key responsibility of an organisation's directors to ensure the continuation of its business operations at all times. It may be defined as:

"A holistic management process that identifies potential threats to an organisation and the impacts to business operations that those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities." *

Business Continuity Management is an established part of the UK's preparations for the possible threats posed to organisations, whether from internal systems failures or external emergencies such as extreme weather, terrorism, or infectious disease. The Civil Contingencies Act 2004 recognised its importance by requiring frontline responders to maintain internal BCM arrangements and, since May 2006, local authorities have been required to promote BCM to business and voluntary organisations in their communities.

The survey

This report presents the findings of research conducted in January 2007 by the Chartered Management Institute in conjunction with the Civil Contingencies Secretariat in the Cabinet Office and Continuity Forum. It is the eighth survey that the Institute has undertaken on BCM since 1999. A total sample of 10,600 individual Institute members was surveyed and 1257 responses were received; please see Appendix B p.17 for details.

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* BS25999-1 British Standards Institution's Code of Practice for Business Continuity Management

1. Understanding risks and potential disruption

The Chartered Management Institute's research into BCM addresses a wide range of threats faced by managers across the UK. It tracks managers' perceptions of threats as well as their actual experiences of disruption.

Loss of IT is the most frequent disruption, as in previous years. Loss of people also continues to be a major cause of disruption. This year's results indicate a sharp rise in disruptions due to extreme weather incidents up from 9 per cent in 2006 to 28 per cent, as indicated in Table 1 below.

The right-hand column indicates how many organisations were able to use their Business Continuity Plans in response to such disruptions. See also Table 2 for the disruptions covered by BCPs and Section 4, which sets out the overall extent of continuity planning across organisations.

Base: 1257 respondents (2007)	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %	2007 BCP invoked %
Loss of IT	19	24	25	41	38	39	9
Loss of people	-	26	20	28	29	32	3
Extreme weather e.g. flood/high winds	18	15	10	18	9	28	5
Loss of telecommunications	-	-	23	28	24	25	5
Utility outage e.g. electricity, gas, water, sewage	-	-	-	28	19	21	6
Loss of key skills	33	16	14	20	19	20	2
Negative publicity/ coverage	24	17	16	17	16	19	2
Employee health and safety incident	13	9	8	19	13	17	3
Supply chain disruption	19	11	12	10	10	13	2
Loss of access to site	5	5	6	11	13	13	4
Damage to corporate image/reputation/brand	15	7	8	11	8	11	2
Pressure group protest	10	7	7	6	7	7	1
Industrial action	-	-	-	5	6	7	2
Environmental incident	9	5	4	7	5	6	2
Customer health/product safety issue/incident	11	6	4	6	6	6	1
Fire	6	5	5	5	5	6	2
Terrorist damage	2	1	1	2	3	3	2

Table 1: Disruptions experienced in the previous year, 2002-2007

Reporting on specific incidents during the last two years, managers highlighted the impact of extreme weather, with more than 50 per cent identifying some disruption to their organisation as a result. 2006 was one of the warmest years on record, with low rainfall and a heatwave experienced in June and July causing a hosepipe and sprinkler bans and drought orders in the South-East. Some organisations were forced to shut down computers due to the heat, or close offices due to high temperatures. Severe storms at the end of November also caused widespread disruption. The survey shows that the area worst affected by extreme weather was Wales, where one in five reported significant disruption (21 per cent), closely followed by Scotland and the South-East of England (18 per cent each).
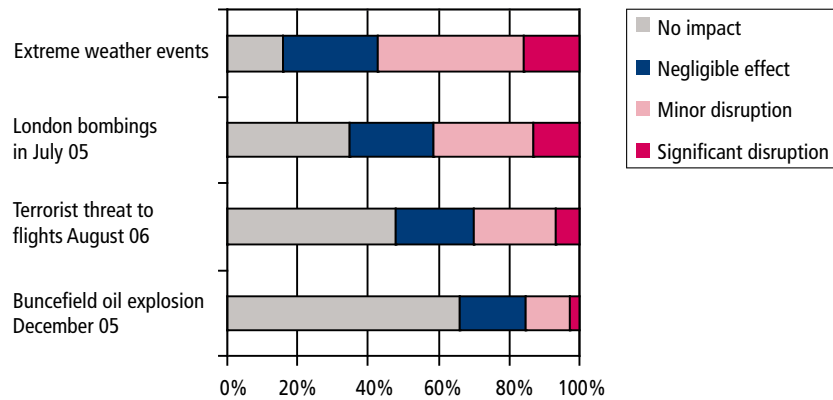
Chart 1: Disruption caused by specific incidents

1.3 Disruptions: perception of threats

As in previous years, loss of IT and telecommunications were the most commonly perceived threats, reflecting the frequency of their occurrence (Table 2, below).

