Causeway Coast and Glens Borough Council

Internal Audit Report
Business Continuity Planning and Emergency Planning

August 2016
Final Report

MOORE STEPHENS

INTERNAL AUDIT REPORT

Business Continuity Planning and Emergency Planning

Executive Summary

This internal audit was completed as part of audit work for 2016/17. This report summarises the findings arising from a review of Business Continuity Planning and Emergency Planning which was allocated 7 days.

Through our audit we found the following examples of good practice:

- The Council has developed an Emergency Plan that has been approved by Elected Members and is revised on an annual basis
- Several training exercises have taken place in relation to Emergency Planning for both Elected Members and Directors and Heads of Service to increase awareness of the Council's and individuals' role in emergency planning and response
- The Council is active in engaging with other relevant agencies through the Northern Emergency Preparedness Group.

The majority of our recommendations have arisen as a result of the merger of the four legacy Councils and the time required to implement new structures and systems. Priority was given in 2015/16 to developing the Emergency Plan and rolling out awareness and training sessions to Elected Members and Senior staff, and therefore the development of new Business Continuity Plans has not progressed at the same rate.

Some areas (Priority 1 and Priority 2) where controls could be enhanced were noted during our review:

- A Corporate Business Continuity Plan has not yet been developed by the Council as an overall guide to Directors and Heads of Service in responding to any significant incidents that threaten to interrupt normal operations.
- Up to date business continuity plans are not in place at service level to include a business impact analysis to identify areas at greatest risk to interruption to service delivery. Because of this, no work has been done in relation to testing how the Council and/or service area would react to an incident that would cause disruption to services (such as denial to Council locations or loss of critical IT services).
- There is currently no official reporting mechanism in place to ensure that information from Emergency Planning meetings at regional/ sub regional level is communicated to Senior Officers
- As noted above, several desktop exercises have taken place in relation to emergency planning, however there has been no formal (role play) testing in relation to specific roles as described in the emergency plan (for example Loggists and the Media Manager). In addition some staff identified in the Emergency Plan (such as call

handlers and incident log keepers) have not yet been involved in the emergency planning exercises and therefore have not yet received any formal training.

- The location of the Emergency Management Control room has been identified within the Council's offices in Coleraine. Whilst there has been some initial work carried out in relation to internet and phone access points and connectivity, this has to be further progressed. Three other sites have been identified within the Emergency Plan as back-up locations for the emergency control room, depending on the location of the incident. No tests have been carried out at the these rooms to ensure that the communications links will operate effectively, as expected or are fit for purpose.

The following table summarises the total number of recommendations from our audit:

Risk	Number of recommendations & Priority rating		
	1	2	3
The Council may have inadequate Business Continuity and Emergency Plans (and associated Service Unit business continuity plans), leading to inadequate planning and a negative impact on Council's ability to respond effectively to adverse incidents	-	2	-
There may be an inadequate governance structure in place within the Council in relation to business continuity and emergency management leading to an uncoordinated approach to the implementation of the Business Continuity and Emergency Plans	-	-	1
The Council and Council staff may not be aware of their roles and responsibilities in the event of an emergency or business interruption resulting in the Council being ill-prepared for internal and external incidents and to a longer period of disruption to Council staff and services	-	-	1
Testing of the Business Continuity and Emergency Plans may not be carried out on a regular basis and lessons learned from tests may not be implemented, leading to inadequate preparation for implementation of the Plans and potential failure to respond as a result of vulnerabilities in the Plans	-	2	-
Total recommendations made	**-**	**4**	**2**

Based on our audit testing we are able to provide the following overall level of assurance:

Limited	There are significant weaknesses within the governance, risk management and control framework which, if not addressed, could lead to the system objectives not being achieved.

Points for the attention of Management

In addition to the recommendations noted above we have identified two system enhancements during the course of the audit which do not form part of our formal findings, but may help enhance the existing controls. These are detailed at Appendix 3.

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Auditor:	Sinead Callan, Internal Auditor
	Steven Lindsay, Internal Audit Partner
Distribution:	Chief Executive
	Director of Performance
	Head of Convergence
	Head of Health and Built Environment
	Audit Panel
	August 2016

Audit progress	Date
Audit commenced	5 July 2016
Draft Report issued to senior management for response	16 August 2016
Responses Received	29 August 2016
Responses Agreed	2 September 2016
Report Issued	5 September 2016

All matters contained in this report came to our attention while conducting normal internal audit work. Whilst we are able to provide an overall level of assurance based on our audit work, unlike a special investigation, this work will not necessarily reveal every issue that may exist in the Council's internal control system.

