BRISTOL CITY COUNCIL

Audit Committee

Date: 28 January 2011

Report of: Deputy Chief Executive

Title: Business Continuity Annual Report

Ward: City-wide

Officer presenting report: Jim Gillman

Contact telephone number: 92 24313

RECOMMENDATION:

To note the contents of the report.

Summary:

This paper intends to update members of the Audit Committee of Business Continuity (BC) progress since September 2009.

This paper considers the result of recent BC audits, the response to recent continuity challenges, the work underway to embed BC requirements and the future direction of BC arrangements.

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1.   Policy

1.1   Business Continuity requirements are set out in the Civil Contingencies and Business Continuity Policy Statement, available on the Source.

2.   Context

2.1   The requirement to adopt a system of BC management originates from the Civil Contingencies Act, 2004. The Civil Contingencies Secretariat, part of the Cabinet Office, has worked with the British Standards Institute to develop a British standard for Business Continuity – BSI 25999. Aligning more closely with BSI 25999 is the current aim of Bristol City Council's (BCC) continuity programme.

2.2   Although BC planning has become well developed in some areas of the Council, it remains inconsistent. Initial Internal Audit-led reports regarding Directorate BC arrangements were disappointing, but the moves to strengthen arrangements and the response to continuity challenges – particularly Swine Flu and severe weather – have been encouraging.

Main Report

3.   The Role of the Corporate Civil Contingencies Group (CCCG)

3.1   The CCCG, Chaired by the Deputy Chief Executive and made up of second tier Champions from each Directorate, is responsible for overseeing the delivery of the Council's civil contingency and BC responsibilities. The Civil Protection Unit (CPU) provide the planning capacity, staff training, multi-agency liaison and operational support required to meet statutory obligations.

3.2   After a period of disruption, the CCCG was reformed with newly identified second tier Champions in July 2010 and was presented with the results of the BC audits in October. The CCCG has endorsed a BC strategy document and committed itself to improving business continuity within the Council (see 5 below). The CCCG has also endorsed reviewed Terms of Reference for the Group, role descriptions for 2nd Tier Champions and the Council's Civil Contingencies and Business Continuity Policy Statement.

4.   Internal Audit Reports

4.1   The Internal Audit team have conducted a series of audits into Directorate business continuity arrangements. Although initial results were patchy, follow-up checks have shown some Directorates making significant improvements with others making slower progress. The audits highlighted the work still needed to be done if the Authority wishes to align closely with, or seek accreditation to, the British Standard, BSI 25999. Although some of this has now been undertaken, there is room for further improvement.

4.2   Issues identified by audits included:
- A lack of Directorate arrangements for managing continuity issues;
- A lack of consideration of business continuity issues during strategic decision making;

- Confusion over Directorate critical service lists – who is critical and who is not;
- The interoperability of service-level plans; coordination across services;
- A lack of acknowledgement for those with planning responsibilities in job descriptions and PMDS;
- Incomplete planning;
- A lack of testing / exercising.

A summary of the audit results are listed at Appendix A of this report.

4.3 In response to the audits, CPU and Internal Audit have worked together to produce clearer guidance on the assessment criteria for the audit judgements. These give Directorates a clearer picture of what needs to done in order for a particular judgement to be reached. The 'opinion guide' is attached to this report as Appendix B.

5. Progress – 2010 BC Activity

5.1 The CCCG have endorsed a BC Strategy document, clarifying:
- The BC management structure;
- The annual BC 'cycle';
- Training requirements for staff;
- The BC Plans and their scope.

The BC Strategy document is attached to this report as Appendix C.

5.2 The Critical Service list (the list of Council services identified as 'critical' from a BC perspective) was reviewed in July 2010. This has been compared to equivalent lists from Core City partners. The lists are reassuringly similar – there is a high level of consistency across Core Cities as to what aspects of Local Authority business should be deemed 'critical'. Where discrepancies exist, these will be considered in the 2011 review of the list.

5.3 Critical services continue to review their plans annually. All critical services have a BC plan in place. These plans are being tested, increasingly although still not often enough – by the services themselves, but also by events. The quality of these plans is improving but is still too variable. The resources needed to analyse and 'QC' plans remain thin.

5.4 The CCCG ran through a desktop exercise to test assumptions within the Snow Plan, prior to the pre-Christmas cold weather.

5.5 A HSC Directorate-wide severe weather exercise was held at the end of November 2010. Over 25 3rd, 4th and 5th tier managers ran through severe weather arrangements and coordinated responses across teams.

5.6 A joint exercise with independent social care providers was held, also at the end of November, examining the expectations held by BCC and independent providers during emergencies with the aim of producing joint operating procedures and guidelines for commissioners.