The right-hand column indicates how many organisations are addressing each threat in their BCPs, and it again shows the dominance of 'traditional' BCM concerns such as IT, telecommunications, access to site and fire. Many managers recognise that loss of people or skills would have a major impact on their organisation, but smaller numbers are including these considerations in their BCPs.

Base: 1257 respondents (2007)	1999 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2007 %	2007 BCP covers %
Loss of IT	78	82	46	58	60	70	67	73	81
Loss of telecommunications	-	-	-	-	62	64	56	63	75
Loss of (access to) site	33	55	32	54	51	53	54	60	75
Loss of key skills	37	59	43	51	48	56	49	59	49
Loss of people	-	-	-	54	48	55	56	57	53
Utility outage e.g. electricity, gas, water, sewage	-	-	-	-	-	50	45	58	57
Fire	45	62	32	51	53	56	44	53	68
Damage to corporate image/ brand/reputation	41	50	40	46	48	48	39	49	35
Terrorist damage	22	30	23	47	48	53	44	46	57
Negative publicity/coverage	34	43	37	45	46	44	34	43	36
Flood/high winds	18	29	9	24	25	29	26	43	58
Employee health and safety incident	22	30	22	35	34	35	30	38	52
Supply chain disruption	-	-	25	34	32	35	28	34	37
Customer health/product safety	19	21	22	25	26	27	26	31	35
Environmental incident	20	19	19	26	23	35	27	30	51
Industrial action	-	-	-	-	-	27	22	29	28
Pressure group protest	7	14	9	14	27	20	16	18	23

Table 2: Perceptions of major threats to costs and revenues, 1999-2007

2. Potential impact of a human influenza pandemic

In the context of the continuing threat of a human influenza pandemic, managers were asked if their organisation has plans in place to ensure that it could continue to function in the event of a pandemic, and if so, how they assessed the plan's likely effectiveness. Nineteen per cent believed their organisation's plan would be robust or very robust, but 43 per cent reported that they have no plans.
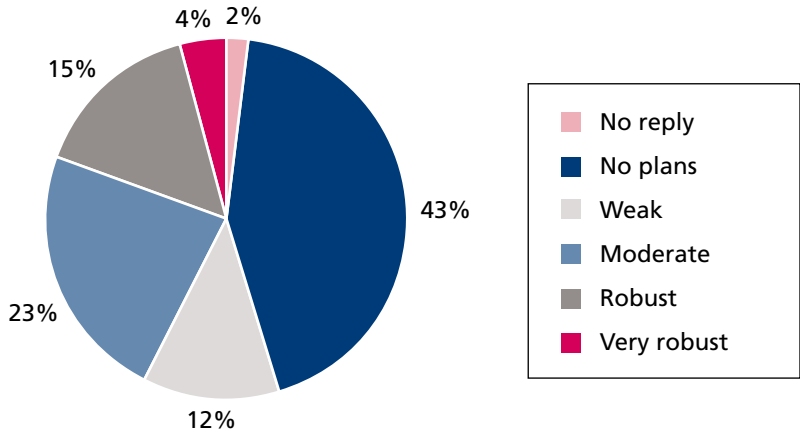

Chart 2: Perceived effectiveness of plans for an influenza outbreak, 2007

2.2 Anticipated absence levels

Managers who did report having plans for an influenza pandemic also appear to be planning for higher rates of absenteeism than previously.