1 Objective

The scope of the audit was agreed with the Head of Convergence. The agreed audit objectives were to ensure that:

- The Council has adequate business continuity and emergency planning arrangements in place to be able to respond quickly and effectively in the event of an emergency or interruption to service
- Staff and elected members understand their roles and responsibilities in the event of an emergency or business interruption
- Emergency and business continuity plans are tested for effectiveness and corrective actions taken

The scope of this audit was to consider the main risks facing the Council in relation to business continuity and emergency planning and to review the key systems and controls in place to address these. We concentrated on the main risk areas in relation to:

- Plans and Planning
- Communication
- Testing.

2 Background

The Council has identified "Poor business continuity and insufficient resourcing detrimental to service delivery" as a key risk on its corporate risk register.

Emergency Planning
The Local Government (Northern Ireland) Order 2005 addresses emergency planning and clarifies the powers of Councils in planning for, and responding to, local emergencies. The Department of Environment is the lead Government Department in relation to this legislation.

Additional guidance for contingency and emergency planning has been issued through the Northern Ireland Civil Contingency Framework (NICCF, 2011). This framework sets out how NI public service organisations, such as the Council, should discharge their civil contingency responsibilities.

Business Continuity
Business Continuity Management involves organisations identifying their vulnerabilities to business interruption and making arrangements to reduce risk and mitigate against the effects of any disruptions. They also need to have plans for recovery of business processes if such disruptions do occur. (NICCF, 2011)

The Chief Executive is ultimately accountable for the development and implementation of the Council's emergency planning and business continuity arrangements.

3 Risks

The risks identified relating to Business Continuity Planning and Emergency Planning and agreed with management are as follows:

1. The Council may have inadequate Business Continuity and Emergency Plans (and associated Service Unit business continuity plans), leading to inadequate planning and a negative impact on Council's ability to respond effectively to adverse incidents
2. There may be an inadequate governance structure in place within the Council in relation to business continuity and emergency management leading to an uncoordinated approach to the implementation of the Business Continuity and Emergency Plans
3. The Council and Council staff may not be aware of their roles and responsibilities in the event of an emergency or business interruption resulting in the Council being ill-prepared for internal and external incidents and to a longer period of disruption to Council staff and services
4. Testing of the Business Continuity and Emergency Plans may not be carried out on a regular basis and lessons learned from tests may not be implemented, leading to inadequate preparation for implementation of the Plans and potential failure to respond as a result of vulnerabilities in the Plans

4 Audit Approach

Our audit fieldwork comprised:

- Documenting the systems via discussions with key staff
- Consideration of the key risks within each audit area
- Examining relevant documentation
- Carrying out a preliminary evaluation of the arrangements and controls in operation generally within the Council
- Testing the key arrangements and controls
- Testing the completeness and accuracy of records.

The table below shows the staff consulted with and we would like to thank them for their assistance and co-operation.

Job title
Head of Convergence
Head of Health and Built Environment
Emergency Planning Co-ordinator
(Acting) Principal Environmental Health Officer
Senior Environmental Health Officers
Heads of Service

5 Findings and Recommendations

This section of the report sets out our findings in relation to control issues identified and recommendations. A summary of all the key controls that we considered is included in Appendix II to this report.