5.7   The continuity requirements associated with IT applications have been incorporated into the IT Service Level Agreement process. This allows the requirement for IT service continuity to be identified, discussed and actioned at the point at which teams/services are 'commissioning' their IT services and not as an afterthought.

6.   Embedding BC requirements

Work has continued embedding BC requirements into wider Council governance procedures. This includes:
- Continuing the annual review of the Critical Service list and BC plans;
- Identifying Critical Services, and those responsible for writing BC plans, in Service Delivery Plans;
- Requiring those with planning responsibilities to have an associated PMDS element, ensuring that staff are given time for BC planning and the work done is acknowledged an issue taken up by the Deputy Chief Executive since becoming Chair of the CCCG;
- Continuing to work with Corporate Procurement and commissioning teams to ensure supply chain resilience;
- Including IT service continuity requirements in IT Service Level Agreements (see above), and;
- Continuing to work with the Internal Audit Risk Management, IT Information Security, the Corporate Health and Safety team and others to join up governance functions and 'align' review cycles wherever possible, increasing effectiveness and aiming to reduce duplication and unnecessary bureaucracy.

7.   Response to recent continuity challenges

7.1   Swine Flu: The impact to the Swine Flu pandemic of 2009 was felt most keenly in HSC and CYPS, although aspects touched all Directorates and required preparations to be made across the Authority. The CCCG activated the Council's Pandemic Flu plan and:
- Supported the Health-led multi-agency response to the Pandemic, including supporting the establishment of anti-viral distribution centres and the identification of and communication with vulnerable groups;
- Issued guidance and checklists to Critical Services and Directorates to inform continuity planning and facilitate preparedness;
- Issued advice to all 3rd and 4th tier managers regarding staff protection, absenteeism and infection control;
- Led a joint PCT / BCC frontline staff vaccination programme, which issued over 2,500 vaccinations to frontline health and social care staff;
- Disseminated advice to all staff through the Source and payslips;
- Initiated a system for internal reporting to capture the impact of an outbreak on Council services;
- Oversaw the review of cleaning regimes and ensured infection control systems are in place in high risk areas (shared working areas and training and meeting areas);

- Procured a supply of personal protection and infection control equipment;
- Oversaw planning for excess deaths (which was cited as good practise by the Government Office South West); and
- Provided local businesses with a letter containing information on how they can be prepare for the impacts of a pandemic.

7.2   The longer-term impact of Swine Flu preparations has improved continuity planning, particularly in HSC, by:
- Strengthening partnership work between BCC and Health counterparts;
- Strengthening the 'continuity' links between commissioners and independent social care providers;
- Identifying interdependencies between teams and strengthened planning across teams;
- Strengthening the link between winter surge planning and BC issues, and;
- Ensuring the continued offer of free seasonal flu vaccinations for staff providing personal care to potentially vulnerable people.

7.3   The Snow: Lessons from the response to the snow in January 2010 led to the establishment of the Snow Plan. The plan was tested at the CCCG shortly before it was activated in December 2010. The Plan:
- Enhanced the Council's ability to re-deploy resources in support of critical services – e.g. the Parks Team supporting HSC Home Care and Meals Service teams;
- Identified key sites to be cleared and gritted, including schools, residential homes for vulnerable people, high footfall areas, multi-occupancy buildings and key Council operational sites and the resources to undertake this;
- Tested website resilience – particularly in terms of the increased demand for school closure information;
- Established a Communications Plan for severe weather, keeping media messages clear and consistent and encouraging businesses and communities to clear snow;
- Supported the delivery of community grit drops;
- Tested GroupWise WebAccess capacity – ensuring that the number of remote users that can be accommodated matched demand;
- Coordinated planning within and across Directorates, particularly transport teams and school and social care services;
- Utilised the 4x4 capacity within the Council to support critical service delivery, and;
- Identified the requirement for and procured personal safety equipment, e.g. shoe snow grips.

8.   Future Actions:

8.1   The newly endorsed BC strategy sets out the framework for future delivery and improvement of the BC programme. Ensuring, through the CCCG, that this framework is followed is the priority for the near future. February actions include:

- Timing the review of the critical service list to coincide with the drafting of Service Delivery Plans;
- Scheduling training sessions; and
- Review of BC information on the Source.

8.2   Active engagement within the Core Cities BC Group has allowed for informal benchmarking across the Core Cities on BC progress and has presented the opportunity for the lead officer for BC in the CPU, to attend a heavily discounted BSI 25999 Lead Auditors course.

8.3.   Continuity in the Face of Change. The current financial environment will impact significantly on the Council and how it delivers services. This presents significant challenges to continuity and the CPU are attempting to ensure that business continuity is considered throughout this change period. This is being done by engaging with 'change programmes' as early as possible. CPU has engaged with the Enabling Commissioning Board and the CYPS Change Programme and is seeking ways to ensure that significant decisions not only take continuity into account, but actively seek to build resilient services.

