

Dates for Your Diary

London Forum Workshops

2nd June 2010
["Does work area recovery have a future?"](#)

6th October 2010
["Weather & volcanic disruption"](#)

BCI Workshops

27th May – London
[Exercise Planning Master-Class](#)

13th July - Leeds
[Crisis Management Workshop](#)

MISC:

26th May - London
[BANG Alternative Business Continuity Awards](#)

14/15th June – Stansted Airport
[Risk Management and Business Continuity Forum](#)

29th June – July 1
[OpRisk Europe](#)

How to join in:

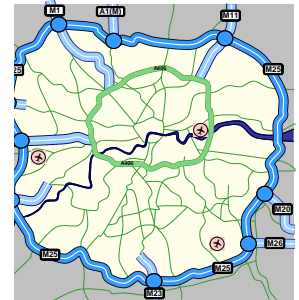
Go to our website and register via the link on the upper right hand corner of the home page.

Visit us at:

www.bcilondonforum.org

The BCI London Forum aims to provide a local networking and learning opportunity for business continuity professionals who live, work or have interests within the boundaries of the M25.

It is open not only to members of the Business Continuity Institute, but also to those who have an interest in the profession.



"Does work area recovery have a future?"

A thought provoking workshop that will question:

- o What is work area recovery?
- o Is the need for such a service changing?
- o Is the move towards non-office based working having an impact?
- o What is the justification of work area recovery?
- o What are the alternatives, issues and limitations?
- o What are the strategy considerations?

Representations from:

- o Tony Sanders of ICM
- o Jon Pumfleet of Threadneedle,
- o David Hills of ARK Workplace Risk
- o Plus our very own "Stig" - a DR manager from an international investment management company, speaking on why his firm moved away from specialist recovery sites to an internally serviced model.



Plus the first results of your work area survey:
www.surveymonkey.com/s/TBK8V2R

From the Chair

Our Aims

- To increase knowledge & awareness;
- To develop partnerships with organisations with similar objectives;
- To increase BCI membership by developing relationships at "grass roots" level

Why Join Us?

- Keep in touch with those issues that are relevant;
- Opportunity to network with like minded people;
- "A problem shared, is a problem halved"

My Dream

To become the recognised leading authority on issues within the London Area by:

- running events that challenge current thinking;
- providing relevant factual and accessible information;
- delivering affordable events for anyone interested in business continuity management.

Meet the Committee

Nick West (Chair)*
Samantha Holland (Events)
Steve Terry (Treasurer)
Jim Burtles (BCI Liaison)
Jim Moffat (Communications)
*new

Marina Arthur
Darryl Paul
Sharad Karia
Huw Brown
Zulpha Williams

The BCI London Forum Committee is looking for a couple of new committee members, if you would be interested in becoming a committee member, please email Nick.West@burberry.com

Act1 Scene1: Eyjafjallajökull

A name most of us had never heard of just a month ago and one most of us still cannot pronounce. On April 14, this minor Icelandic volcano erupted violently. By the following day most of the airspace over northern Europe was closed. The meandering tendrils of its ash clouds are still disrupting flights, one month on. We haven't heard the end of it or of other Icelandic volcanic events. Short of anything catastrophic rendering the topic moot, we will include volcanic activity in our **October 6th seminar** on weather disruption.

At last month's BANG evening, the question was posed to the fifty BC managers and consultants gathered there, "How many of you had volcanic ash on your risk register?" One person held up their hand. Then they were asked "How many of you had your operations disrupted by the eruption?" Half of the attendees held up their hands.

Many lessons have been learnt. We realize how much we assumed that air travel is freely available and fluid. If one airline goes on strike or one airport is closed, we could always divert. That assumption was proved wrong last month. We learnt how fragile many of our critical supply lines are. We learnt how much meteorologists, air safety experts and aircraft manufacturers have yet to learn about ash clouds. And for those directly affected, we realized how much we need the help of others in times of trouble. But the one lesson in all probability we will not learn is the one being taught by Nassim Nicholas Taleb through his book, "The Black Swan, The Impact of the Highly Improbable." A former trader, turned writer and academic, Taleb tries to explain how we make sense of the unexpected, and how we can make our portfolios – and companies – more resilient and more profitable in the long term with a different perspective on risk.

Naturally, it is difficult to imagine the unimaginable. Unless we personally experience a particular risk or something analogous to that risk, we find it difficult to imagine its likelihood and impact. You can imagine that it is dangerous to ski off piste during avalanche season even without ever having skied before because you may have experienced a fear of heights, cold and the stale air under a thick duvet. Something more obtuse such as a North Atlantic tsunami, a meteoric event, or widespread ash clouds over the UK are beyond most people's imagination because they are exotic, bizarre events.

Rare events are common if one expands one's horizon. What is rare in a single location is common when multiple locations are included. Iceland considers volcanic activity to be common and they prepare for it. Over the last 500 years, a third of the world's lava output has been Icelandic. The 1783-4 eruption of the Laki volcano led to the deaths of a quarter of the island's population and half of its livestock, but its effects were much more widespread. 23,000 Britons died of sulphur dioxide poisoning. Laki led to the deaths of two million mostly due to crop failures throughout the northern hemisphere. It may have even contributed to the French Revolution of 1789.

Which brings us to Katla. Easier to say – much more deadly.

Ólafur Grímsson, Iceland's president described Eyjafjallajökull as a rehearsal for Katla. "It is high time for European governments and airline authorities all over the world to start planning for the eventual Katla eruption," he said.

Eyjafjallajökull Katla



In the three previous times that Eyjafjallajökull erupted, in 920, 1612 and 1823, its big brother next door neighbor, Katla, also erupted shortly thereafter. Katla blows every 40 to 80 years. The last time Katla erupted was 92 years ago. April 2010 was merely the opening scene, and Katla, an order of magnitude bigger than Eyjafjallajökull, will likely belch an ash cloud that will pose a very real danger to aircraft over a wide area, and spew larger quantities of toxic gas.