5.1 Risk 1 – Plans and Planning - Business Continuity Planning

Recommendation 1 - Corporate Business Continuity Plan
a) Observation- A corporate business continuity plan has not been developed by the Council as an overall guide to the Directors and Heads of Service in responding to any significant incidents that threaten to interrupt normal operations. Whilst there is some reference to incidents associated with Council premises, activities or staff noted in the Council's Emergency Plan, there is no documented process of assessing potential risks and developing strategies and procedures for dealing with them. We also found that access to legacy Business Continuity Plans was limited.
b) Implication- Without an up-to-date Corporate Business Continuity Plan in place there is a risk that staff are not aware of their roles and responsibilities in the event that Council is required to respond to an adverse event and could add to further disruptions to the Council's normal operations.
c) Priority Rating- 2
d) Recommendation- The Council should develop and implement a Business Continuity Plan to ensure that there is clarity as to the procedures to be followed and roles and responsibilities to activate and respond to emergency situations as they arise. Once developed, responsibility for reviewing and updating the Plan should be clarified and a programme of training rolled out to staff and elected members. If appropriate, consideration should be given to following a model business continuity template such as ISO 22301: 2012 that provides a universal framework for organisations to follow, to ensure that business continuity plans are fit for purpose.
e) Management Response- Agreed. The necessity to develop a Business Continuity Plan for the organisation has been identified in the current business plan 2016-2017 for the Health and Built Environment section. In the continuing absence of a manager identified as responsible for Emergency Planning and Business Continuity, a specific resource will be identified from within the section and tasked to coordinate and prepare a suitable plan. The plan will follow the template as set out in ISO 22301: 2012. Each Head of Service will be responsible for providing information to enable the plan to be populated to ensure that it will be fit for purpose. A copy of the Business Continuity Plan will be presented to the Environmental Services Committee for consideration and Council approval.
f) Responsible Officer & Implementation Date- Head of Health & Built Environment 31st December 2016

Recommendation 2 - Service Unit Business Continuity Plans
a) Observation- We found from discussion with a number of Heads of Service, that there is a lack of up-to-date business continuity plans in place at Service level; some Heads of Service reported to have informal arrangements (for example for the hire of additional refuse lorries should a depot become unavailable) and legacy business continuity plans were available for some, but not all, service areas reviewed during our audit.
b) Implication- There is a risk that services will be delayed in implementing business continuity processes, or that inappropriate or unnecessary actions may be taken, if important information (such as key personnel, business processes and first step business continuity actions) has not been clarified in a formal business continuity plan. There is also the risk that, where services are currently relying on legacy business continuity plans, contact information and roles and responsibilities will not be clear due to staffing changes since 1 April 2015.
c) Priority Rating- 2
d) Recommendation- Business continuity plans should be developed at Service level. These should include a business impact analysis to identify areas at greatest risk to interruption to service delivery such as prolonged loss of staff, unavailability of a Council building or increased demand on services. For each of the areas identified, contingency actions currently in place (such as data backed up off site) and further actions to take in the event of an incident occurring (such as redeployment to other locations) should be identified and documented. Once developed, Heads of Service and Service Unit managers should ensure that they can access their plans (eg hard copy, downloaded copy to Council smartphone) in the event that the network or access to Council buildings. As part of this Heads of Service should ensure that out of hours numbers are held for all staff under their control so that a call cascade system can be appropriately implemented in an emergency or disruption to services. Contact details should be periodically checked to ensure that they remain up-to-date.
e) Management Response- Agreed. The coordinating officer as identified above will work with Heads of Service to ensure consistency and appropriateness for the specific service unit. The plan will be made available in different formats (electronic and hard copy) and contain appropriate out of hours contact details for the service unit. It will be for the Head of Service to identify a specific officer within in each service unit to be allocated the responsibility of ensuring contacts details are held securely, and remain accurate with checks completed on a quarterly basis.
f) Responsible Officer & Implementation Date- Head of Health & Built Environment. 31st November 2016

5.2 Risk 2 – Governance Structure in relation to Emergency Planning

Recommendation 3 - *Emergency Planning Reporting Mechanisms*
a) Observation- The Council sits on several Emergency Planning groups including the Sub Regional Civil Emergency Preparedness (SCEP) group and the Northern Emergency Preparedness Group (NEPG) which is co-chaired by the Council's Chief Executive. There is currently no formal reporting mechanism in place to ensure that information from these meetings is communicated to Senior Officers and to discuss emerging emergency and business planning arrangements such as severe weather in the winter months.
b) Implication- If information from sub regional meetings is not disseminated to staff who are involved in Emergency Planning (such as those who are on the rota for the emergency phone) there may be a lack of awareness as to emerging risks and any measures or protocols to address these.
c) Priority Rating- 3
d) Recommendation- Consideration should be given to making Emergency and Business Continuity Planning arrangements an agenda item at SMT meetings on a quarterly basis Alternatively, if appropriate, the Council may wish to establish an Emergency Planning Implementation Group (EPIG) to discuss internal Emergency and Business Planning and emerging issues such as severe weather warnings and to receive updates from group meetings attended by the Chief Executive, Emergency Planning Co-ordinating Officer and other Environmental Health Officers in attendance. If an EPIG is established, terms of reference should be developed to ensure that there is clarity as to the group's role and remit.
e) Management Response- From September 2016, Emergency planning officers within the Health & Built Environment section will meet on a monthly basis to discuss and review arrangements within council and to consider information from the Northern EPIG. The sub Regional EPCO (shared service) will attend. Notes of these meetings will be recorded. Consideration will be given to the establishment of an internal EPIG, membership and frequency of meetings. There are arrangements already in place to share severe weather warnings with all Heads of service. Emergency Planning Officers have access and permission to circulate to all employees. The information circulated will be reviewed and where appropriate specific advice given as to actions to be taken. Service area updates will continue to be provided to SMT/Heads of Service quarterly meetings and will specifically include Emergency Planning and Business Continuity Planning matters.
f) Responsible Officer & Implementation Date- Head of Health and Built Environment. September 2016