8.4.   Training and E-learning. CPU have developed an 'Introduction to Civil Contingencies' e-learning package and is working on a BC-specific course. This will allow for awareness raising across the Authority.

9.   Risk Assessment

Business Continuity is considered in the Corporate Risk Register under the risk of a civil emergency. The risk is described as "an inadequate response to to a major incident or emergency resulting in avoidable injury or loss of life, disruption to critical service delivery, reputational loss, financial loss and protracted recovery".

10.   Equalities Impact Assessment

No implications arising from this report

11.   Legal and Resource Implications

Legal: None sort

Financial: None sort.

12.   Appendices:
Appendix A – Summary of Directorate BC Audits
Appendix B - Summary of Audit Opinion Guide
Appendix C - BC Strategy document

Annex A: Directorate BC Audits. Overview by Directorate

Directorate	Date of Audit	Judgement	Follow-up Verdict
CLS	*Nov 07*	*Good*	*N/a*
Corporate / Management Arrangements	Mar 08	Satisfactory	N/a
HSC	Feb 09	Needs Improvement	Good
NH	May 09	Needs Improvement	Satisfactory
CD	Aug 09	Needs Improvement	Satisfactory
CYPS	Feb 10	Poor	A slow response from CYPS to the original judgement meant escalation procedures were taken. Since escalation CYPS have produced evidence that ongoing work has been undertaken and the main recommendations of the report have been actioned.
TR (now CS)	Jan 2011	Needs Improvement	TR have already taken several positive steps towards improving this judgement

Appendix B: Internal Audit Opinion Guide - Directorate Business Continuity Audits

Inherent Risk	Findings and their related opinions
Critical services, including those involving suppliers / partners, are not identified.	**Poor:** Critical services not identified. **Needs Improvement:** Critical services not clearly identified (eg credibility low because associated documents contradictory), therefore BCPs don't comprehensively cover. **Satisfactory:** Critical services identified. **Very Good:** A significant incident demonstrates that the critical / non-critical classification is accurate.
BCPs are not in place for critical services Impact	**Poor:** No credible BCPs. **Poor:** No identification of critical 3rd parties. **Poor:** Directorate Plan not written. **Needs Improvement:** BCPs contain deficiencies and questions. **Needs Improvement:** Directorate Plan not finalised. **Needs Improvement:** Loose BC arrangements with critical 3rd parties. **Satisfactory:** BCPs signed off and stand up to critical review. **Satisfactory**: Solid BC agreements with critical 3rd parties. **Satisfactory**: Directorate Plan finalised. **Good:** Directorate Plan owned at a senior level and tested and reviewed regularly. **Good:** Partners and suppliers are engaged regularly regarding BC issues. **Very Good:** BCPs of such quality that they are used as examples and to improve CPU's templates.
Directorate critical service managers may not be aware of the reliance on their services in other directorates' BCPs	**Poor:** No consideration of the reliance between directorates. **Needs Improvement:** Awareness of the most obvious areas of reliance taken account of in plans. **Satisfactory**: Areas of reliance have been systematically collected and taken account of. **Very Good:** Directorate has obtained confirmation from others of the extent of reliance, and prompted and assisted careful consideration. **Very Good:** Joint or linked plans have been created for inter-reliant critical services.
BCPs are ineffective	**Poor:** Arrangements non-existent or incomplete. **Needs Improvement:** BCPs not sufficiently tested.

	Satisfactory: An annual cycle has been tailored for the directorate, and kept to. **Satisfactory:** BCPs tested. **Satisfactory:** 3rd parties have demonstrated that their BCPs have been validated. **Very Good:** A significant incident has demonstrated that the invoked BCP(s) worked well.
Overall management of the BCP cycle is ineffective	**Poor:** Those with BC responsibilities not identified. **Needs Improvement:** BC responsibilities not adequately reflected in either PMDS agreements or job descriptions. **Satisfactory:** Those with BC responsibilities identified and reflected in PMDS agreements and/or job descriptions **Satisfactory:** Records are maintained (centrally or locally) that confirm that most relevant staff have received BC training. **Very Good:** Staff at all levels are clear of their continuity responsibilities. **Very Good:** New staff are briefed clearly on their responsibilities eg induction material has links to BC information. **Very Good:** Continuity is a standing item on DLT agendas. **Very Good:** Critical services take a proactive approach to their continuity. **Very Good:** The directorate takes an innovative approach to continuity issues.