The new national framework for responding to an influenza pandemic, which the Department of Health and Cabinet Office will be consulting on shortly, advises that as a prudent basis for planning, organisations employing large numbers of people should ensure that their plans are capable of handling staff absence rates building up to a peak of 20 per cent lasting 2-3 weeks (in addition to usual absenteeism levels). Small businesses, or larger organisations with small critical teams, should plan for levels of absence building up to 30-35 per cent at the 2-3 week peak, or perhaps higher for very small businesses with only a handful of employees. The survey's findings, shown in Chart 3 below, compare well to this guidance.
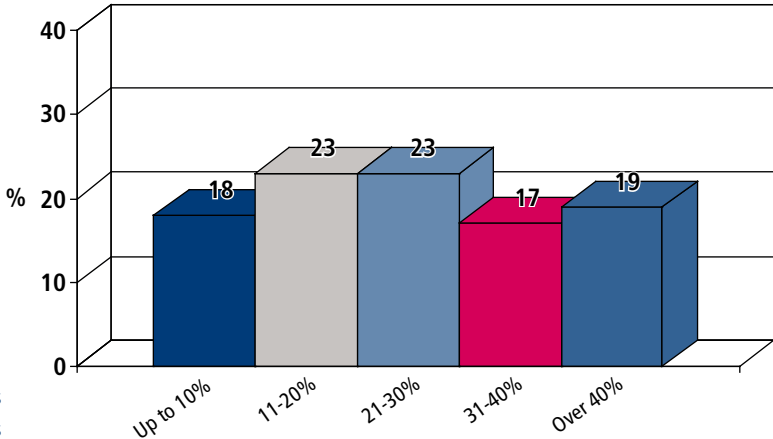
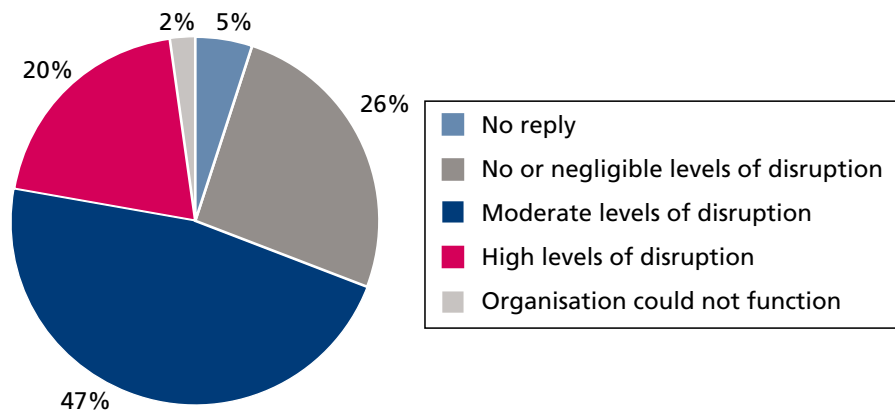**Chart 3:** Additional absenteeism levels anticipated in influenza plans

The survey also asked how long organisations plan possible pandemic-related absences to last. As indicated below, a majority are planning for disruption of at least two weeks.

Base: 537 respondents	2007 %
0-1 weeks	15
1-2 weeks	27
2-4 weeks	28
More than 4 weeks	30

Table 3: Anticipated length of employee absenteeism

2.3 Additional absence due to school closures/care of dependents

An additional factor that organisations must consider when planning for an influenza outbreak is the impact of increased parent-worker absences resulting from possible school and childcare closures during a pandemic, beyond the direct impact of the illness. The survey looked at the likely impact of such additional absences on organisations as shown in Chart 4 below.

Chart 4: Impact of additional parent-worker absences

- No reply
- No or negligible levels of disruption
- Moderate levels of disruption
- High levels of disruption
- Organisation could not function

2% 5% 20% 26% 47%

3. Building resilience: alternative offices and remote working

A new question asked respondents if their organisation had access to an alternative office or work site in the event of a major disruption. Overall, almost two thirds (64 per cent) said that they did. Managers in large organisations were most likely to have alternative work sites (74 per cent), although over half of respondents in small or medium-sized organisations (55 per cent) also reported having access to alternative sites.

3.2 Remote working

Providing the ability to work remotely can be a useful part of BCM preparations for many organisations. Many employees may be unable or unwilling to travel to the office in the event of a major disruption. Just over half of managers report that their organisation could support remote working to a 'great extent'.

There were only limited differences between different sizes of organisation in this respect, although large firms appear to be better prepared.

| Base: 1257 respondents	2007 %
To a great extent	53
To a small extent	28
Not possible due to nature of the organisation's work	12
Our IT systems do not support remote working	5
No reply	2

Table 4: Preparedness for remote working in the event of a major disruption

While these results are encouraging, organisations must be sure that they have the capacity to make this a reality. Expanding IT and communications capacity to enable large numbers of employees to work remotely may be impossible in the middle of a major disruption; suppliers, for instance, may be unable to meet expectations due to high demand or disruption to their operations. Systems should be in place and fully tested before disruption occurs.