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5.3 Risk 3 – Roles and Responsibilities in relation to Emergency Planning

Recommendation 4- *Volunteer Lists*
a) **Observation**- Occasionally the Council has been requested to provide additional (manpower) support to help statutory organisations in the event of an emergency, for example to assist the NIEA with filling sandbags which are then distributed as needed to flooded areas. We were advised that whilst there has never been a shortage of Council staff to volunteer on these few occasions, there is no list of staff from within each service area who would be willing to act in event of civil contingency or emergency.
b) **Implication**- If a list of Council staff who are willing to volunteer in the event of an emergency is not maintained and readily available, there may be a lack of clarity in relation to who should be contacted which could lead to a disorganised approach and delayed response.
c) **Priority Rating**- 3
d) **Recommendation**- Consideration should be given to developing a list of volunteers from within each service area who would be willing to act in event of civil contingency or emergency (identifying home contact details, skills they have and possible roles they could undertake).
e) **Management Response**- Arrangements to be agreed as to the response made to requests for additional manpower by outside agencies. This will involve the Head of Operations, Head of Estates and Head of Organisational Development. In addition to contact details being provided by staff of service areas for business continuity purposes, Heads of Service will be asked to collate a volunteer list identifying availability, contact details and any special skills.
f) **Responsible Officer & Implementation Date- Head of Health & Built Environment 31st January 2017**

5.4 Risk 4 – Testing of Emergency and Business Continuity Plans

Recommendation 5 - *Testing of Emergency Plan*
a) **Observation**- A number of emergency planning desktop exercises have taken place since the Councils merged in April 2015. These included an emergency planning awareness session for elected members (June 2015), a testing exercise for CC&G and partner organisations involved in the Airwaves International Airshow (July 2015) and two further planning exercises for Council SMT and Heads of Service in November 2015. At the time of our audit (July 2016), a further exercise was planned in advance of the

Airshow to be held in August 2016. From review of training materials and discussion with Senior Officers we note that the emergency planning exercises have been very beneficial in raising awareness of the emergency plan and for discussing actions to be taken during different planned scenarios as they progressed during the exercise. However there has been no formal (role play) testing in relation to specific roles as described in the emergency plan (for example Loggists and the Media Manager). In addition some staff noted in the Emergency Plan (such as call handlers and incident log keepers) have not yet been involved in any of the above emergency planning exercises and therefore have not yet received any formal training.

We were advised that informal debriefing sessions are carried out at the end of each exercise however these generally have not been documented. Following one of the exercises in November 2015, a number of actions and lessons learned were identified by the Director of Performance however no deadline was set for follow-up or action of the point.

b) Implication-
It is not certain that plans can be successfully enacted without formal testing. Lessons learned from standby or activations of the plans may also be missed if they are not documented.

c) Priority Rating-
2

d) Recommendation-
The Council should continue with the training and testing arrangements in relation to emergency planning and develop a schedule of formal emergency management tests to ensure that, in the event that they are activated, they operate as intended. This should include testing in relation to specific roles as outlined in the plan.

Debriefs should be documented following these testing exercises or where emergency/business continuity plans have been activated to ensure that lessons learned are captured and action taken to implement learning. Consideration should also be given to assigning deadlines for follow-up on learning points identified and a review process should be undertaken to ensure all learning points are actioned.