Business Continuity Strategy Document
September 2010
Draft Version 4
Approved by the Corporate Civil Contingencies Group on

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1. Introduction

This document provides the framework for the delivery of the Business Continuity element of the Civil Contingencies and Business Continuity Policy Statement 2010. It does not contain any procedures regarding the response to incidents. It is intended for the information of all Council staff.

Business Continuity Management is a holistic management process that provides a framework for building resilience into organisations and the capability for an effective response that safeguards the interests of Bristol City Council customers, service users, staff, key stakeholders and reputation.

Section 1 of this Strategy considers the aims, scope and context of the Programme. Section 2 focuses on delivery of the Programme.

2. Why does Bristol City Council need a Business Continuity Strategy

Bristol City Council is a complex and multifaceted organisation providing a vast array of services to the community. The Council has a legal duty to ensure, as far as possible, it is able to both respond to emergencies and keep key services running in the event of any disruptive challenge.

Disruptions to business can take many forms and may occur at especially vulnerable times. Directorates and services must effectively manage disruptions in order to ensure rapid business recovery and reduce the impact on customers, service users and staff.

The business continuity framework will ensure that plans and arrangements are in place, enabling the Council to continue providing a predetermined level of service during disruptions, while making as quick as possible return to normal service.

As well as ensuring Bristol City Council fulfils its obligations under the Civil Contingencies Act, the business continuity programme will benefit Bristol City Council by building a resilience culture, improving the management of risk and providing an operational and communications framework for managing disruptive challenges.

The BC programme directly supports the Bristol 20:20 Plan objectives of 'Building Stronger and Safe Communities', and the Council Corporate Plan objectives of 'Better Neighbourhoods' and 'Safer and Healthier Communities'. Having a robust contingencies framework is essential if Bristol wishes to increase it's profile on the national, Eurpoean and International stages, for example by becoming a 2018 World Cup Host City.

Section 1: Aims and Scope

### 3.   Aim of the Business Continuity Programme

To build a culture of resilience within Bristol City Council and the services it delivers

4.   Objectives of the Business Continuity Programme

- To achieve corporate ownership of the business continuity process
- To anticipate and prepare for disruptive challenges that face the Council
- To provide a framework and procedures for the effective management of disruptive challenges
- To reduce the impact and the time needed to recover from disruptive challenges
- To identify specific critical 'activities' undertaken by the Council and ensure planning is in place for their continued delivery
- To align the Council with the British Standard for Business Continuity, BSI 25999

5.   Aligning with the British Standard for Business Continuity, BSI 25999

'Aligning' with BSI 25999 is an expectation of the Civil Contingencies Act Enhancement Programme. This strategy is written to move the Council's arrangements closer to the requirements of BSI 25999. The diagram below illustrates the process outlined by BSI 25999.
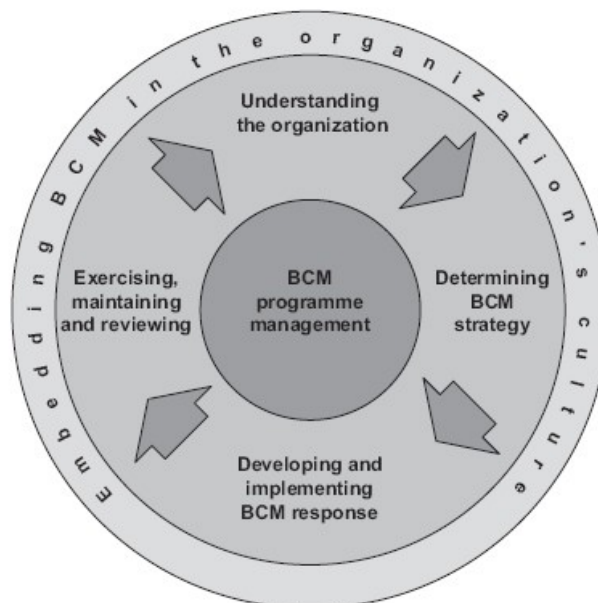
6. Embedding Business Continuity – building a Resilience Culture