4. Extent of Business Continuity Management
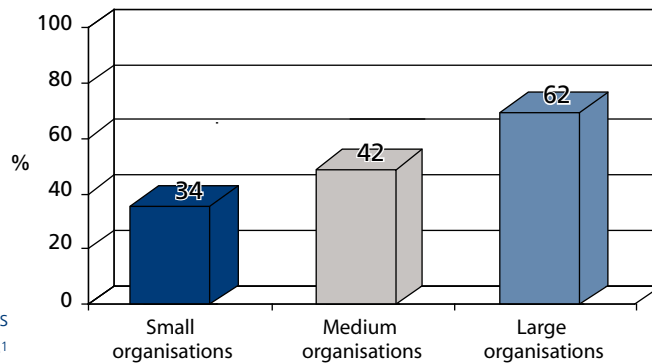
4.1 Levels of Business Continuity Planning

Seventy three per cent of managers report that Business Continuity Management is regarded as important or very important by senior management in their organisation. However, the number whose organisations have a specific BCP covering their critical business activities is much lower, at 48 per cent, and has been broadly constant since 2002.
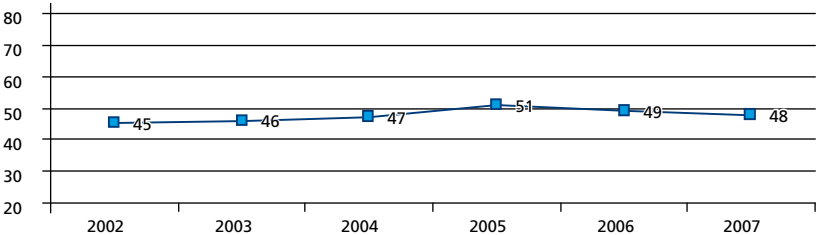
**Chart 5:** % of managers whose organisation has a BCP, 2002-2007

The survey data indicates differences between different types and sizes of organisation. BCPs are more common in large organisations.

Looking at different types of organisations, BCPs are most prevalent in the public sector, which may be due to the obligation on many public sector organisations to have BCPs under the Civil Contingencies Act. Listed companies follow – while private companies and the voluntary/not-for-profit sector, demonstrate lower levels of take-up.
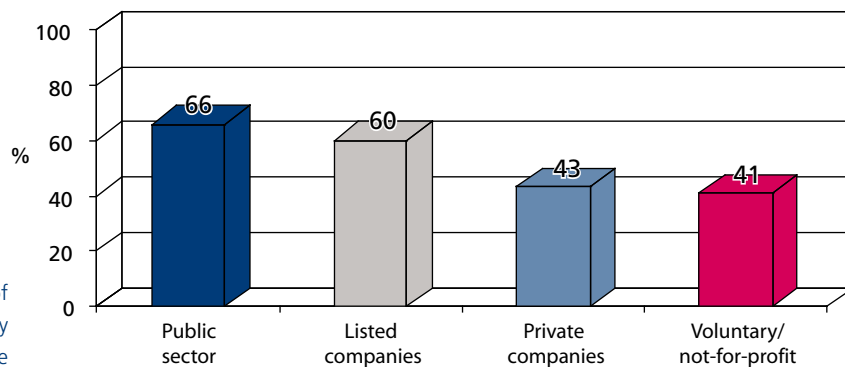
Chart 7: % of organisations with BCPs by organisation type

The use of BCPs also varies widely between particular industry sectors. Some 80 per cent of managers working in finance and insurance report that their organisations have BCPs; the utilities sector (electricity, gas and water) are second highest at 76 per cent. Construction and education are the lowest-ranking sectors (see also Table 8, p.15).

4.2 External drivers of BCM

The finding that BCM is more common in the public sector and in listed companies is consistent with the survey's findings on the drivers behind the adoption of BCM by different organisations.

Corporate governance was again the most commonly identified driver of BCM: it is cited by twice as many managers as five years ago. Customer demand remains the second most common driver and is particularly important for private limited companies.

Corporate governance is particularly important in certain types of organisations. In particular, it is identified as a key driver by 80 per cent of those managers working in PLCs that have a specific BCP. This may reflect the recent emergence of narrative

[1] Based on standard definitions of organisation sizes:
Small = under 50 employees – (chart excludes sole traders)
Medium = 51-250 employees
Large = over 250 employees

reporting under the Business Review, which requires directors of listed companies to provide a description of the principal risks and uncertainties facing the company. However, corporate governance is also the lead driver of BCM in voluntary and not-for-profit organisations, identified by 71 per cent.

The importance of central government has increased substantially in recent years, from just 14 per cent in 2004 to 27 per cent in 2007. It is a particularly important driver for the adoption of BCM in the public sector, cited as a key driver by 72 per cent of all public sector managers. Public sector procurement requirements are also having some impact on the private sector, cited by 10 per cent of all managers in private sector companies.