A record of all Council staff taking part in various exercises should also be maintained as evidence of any training

e) Management Response-
A formal Emergency Plan and Business Continuity training and testing plan will be prepared. The filling of the post with this specific responsibility will assist in compliance. The testing regime will include all roles identified within the plan. All test exercises will include an evaluation to ensure lessons are learned and recommendations for amendment are considered. Attendance records will be maintained for all training exercises. Recording arrangements will be agreed with the Head of Organisational Development.

f) Responsible Officer & Implementation Date- Head of Health and Built Environment 31st December 2016

Recommendation 6 - *Emergency Control Room*

a) Observation-

The location of the Emergency Management Control room has been identified within the Council's offices in Coleraine. Whilst there has been some initial work carried out in relation to internet and phone access points and connectivity, this has to be further reviewed.

Three other sites have identified within the Emergency plan as back up locations for the emergency control room depending on the location of the incident. We were advised that Senior Management are in the process of developing an Estate's Strategy, which could mean that the identified alternative back up sites may change and therefore no tests have been carried out at the these rooms to ensure that the communications links will operate effectively, as expected or are fit for purpose.

b) Implication-

There is a potential risk that the Emergency Management Control Room does not have the appropriate access points and connectivity requirements and other designated sites may no longer be suitable as emergency control rooms. Further, communications links at these sites may not operate effectively and practical issues such as access may not be identified.

c) Priority Rating-

2

d) Recommendation-

The locations of emergency control rooms should be reviewed to determine those that are most appropriate for Council in its new structure. All rooms designated as possible emergency control rooms should be tested to ensure that they will operate as intended in the event of an emergency (eg ICT, access).

e) Management Response-

The location of Emergency Planning Control Rooms will be reviewed on agreement of the organisations estate strategy. The control room within Cloonavin will remain the Director of Performance office. An audit of that offices capability will be conducted to ensure it is fit for purpose by October 2016. The capability will be replicated in the other designated Emergency Planning Rooms as agreed by SMT. A proposal will be put forward by the Head of Health & Built Environment to SMT by October 2016.

f) Responsible Officer & Implementation Date- Head of Health and Built Environment 31st October 2016

Recommendation 7- *Testing of Business Continuity Plan*

a) Observation-

As noted above, currently there are no corporate and service area business continuity plans in place and therefore no work has been done in relation to testing how the Council and/or service area would react to an incident that would cause disruption to services (such as denial to Council locations or loss of critical IT services).

b) Implication-

It is not certain that plans can be successfully enacted without formal testing. Lessons learned from standby or activations of the plans may also be missed if they are not documented.

c)	**Priority Rating**- 2
d)	**Recommendation**- The IT department should work with individual service area to identify critical IT requirements for each department should the need arise to relocate to another location. This will enable each department to plan and prioritise their services based on the IT resources available to them. A formal Business Continuity Plan testing plan then should be agreed and implemented. This plan should outline the type of tests that might be used and a testing frequency. A live test of Business Continuity plans with staff from each critical service within the Council should be also carried out to test the entire IT systems on an annual basis. Other areas that should be tested on a regular basis include the call cascade system at all levels to ensure that it is possible to communicate important information efficiently and effectively to all staff and testing of any back up generators. Such tests could be carried out with minimal difficulty, and additional confidence could be gained in relation to these important elements of the plan.
e)	**Management Response**- Agreed. On completion of the Business Continuity Plan a test of its effectiveness will be carried out and any findings relating to improvements incorporated as necessary.
f)	**Responsible Officer & Implementation Date**- Head of Health and Built Environment 31st January 2017

Appendix I: Definition of Assurance Ratings and Hierarchy of Findings

Satisfactory Assurance
Evaluation opinion: Overall there is a satisfactory system of governance, risk management and control. While there may be some residual risk identified, this should not significantly impact on the achievement of system objectives.

Limited Assurance
Evaluation opinion: There are significant weaknesses within the governance, risk management and control framework which, if not addressed, could lead to the system objectives not being achieved.

Unacceptable Assurance
Evaluation opinion: The system of governance, risk management and control has failed or there is a real and substantial risk that the system will fail to meet its objectives.

Hierarchy of Findings

This audit report records only the main findings. As a guide to management and to reflect current thinking on risk management we have categorised our recommendations according to the perceived level of risk. The categories are as follows:

Priority 1: Failure to implement the recommendation is likely to result in a major failure of a key organisational objective, significant damage to the reputation of the organisation or the misuse of public funds.