Embedding Business Continuity Management and instilling a resilience culture into the organisation has many facets.
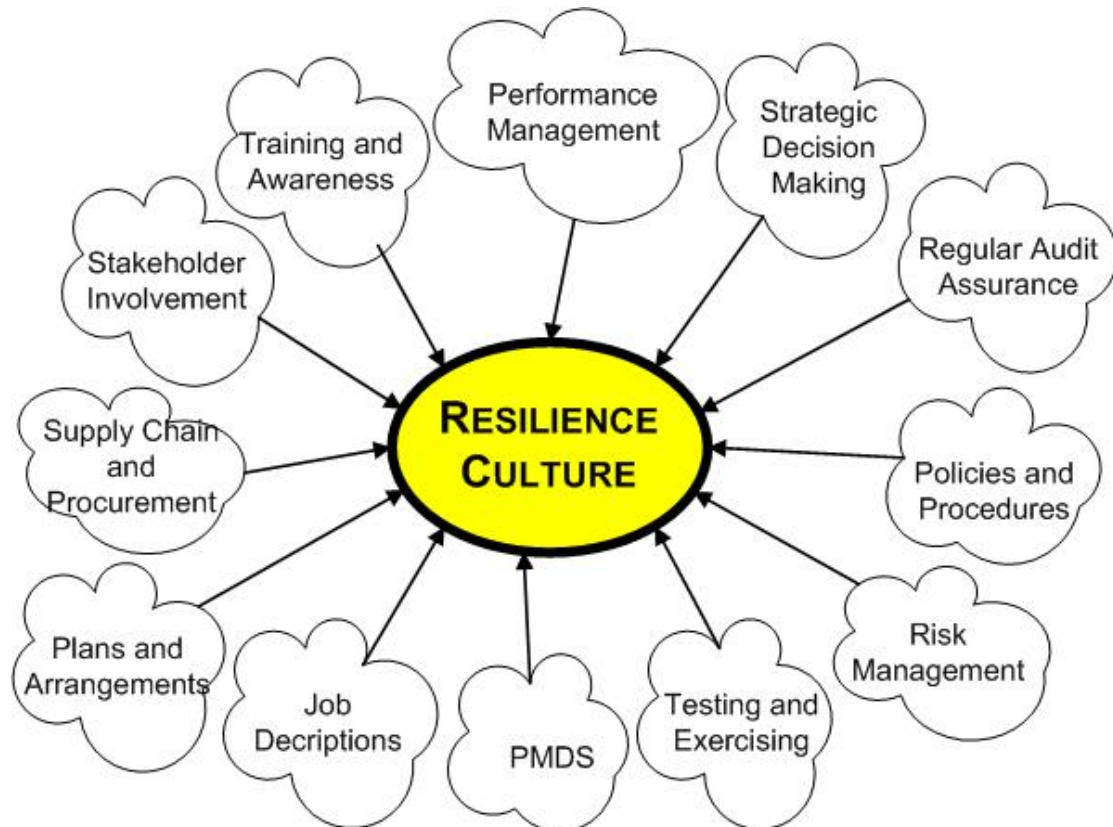
Taking a managed approach to business continuity is an element of good corporate governance and as such the Internal Audit team will verify BC arrangements.

Appropriate training for staff, comprehensive stakeholder / supply chain engagement and 'finding a place' for business continuity within corporate performance management processes – performance reporting, job descriptions and PMDS – will ensure that the 'resilience culture' the BCM programme seeks to create is 'embedded' within the organisation.

Continuity in the face of the impending change necessitated by spending cuts present a significant challenge to resilient service delivery. Ensuring continuity issues are considered as part of the difficult strategic decisions ahead is a key challenge for the BC programme.

The BC Programme seeks to address all of these elements through the Corporate Civil Contingencies Group and Directorate Champions, staff training and awareness raising and engagement with Directorates.

Section 2: Delivery

7.   Scope of the Business Continuity Programme - Business Impact Analysis

The Business Continuity Programme aims to provide the management framework through which the Council as a whole can build its resilience. However, in line with legislation and BSI 25999, the Programme focuses on the 'critical' activities and functions undertaken by the Council.

'Critical Services' - those services and teams that perform 'critical' activities and functions - are identified using a business impact analysis. A team or service is considered critical if the impact of the service 'not operating' will:

- Endanger life
- Endanger the safety or welfare of individuals for whom the Council has a legal responsibility
- Significantly undermine the Council's finances or reputation
- Inhibit the communication of vital information to the public
- Significantly undermine the continuity of everyday City life
- Deny essential support or resources to other critical services