5. Effectiveness of Business Continuity Management

5.1 How far does BCM reduce disruption?

Managers in organisations that had invoked their BCPs in response to an incident in the previous year were asked how far they agreed that the BCP had effectively reduced the disruption. A total of 94 per cent agreed or strongly agreed that it had.

5.2 Rehearsal and invocation of BCPs

Half of managers whose organisations have BCPs report that they rehearse their plans once or more per year. This has changed little over the eight years of the survey. Over a third reported that they do not rehearse their BCPs at all. There is a danger that many of these plans will not work when most needed. Customers, who are the second biggest driver for BCM, are failing to demand evidence of plan rehearsals. Such evidence would provide a clear indication that BCM is taken seriously by their supplier.
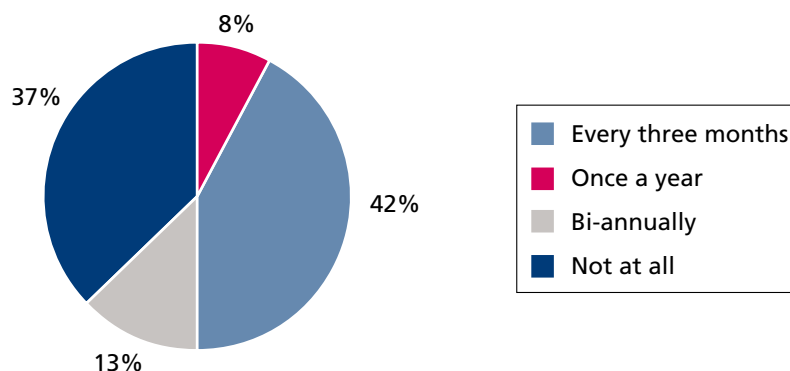

Chart 8: Frequency of rehearsal of BCPs

Eighty per cent of those who had rehearsed their plans said that the rehearsals had revealed shortcomings in their BCP. Of these, 85 per cent said they had taken action to address the shortcomings, although a substantial minority – 15 per cent – had not.

5.3 BCM training

As in previous years, BCM-related training activity remains limited. Even among those who have a BCP, just 30 per cent include training on the organisation's BCM arrangements in the induction process for all new employees. Fifty five per cent provide training for relevant staff. With staff turnover at 18.3 per cent annually in the UK in 2006 [CIPD, 2006] there is a clear need for increased levels of training to support effective BCM and build resilience against disruption.

6. Managing Business Continuity

6.1 Who takes responsibility for BCM?

Senior management tiers are most likely to hold responsibility for BCM in those organisations which have BCPs, with responsibility for leading BCM resting with senior management or the board in 70 per cent of cases. The results also appear to confirm the increased prevalence of dedicated BCM teams since 2005, as indicated in Table 5 below.

Base: 693 respondents (2007)	2005 %	2006 %	2007 %
Senior management	49	49	41
Board	27	22	29
BCM team	8	18	16
Operational staff	4	5	5
Operational risk department	2	4	5
Don't know	1	1	-

Table 5: Responsibility for leading BCM, 2005-07

6.2 Internal stakeholders in BCM

Reflecting the continued focus of many organisations upon risks associated with IT in their BCPs, IT teams are more likely than any other functions to be involved in the development of the BCP.

Base: 693 respondents	2007 %
IT	65
Facilities management	57
Human resources	56
Risk management	53
Finance	52
Security	45
Public relations	32
Purchasing/procurement	29
Marketing	19
Sales	17
Outsourcing	16
None of the above	3
Other	10

Table 6: Functions involved in creating the BCP

6.3 Control of BCM budgets

As in 2005 and 2006, managing directors are most likely to hold the budget for BCM. However, a new response category in this question suggests that in some organisations a dedicated BCM manager with budgetary powers is leading the agenda – although these remain a minority of organisations. Notably, 23 per cent of respondents who have a BCP indicate that there is no budget to back it up.