Priority 2: Failure to implement the recommendation could result in the failure of an important organisational objective or could have some impact on a key organisational objective.

Priority 3: Failure to implement the recommendation could lead to an increased risk exposure.

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Appendix II: Summary of Key Controls Reviewed

EMERGENCY PLANNING AND BUSINESS CONTINUITY PLANNING

Risk	Key Controls
The Council may have inadequate Business Continuity and Emergency Plans (and associated Service Unit business continuity plans), leading to inadequate planning and a negative impact on Council's ability to respond effectively to adverse incidents	• The Council has a corporate Business Continuity Plan – subject to recommendation • The Council has an Emergency Plan • Service Unit business continuity plans are in place – subject to recommendation • The Plans have been developed based on an assessment of business impact in the event of an emergency or business interruption • Critical functions and services have been identified within the Business Continuity Plan and Service Unit business continuity plans • The Business Continuity and Emergency Plans reflect current assessed risks
There may be an inadequate governance structure in place within the Council in relation to business continuity and emergency management leading to an uncoordinated approach to the implementation of the Business Continuity and Emergency Plans	• The Business Continuity and Emergency Plans have been approved by Council • Revisions to the Plans are controlled • Activation of each Plan is clearly described • Activation of any Service Unit business continuity plans are clearly outlined – subject to recommendations • There are clear protocols for working with other agencies and Councils in the event that the Business Continuity Plan or Emergency Plan is activated • Accountability for implementing and overseeing the Business Continuity and Emergency Plans is clearly defined • The emergency management (or crisis response) team and its role has been clearly identified in the Plans • Accountability for implementing and overseeing Service Unit business continuity plans is clearly defined – subject to recommendation • The terms of reference for the emergency preparedness meetings are clearly defined • The Council is proactive in engaging with communities and other parties involved in the Emergency Plan to communicate risk and response actions
The Council and Council staff may not be aware of their roles and responsibilities in the event of an emergency or business interruption resulting in the Council being ill-prepared for internal and external incidents and to a longer period of disruption to Council staff and services	• Staff roles and responsibilities are clearly defined in the Business Continuity and Emergency Plans and in Service Unit business continuity plans • Roles are clearly defined for the different phases of the Plan (Alert and activation, Response, Stand down, Recovery) • The Business Continuity and Emergency Plans have been communicated to staff and elected members – subject to recommendation • Staff and elected members have received training in emergency management • Service Unit business continuity plans have been communicated to staff within the relevant departments •
Testing of the Business Continuity and Emergency Plans may not be carried out on a regular basis and lessons learned from tests may not be implemented, leading to inadequate preparation for implementation of the Plans and	• A schedule of emergency management tests has been devised • A schedule of business continuity tests has been devised • Emergency Plan tests involve relevant parties in the Plan • Tests are carried out on a regular basis • Lessons learned are documented following each test – subject to recommendation

Risk	Key Controls
potential failure to respond as a result of vulnerabilities in the Plans	• Lessons learned are discussed and the relevant plan(s) updated accordingly – subject to recommendation • Action plans are developed to address any other issues or lessons learned arising from tests – subject to recommendation

Appendix III: Points for the Attention of Management

Emergency Boxes
We noted that the emergency boxes at the designated locations have not been checked to ensure that they contain appropriate and up to date information and documentation. Once business continuity plans have been developed, the responsible Officer should ensure that up-to-date emergency boxes are located at the relevant designated sites within Council. These should contain site plans/ utility points, floor plans, copies of the plans, insurance information, council stationary, asset register, paper copies of personnel. Each service area should consider necessary documents that they may require and keep these off site.
Management Response- Agreed. All emergency boxes at designated locations will be provided with the necessary information as detailed above. It will be recommended that Heads of Service identify necessary documents relevant to their service area and keep these off site in a format that may be readily accessed.

Access to Emergency Plan
The Emergency Plan is a controlled document and restricted editing capabilities are in place for electronic version. We were advised that Elected members have been issued with the copy of the Emergency Plan as have Directors and Heads of Service. Consideration should be given to uploading the Emergency Plan and Business Continuity Plan once developed on to a designated section within the intranet (with key contacts redacted where necessary) to make these available to all staff.
Management Response- A copy of the approved Emergency and Business Continuity Plans will be placed on the staff portal for ready access.