The Critical Service list is reviewed by Contingency Champions on an annual basis, with the criticality of teams assessed using a simple impact analysis template provided by the Civil Protection Unit.
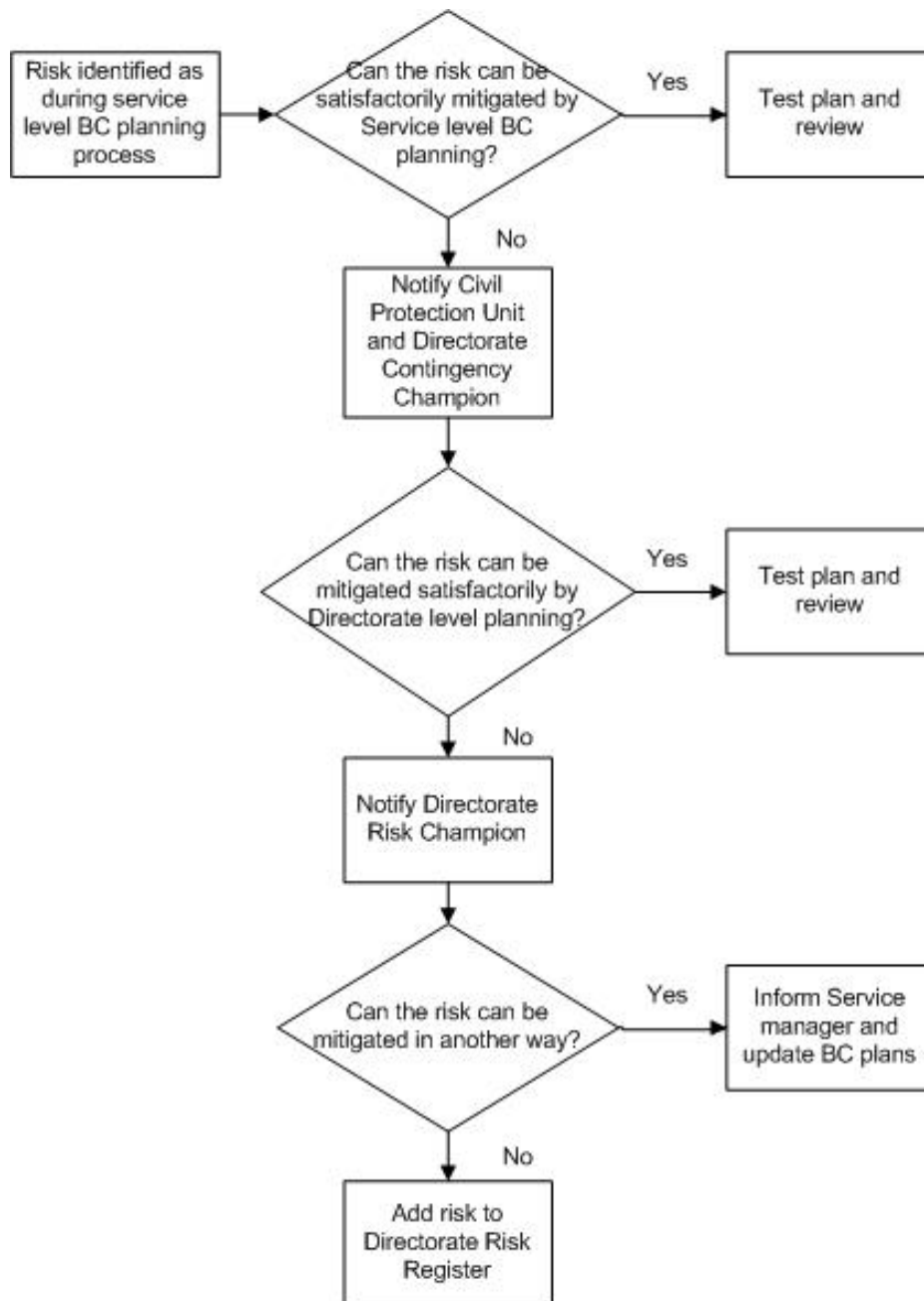
8.   Risk Management