Base: 604 respondents (2007)	2005 %	2006 %	2007 %
Managing director	38	31	24
Financial director	18	25	14
BCM manager	-	-	9
Facilities manager	5	7	7
IT director	5	7	5
Risk manager	9	8	4
Human resources director	4	2	2
No budget for BCM	-	-	23
Other	21	17	12

Table 7: Who controls BCM budgets

6.4 Evaluating BCM Capability

The survey asked how organisations evaluate their BCM capability. As shown in Chart 9, guidelines are most used, while legislation is also a strong driver, perhaps reflecting the impact of the Civil Contingencies Act.
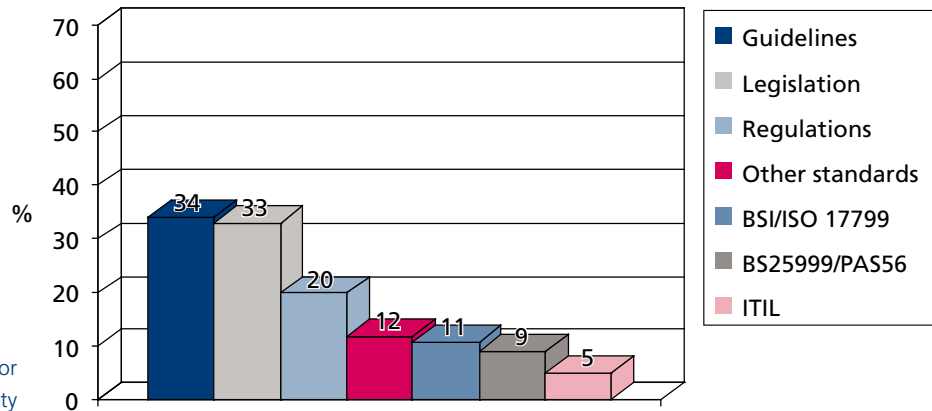
Chart 9: Use of methods for evaluating BCM capability

6.5 The new British Standard on BCM: BS25999

Despite only being launched in 2006, awareness of the BSI's new full standard for BCM, BS25999, is high, at 32 per cent among respondents who have a BCP – or 22 per cent among all respondents. Of those who have a BCP and are aware of the new standard, 38 per cent plan to use it for 'guidance', 15 per cent plan to achieve third party certification while another 15 per cent plan to achieve compliance without certification. Six per cent will use it to ask for compliance from suppliers.

6.6 BCM and the supply chain

A majority of respondents (61 per cent) report that their organisations outsource some of their facilities or services. The questionnaire asked respondents if their organisation required its suppliers or outsource partners to have BCPs. The use of BCM down the supply chain remains limited as indicated in Chart 10 below.
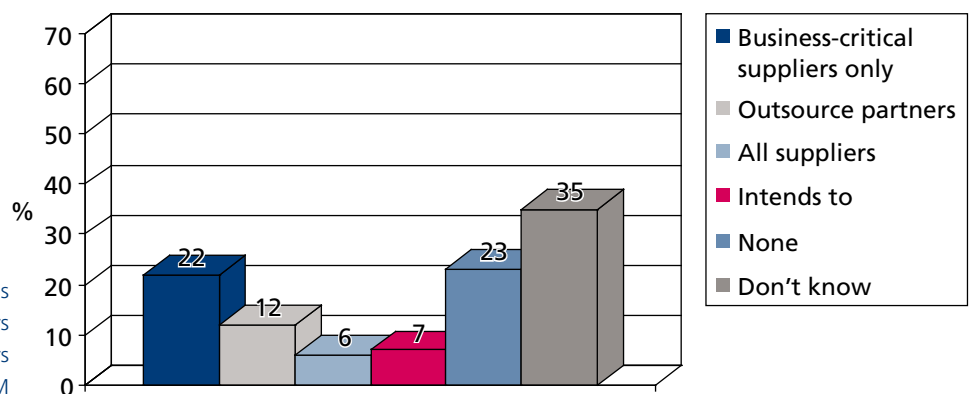
Chart 10: % of organisations requiring suppliers or outsource partners to have BCM

In addition, the survey asked how those who require outsource partners or suppliers to have BCPs verify the plans. Almost half (48 per cent) accept a statement from the supplier/partner in question. Around a third (34 per cent) take the more active step of examining the supplier/partner's BCP, while 17 per cent are involved in the development of the BCP. At present, just 5 per cent assess their suppliers' or partners' plans against BS25999/PAS56.

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7. Recommendations

- The Chartered Management Institute, the Continuity Forum and the Cabinet Office recommend that all organisations have a robust and proportionate approach to Business Continuity Management.

- Organisations which currently have BCPs should seek to enhance their effectiveness through regular, thorough and comprehensive rehearsals - and by integrating lessons learned into revised BCPs.

- Organisations' BCPs should address not only technological or physical requirements, but also people and skills needs. For many organisations there remains a pressing need to address these aspects of BCM.

- Organisations should ensure that their BCPs are effectively communicated. All managers and employees should be aware of their duties in the event of an incident. In addition, some organisations will find it useful to communicate their BCM arrangements to suppliers or customers.