So far, as Eyjafjallajökull continues to rumble, Katla has been silent. Unlike pre-April, we have the benefit of hind sight. We know that there will be widespread air travel disruption, perhaps not this summer, perhaps not even this year, but at some point in the next few years. And some of us may very well be prepared, or not.

How does an airline or tour operator prepare? Airlines can lobby to change EU directive 261/2004 which holds them liable for passenger costs due to cancellation. Airlines can also put pressure for more accurate modeling of ash clouds. But they will have a hard time raising prices high enough to cover recent losses and to store up for an inevitable repeat performance.

Inevitable though it may be, most of our businesses won't be prepared for what Katla will throw our way, in spite of what we have learnt. We won't have weaned ourselves off air travel. We won't have shifted to alternate forms of transport for goods – just in case. Katla and any coincidental unfavourable weather pattern will not give us much warning to put into place contingencies. But preparedness for single known risks is not the same as resilience. Preparing for specific, identified yet improbable risks may be counterproductive. On the other hand, there is so much we can do to increase the ability of our organisations to absorb unimaginable impacts, by putting into place systems, processes and cultures that are more flexible, more elastic. Reflecting too long and too hard about individual known risks, leads people, organizations and countries to build Maginot lines of defence. Expect the unexpected and be capable of adapting quickly.

Jim Moffat is MD, Smith Ivanson Ltd.

BT mops up after flood, fire and famine

A flood and then fire at a BT exchange in Paddington severely impacted telephony across the west of the capital in April. The incident at Burne House in north Paddington crippled landlines, broadband and mobile services. More than 430 local exchanges are connected to the site, so connectivity was also affected across swathes of the south east and further a field.

At the time, BT issued a statement, suggesting that "Any customers needing to make calls to the emergency services who have a problem using their phones are advised to do so by using their mobile phone, or alternatively by using a friend or neighbour's working phone." Let's just hope you get on with your neighbours!

The incident also led to a pizza famine in North & West London with locals going hungry and many pizza delivery companies particularly facing the loss of £1000's of business through the inability to receive takeaway orders.

As with the BT tunnel fire in Manchester in 2004, this incident again highlights that many of us don't really ever understand our telephony dependencies, and that we should think more and more about flexible communication strategies.

Awards Season

It is Business Continuity award season, with the glitzy CIR Awards two weeks ago at the Park Lane Hilton, and the more down to earth, "people's choice" BANG Awards on May 26th, at Davy's Wine Bar in the Docklands.

Details of winners from the CIR event can be found on www.businesscontinuityawards.com

Information for the BANG Awards can be found on <http://bangawards2010.eventbrite.com/> or via the BANG group on LinkedIn.

Olympics Watch

It may still feel like light years away, but we are now only around 800 days from the start of the Greatest Show on Earth in London in 2012

Following on from the Olympics focused events that the BCI London Forum has already run to promote awareness amongst business continuity professionals about the potential risks associated with the Games and other infrastructure projects in London during the run up, the BCI London Forum will be keeping a watching eye on developments and risks over the next couple of years, in an attempt to keep members up to date.

Although not run or endorsed by the BCI London Forum, members may be interested in an event run by CIR Magazine on 1st July entitled "Olympics 2012: A game of risk?" Details can be found at www.cirmagazine.com/conferences/olympics

World Cup

The 2010 World Cup Football starts on June 11, 2010 and continues until July 11, 2010.

Meticulous planning usually goes into overseas sports tours. You may recall the army of support staff that Sir Clive Woodward took with him in 2005 for the British & Irish Lions tour to New Zealand, with various media advisors, legal support, and chefs in addition to the coaching staff and management (although unfortunately it didn't help them win on the pitch).

Given the security risks in South Africa itself, and following high profile attacks on sports teams in Angola (Togo football team) and Pakistan (Sri Lankan cricket team) most of the participating teams as well as the FIFA organising committee have been undertaking in-depth security analysis to make sure that the players and fans are sufficiently protected.

One leading security specialist believes that South Africa is "absolutely" ready in terms of general match and fan security, although if there is a "big bomb or other terrorist attack," then he is worried that hospitals and other infrastructure wouldn't be able to cope. Generally business continuity is well developed in South Africa, but with the influx of people, they will be dealing with completely different scenarios. Let's hope that England will have suitable contingency plans in place - both off the pitch, and on it - for when Wayne Rooney gets injured and Ledley King's knees go!

World Cup fever in London

Approximately 715.1 million people watched the 2006 World Cup and this figure is set to increase throughout the 2010 tournament. Previous World Cups have had an indirect impact on the operations of business in London, including:

- High absenteeism as staff decide to go and watch games on television (staff calling in sick to watch games, or with hangovers, staff leaving early, etc.);
- Wide spread damage to buildings and public transport. Significant violence broke out in many cities following England's loss in 2006.

Ahead of this year's World Cup, you may want to consider how this event might impact your business and day to day operations to ensure that you can continue to deliver your key services.

In order to limit some of the risk of staff absenteeism, it is worth thinking about the following:

- Flexible lunch breaks (as many games commence around 15.00 BST) for those that have an interest in the World Cup;
- Making provisions for them to watch TV in the office;
- Many games will be streamed live on the internet. Do you have any guidelines in place so that your networks aren't severely affected?

If England do well in the competition, then even more thought will need to be given to "loss of staff", although longer term the impacts on productivity may be higher due to the feel-good factor.

Marina Arthur MBCI, MD at Key BCM Consultancy Limited & Nick West MBCI PIOR, Group BCM at Burberry.