The Business Continuity Programme both uses risk management methodology in the process of resilience building and acts as mitigation against operational risks. This symbiotic relationship with risk management necessitates close coordination between the corporate risk and business continuity programmes.
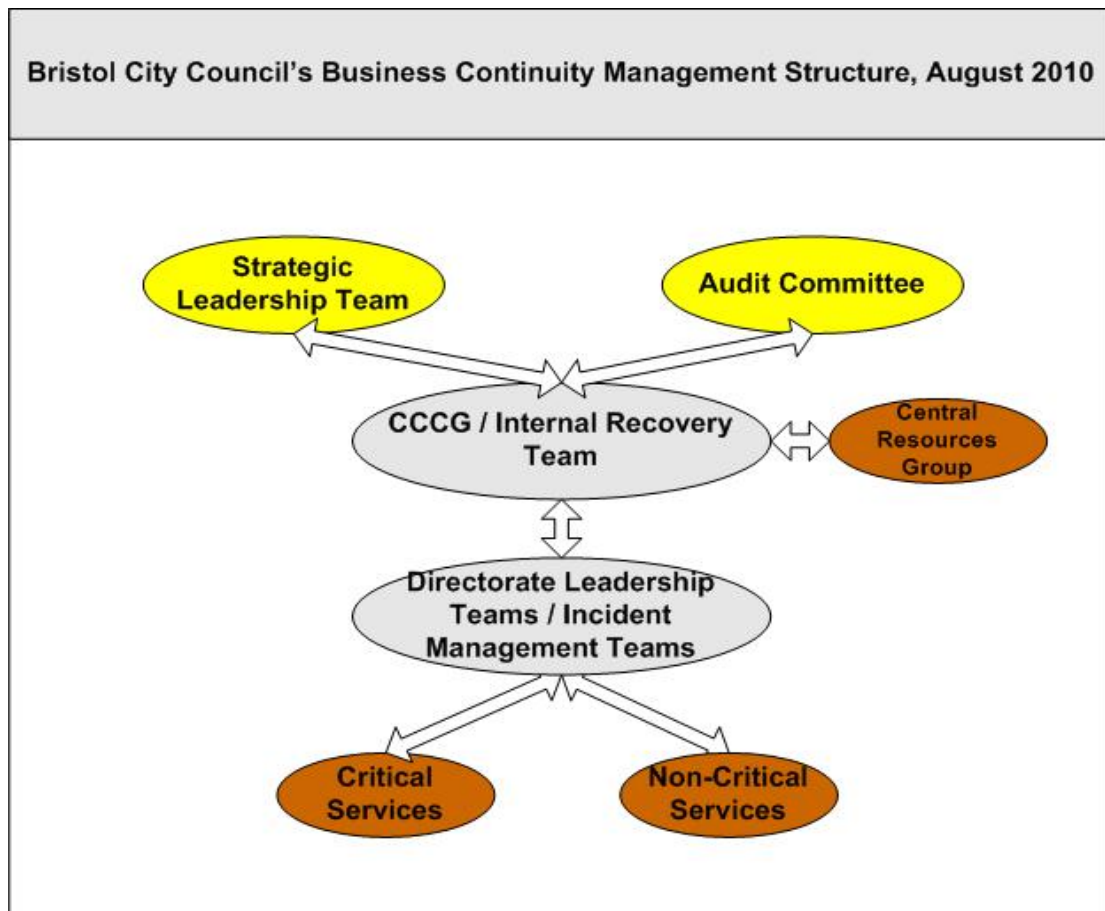
Business continuity is a risk-led process and both service level and Corporate planning orientates itself around the assessment of community or 'external' risks, particularly very high risks identified in the Local Resilience Forum Community Risk Register, and 'internal' or business risks – inherent operational risks unique to each area of business.

The Local Resilience Forum (LRF) Community Risk Register and the Civil Contingencies Risk Register inform Corporate and Directorate Planning. Critical Services are required to orientate their planning using a risk assessment template that highlights the high risks in the Civil Contingencies Risk Register and necessitates the identification and assessment of their own operational risks.

The flow diagram below demonstrates how operational risks identified during business continuity planning are elevated up the corporate 'risk ladder'.

9. Management Structure

Bristol City Council's Business Continuity Management Structure, August 2010

Group	Role
Audit Committee	Provide democratic oversight and scrutiny of the BC programme
SLT	Responsible for ensuring BC is given the strategic profile and resources required
CCCG	Steering Group to oversee the delivery of the Civil Contingencies and Business Continuity Policy Identifying an Internal Recovery Team to manage the affects of disruptive incidents
Central Resources Group	Assess and build the resilience of central resources such as ICT and workspace and analyse corporate dependencies
Directorate Leadership Teams	Identify Directorate Incident Management Teams and manage the affects of disruptive incidents at the Directorate level
Critical Services	Ensure, as far as possible, the delivery of critical functions
Non Critical Services	Maintain everyday business as far as possible – release resources to support the response to an emergency and the delivery of critical services as necessary

10.   Central Resources Group

The Central Resources Group, to be made up of key officers responsible for providing central resources across the organisation and representatives from Directorates, will meet twice a year. The Group is responsible for assessing the Council's dependencies on utilities and the impact disruption to supplies of electricity, gas, water and telecommunications is likely to have on the Authority and the supply of central resources, such as workspace and IT. The Group is responsible for reviewing and developing the operational strategies and corresponding plans in place to manage possible disruptions.

Recommended membership of the Central Resources Group

- ICT – Infrastructure Services
- Accommodation Team Leader
- Senior Engineer – Building Practise
- Facilities Services Manager
- Civil Protection Unit – Business Continuity Officer
- Directorate Representatives

11.   Business Continuity Plans

Plan	Purpose	Owner
Corporate Business Continuity Plan	To provide a response structure for incidents that affect one or more Directorates and overview corporate arrangements for generic risks	Civil Protection Unit
Specialised Corporate Plans, e.g. • Fuel Shortage • Pandemic Flu • Severe Weather • IT DR	To provide action plans to mitigate against particular corporate risks	Civil Protection Unit, IT DR Plans owned by Corporate ICT
Directorate Business Continuity Plans	To provide a response structure and escalation procedures for Directorates	Contingency Champions, supported by Directorate coordinators
Critical Service Business Continuity Plans	To provide response structures and action plans for the continued delivery of critical functions and activities	Critical Service Managers

The Civil Protection Unit offers templates, guidance and training for all those responsible for producing plans.