- Companies should demonstrate their commitment to BCM to key stakeholders. The Business Review offers companies an opportunity to demonstrate to their shareholders and wider stakeholders their commitment in this area.

- We recommend that organisations conduct assessment and benchmarking of their BCPs. British Standard 25999 offers a basis for this.

- BCM should be used more extensively throughout supply networks in the UK, in particular with essential suppliers and outsourced providers. Plans should be verified and audited where possible. It is also essential to check whether suppliers have rehearsed their plans.

- All organisations should consider the possible implications of an influenza pandemic and the impact of additional absenteeism levels over a sustained period, in line with Government guidance.

8. Further Information

Managers should stay informed of the latest information on potential threats and on good BCM more generally. Useful sources of information include:

- The Cabinet Office's 'Preparing for Emergencies' website provides up to date information for businesses, voluntary organisations and the public. It includes advice on the business case for BCM and help on implementing it, as well as case studies and links to regional and local sources of information. See www.pfe.gov.uk.

- For the most up to date guidance on planning for an influenza pandemic, please check the Department of Health website, www.dh.gov.uk, or the Preparing for Emergencies website.

- The Cabinet Office's 'UK Resilience' website is a resource for civil protection practitioners, such as local authority emergency planners and business continuity managers. It offers a range of advice on emergency preparedness and response. See www.ukresilience.info.

- Local authorities are required by the Civil Contingencies Act to offer general advice and assistance on BCM to businesses and voluntary organisations.

- The Security Services provide information on covert threats and offer security advice to business and other organisations - including those organisations that are part of the Critical National Infrastructure, crucial for the delivery of essential services to the UK. See www.mi5.gov.uk for more information.

- The Continuity Forum is the leading resource for BCM professionals and offers a range of events, workshops and support services. Information about how to implement BCM can also be found at www.continuityforum.org.

- The British Standards Institute's full standard on BCM, 25999-1:2006, can be purchased and downloaded from their website. See www.bsi-global.com for more information.

9. Acknowledgements

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Finally, the author and research partners would like to thank all the Chartered Management Institute members who took time to respond to the survey.

Appendix A: Key Messages by Sector

Table 8, below, outlines key messages for a range of specific sectors. It highlights the percentage in each sector that have a BCP; the most common drivers of BCM for the sector; the percentage of respondents that had not received any external requests for information on their BCM, an indicator of how BCM is being driven; and key messages for organisations in each sector.

Sector	% with BCP	Principal drivers	Comments	% not asked for BCM info	Message
Business Services	45	Insurers, Customers, Corporate Governance.	Insurers are keen to reduce business interruption risks	62	BCM ensures customer service is improved and maintained during disruptions. Communicate with customers to advise what actions are being taken at the time of a disruption to ensure customers stay loyal. Ensure key suppliers have BCM arrangements in place. Inform insurers of BCM arrangements to reduce business interruption risk.
Central Government	65	Corporate Governance	Whilst not covered by legislation it is recognised that the continuity of government departments and agencies is critical	21	BCM ensures that the critical activities of central government bodies can be maintained at the time of a disruption. Revenue collection and benefits distribution are critical in maintaining the UK economy and social stability. As part of the critical national infrastructure, central government plays a key role in providing UK resilience.
Construction	29	Insurers, Customers & Corporate Governance	Major contracts are driven by project management and penalty clauses. Health & safety issues high – insurers looking for good management	61	Successful contracts rely upon sub-contractors and suppliers delivering on time and to specification: ensure that BCM arrangements are built into contracts. The overall projects should have associated BCPs that demonstrate to the client that the project timescales will be met. A BCP included in bids provides competitive edge.
Education	36	Corporate Governance	Funding bodies & auditors looking for evidence of BCM	46	BCM is important to enable the delivery of education to the community. Time and work lost for some students cannot be replaced. BCM protects intellectual capital and funding sources. Ensure key suppliers have BCM arrangements in place.
Finance & Insurance	80	Regulators, Auditors & Corporate Governance	Highly regulated industry and subject to a variety of audits	29	BCM is well established in major players. It is a key component in achieving compliance. Major finance companies have a key role in driving BCM down the supply chain. BCM is a key element of good corporate governance and social responsibility. Some major players are part of critical national infrastructure and have a key role in providing UK resilience.
Health and Social Care	54	Central Government, Legislation & Corporate Governance	Health services are a principal focus for government	40	Disruptions in the health service have serious effects on the community. Funding can be reduced if targets are not met because of disruptions. Ensure key suppliers have BCM arrangements in place. Part of the critical national infrastructure and has a key role in providing UK resilience.
IT & Telecommunications	48	Insurers, Customers, Corporate Governance	IT and Telecommunications provide the underpinning infrastructure for most organisations. Telecommunications are a key element of the critical national infrastructure	31	BCM arrangements are essential to ensure continuity of major systems and networks. BCM now included in new contracts. Essential that BCM is integrated into the supply chain. Some major players are part of the critical national infrastructure, with a key role in providing UK resilience.

Sector	% with BCP	Principal drivers	Comments	% not asked for BCM info	Message
Local Government and Emergency Services	64	Central Government, Legislation, Auditors & Corporate Governance	These organisations are now subject to legalisation under the Civil Contingencies Act	14	BCM is a key component in achieving compliance with the Civil Contingencies Act. BCM provides protection for critical community services. Local authorities have a key role in driving BCM down the supply chain. As part of critical national infrastructure, local government and emergency services play a key role in providing UK resilience.
Manufacturing & Production	45	Insurers, Customers & Corporate Governance	Major customers have become aware of their supply chain vulnerabilities – insurers are keen to reduce business interruption risks	37	Supply chain vulnerability is a major concern. Organisations are only as good as their weakest supplier. Identification of critical suppliers and the supplier's critical suppliers is essential. Partnership working is valuable to ensure continuity – and it is important to build BCM into new contracts. Identify single points of failure in the manufacturing process and eliminate where possible. If unable to do so, ensure continuity arrangements are in place. Inform customers, existing and potential, to improve competitiveness. Inform insurers of supply chain and own BCM arrangements to reduce business interruption risk.
Retail/Wholesale	44	Insurers & Customers	Retail outlets drive the wholesalers but the outlets themselves have many customers who individually have no voice	50	BCM ensures customer service is improved and maintained during disruptions. Communicate with customers to advise what actions are being taken at the time of a disruption. Need to ensure customers stay loyal - once they try an alternative outlet they may never return. Ensure key suppliers have BCM arrangements in place. Inform insurers of BCM arrangements to reduce business interruption risk.
Transport and Logistics	51	Customers, Regulators, Insurers & Corporate Governance	Major players in the supply chain logistics	40	Supply chain vulnerability is a major concern and distributors play a key role. Establish partnership working with key customers. Ensure critical suppliers have effective BCM in place. Inform insurers of supply chain and own BCM arrangements to reduce business interruption risk. Public transport is part of the critical national infrastructure and has a key role in providing UK resilience.
Utilities – electricity, gas, water	76	Regulators, Legislation, Auditors, Customers & Corporate Governance	Critical infrastructure regulated companies who have major customers. Subject to a variety of audits	16	Utilities are highly regulated. BCM is well established in major players. BCM is a key component in achieving compliance. Major utilities have a key role in driving BCM down the supply chain. BCM is a key element of good corporate governance and social responsibility. Utilities are part of the critical national infrastructure and have a key role in providing UK resilience.

Table 8: Key messages for different sectors

Appendix B: Profile of Respondents

Base: all respondents 1257	%
Status of organisation	
Public sector	27
Public limited company	17
Private limited company	35
Charity/not for profit	11
Partnership	4
Owner managed/sole trader	6
Sector	
Agriculture, forestry & fishing	1
Business services	5
Central government	3
Construction	6
Consultancy	9
Creative/media	<1
Defence	8
Education	8
Electricity, gas & water	2
Engineering	6
Finance & insurance	4
Fire & rescue	1
Health/social care	7
Hospitality, catering, leisure & tourism	2
Housing & real estate	2
IT	3
Justice/security	1
Legal & accounting services	2
Local government	7
Manufacturing & production	9
Mining & extraction (inc. oil and gas)	1
Police	1
Sales/marketing/advertising	1
Telecommunications & post	1
Transport & logistics	3
Wholesale & retail	3
Organisation size	
None (i.e. sole trader)	5
1-25	22
26-50	10
51-100	6
101-250	8
251-1,000	15
1,001-5000	15
5,001-10,000	6
Over 10,000	14

Base: all respondents 1257	%
Area of operation	
Local	2
Regional	16
National	26
International	37
Region	
East of England	7
London	13
East Midlands	7
West Midlands	9
South East	19
South West	11
North East	3
North West	8
Yorkshire & the Humber	6
Northern Ireland	2
Scotland	6
Wales	3
Other	5

Percentages may not total 100 due to rounding

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