12.   Exercising and Testing

Testing and exercising is essential for establishing the validity of continuity planning. CPU will produce an exercise schedule for Corporate plans. Responsibility for the testing of other plans rests with the owners of particular plans.

CPU can assist Directorate and Critical Services with any testing they wish to undertake by providing exercise scenarios, exercise directors and facilitators, coordination with other teams and stakeholders, exercise templates and planning advice.

13.   Annual BC Cycle

Business Continuity works on a process of continual improvement. Resilience is a dynamic concept and must move and improve with organisational change. As such the plans and procedures put in place as part of the continuity programme will be reviewed on a regular basis according to the following cycle.

Action	Date	Responsibility	Reference to 25999 BCM cycle
Distribute BIA papers for the identification of Critical Services (in line with Service Planning cycle)	1Jan	CPU to relevant Service Directors (cc to Directorate Champions)	Understanding the Organisation
Return reviewed critical service lists (in line with Service Planning cycle)	1 Feb	Service Directors to CPU	Understanding the Organisation
Review Civil Contingencies Risk Register	April	CPU	Determining BC Strategy
Meeting of the Central Resources Group	April	TBC	Determining BC Strategy
Distribute Critical Service Plan review documents	15 June	CPU / Deputy Chief Executive	Developing and Implementing BCM Response
Deadline for Critical Services to complete plan review	31 July	Critical Service Managers	Developing and Implementing BCM Response
Circulate Directorate Plan review documents	15 Sept	CPU	Developing and Implementing BCM Response
Deadline for completing Directorate Plan reviews	31 Oct	Directorate coordinators / CPU / Service Directors via Directorate Champions	Developing and Implementing BCM Response
Meeting of Central	Oct	TBC	Determining BCM

Resources Group			Strategy
Review of Corporate BC Plan	1 Nov	30 November	Developing and Implementing BCM Response
Report to Audit Committee	Jan	DCX / CPU	Exercising Maintaining and reviewing
Exercising and testing	1 Jan – 30 April	All CS Managers and Service Directors	Exercising Maintaining and reviewing

14.   Training

All those with a role in executing business continuity plans should receive training. Training for those assigned a role under the Corporate or a Directorate plan and critical service managers will be offered by the Civil Protection Unit. Those staff with a role in executing service-level plans should be briefed, and where appropriate trained by particular services.

Summary of BC training requirements:

Role	Minimum training required	Frequency of refresher
Staff with a role under the Corporate Continuity Plan	Introduction to Civil Protection (1.5 hours) **or** Silver Command training (half day) **and** Corporate Continuity (1.5 hours)	Every 2 years
Staff with a role under Directorate Continuity Plans	Introduction to Civil Protection (1.5 hours) **or** Silver Command training (half day) **and** Corporate Continuity (1.5 hours)	Every 2 years
Critical Service Managers and Directorate coordinators	Introduction to Civil Protection (1.5 hours) **or** Silver Command training (half day) **and** Corporate Continuity (1.5 hours) **and** Continuity Plan Writing (3 hours)	Every 2 years
Staff with a role under Critical Service Plans	Training to be decided by Service Managers	

15.   Supply chain issues – Procurement, contractors and partnerships

Critical Services are responsible for identifying the suppliers, contractors and partners who support the delivery of their services. Critical Services must engage with partners regarding continuity and, on a risk basis, seek appropriate assurances.

The Corporate Procurement Team with reference to the Civil Protection Team are responsible for ensuring that key corporate contracts contain appropriate continuity assurances. Guidance regarding business continuity requirements is included in 'Selling to the Council' literature and the Pre-Tender Questionnaire.

16.   Sources of Further Information

The Civil Protection Unit Source pages can be found at:

http://intranet.bcc.lan/ccm/navigation/plans-and-performance/strategies-and-plans/civil-contingency-plans/

The Risk Management Source pages can be found at:

http://intranet.bcc.lan/ccm/navigation/plans-and-performance/risk-management/

The HR Civil Emergencies Policy can be found at:

http://intranet.bcc.lan/ccm/content/articles/transformation/shared-transactional-services/sts-hr/hr-strategies-and-contingency-planning/civil-emergencies-policy.en

The UK Resilience Homepage can be found at:

http://www.cabinetoffice.gov.uk/ukresilience.aspx

Information regarding BSI 25999 can be found at:

http://www.bsigroup.com/en/Assessment-and-certification-services/management-systems/Standards-and-Schemes/BS-25999/