

CHAPTER 1: BACKGROUND

THE NORTHERN IRELAND CIVIL CONTINGENCIES FRAMEWORK

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CHAPTER 1: BACKGROUND

Introduction

- 1 This document sets out the Northern Ireland Civil Contingencies Framework within which NI public service organisations will discharge their civil contingencies responsibilities. The Framework consolidates existing policy on civil protection in the public sector with new developments arising from, among other things the Civil Contingencies Bill/Act, new guidance to GB departments, the UK Capabilities programme and the changing social and political environment in which civil protection activities take place. It is not, therefore, a new initiative but builds on what already exists in order to ensure that Northern Ireland civil protection arrangements meet the needs of the 21st century.
- 2 This document expands on the 10 core statements of the Northern Ireland Civil Contingencies Framework and on what organisations in Northern Ireland should do in order to comply with the requirements of the Framework. It is not, primarily, a guide to good operational practice in civil contingencies – where necessary, practical advice can be found in the guidance documents referred to within the text of individual chapters and in the Appendices at the end of them.

Aim

- 3 The aim of the Framework is to ensure that the people of Northern Ireland receive a level of protection and emergency response which is consistent with that in GB and which meets their needs and expectations.
- 4 This can only be achieved through the commitment of Ministers, departments and other public service organisations to having effective civil contingencies arrangements in place which are integrated across different organisations and between the NI regional, sub-regional and local levels.. The Framework contributes to this by setting out the key civil protection policies and mechanisms which will be used by those organisations.

Objectives

- 5 By working within the Framework it is expected that:
 - Public service organisations at NI regional, sub-regional and local levels will have a clear understanding of what is required of them in terms of civil protection and will be committed to fully playing their part in civil protection for Northern Ireland.
 - Organisations will work to the same set of policies, principles and standards, which they will apply flexibly depending on their roles and responsibilities.
 - Co-ordination will be facilitated by a shared approach. This shared approach will include an common system of risk assessment and contingency planning across the NI public services.

- Communication will be encouraged as all organisations commit themselves to working together to achieve common goals.
- All aspects of civil protection will be delivered to common standards.
- Public service organisations will resource civil protection to the required level.
- Commitment will be visible, auditable and consistent between and within Northern Ireland public sector organisations.

Resilience

- 6 We live in a society which is dependent on a continuous delivery of services by a complex web of infrastructure providers in the public and private sectors. The public expects that measures will be put in place to prevent emergencies happening and to minimise the impact of those that are not preventable. When something does go wrong, the public expect a swift and effective response from the whole of the public sector, without reference to individual roles or internal disagreements on responsibilities. In addition, it is expected that essential public services such as benefits payments, water supply, electricity supply, social services and health services will continue to be delivered whatever happens at world, United Kingdom, Northern Ireland or individual organisation level. In recognition of this, the government expects the public services to display resilience, both individually and collectively. Resilience demands that organisations Have the capability to respond to a disruptive challenge that affects human welfare or the environment (see Chapter 6) and that they can sustain key services through disruption (see Chapter 11). A full glossary of civil contingencies terms is at Annex A to this document.

Northern Ireland public service organisations

- 7 This Framework refers throughout to 'Northern Ireland public services organisations'. These are primarily the Northern Ireland departments, agencies, Boards, Trusts, District Councils and Non Departmental Public Bodies (NDPBs) which deliver transferred functions in Northern Ireland, ie those services which would, during devolution, be funded by and report to, the Northern Ireland Assembly. However it also includes, where appropriate, organisations which deliver non-transferred functions in Northern Ireland, such as the Police Service of Northern Ireland (PSNI), the Maritime and Coastguard Agency (MCA) and telecommunications operators. The PSNI, the MCA and telecommunications operators are subject to specific requirements under Part 1 of the Civil Contingencies Act 2004, but in carrying out their statutory duties under the Act they should have regard to the overall public service arrangements in Northern Ireland, and it is expected that they will undertake their duties within this Framework.

United Kingdom, Northern Ireland regional, sub-regional and local arrangements.

- 8 Civil Contingencies activities in Northern Ireland, although largely focussed on ensuring resilience within Northern Ireland, are part of a larger framework of UK-level arrangements. Many emergencies have the capacity to affect the whole of the United Kingdom, more or less simultaneously, or indeed, have international effects. We

have seen how quickly SARS spread around the world from China, and have experienced the spread of Foot and Mouth Disease within the United Kingdom.

- 9 It follows that our arrangements for responding to emergencies must be consistent across the UK, that the response of individual regions should be integrated to enable sharing of information, equipment, staff and experiences and that for certain emergencies UK-wide plans will be required.
- 10 The Cabinet Office Civil Contingencies Secretariat has identified three levels at which emergency planning needs to be carried out: National, Regional and Local.
 - **National** activities are those which are undertaken at UK level, and include central government co-ordination and crisis management arrangements, planning by Whitehall departments and planning for and delivering specialist responses which are economic only when provided at national level.
 - **Regional** activities are those which support the national arrangements, facilitate co-ordination, crisis management and mutual aid across a number of local areas and provide those responses which are best delivered at that level.
 - **Local** activities are those within an individual Police area which prepare for and deliver services direct to the public in an emergency. These include multi-agency co-ordination within the local area, delivery of emergency responses such as rest centres and flood relief and contributing to regional and national arrangements, for example by taking casualties from an adjacent area which is overwhelmed.
- 11 Because of the small size of Northern Ireland and the fairly centralised organisation of the delivery of public services, the GB model does not completely fit. For example, the Civil Contingencies Act 2004 defines a Local Resilience Area, as the area covered by a single police service. In the Northern Ireland context, that would be the whole of Northern Ireland, which would not normally be defined as 'local'. In the context of the Framework, the following scales are used.
- 12 **Civil contingencies activities at Northern Ireland level are generally comparable to Regional arrangements in GB.** This includes the Northern Ireland inter-agency co-ordination and crisis management arrangements and the generic arrangements of NI departments and agencies and the emergency services. Northern Ireland regional arrangements are linked to the UK National arrangements through the Northern Ireland Office and the Civil Contingencies Secretariat and through participation of Northern Ireland senior officials and Ministers in National-level committees. They are also closely linked to the local and sub-regional level arrangements through, for example, departmental structures and links with agencies, Health Boards and Trusts, District Councils and other public bodies.
- 13 **Sub-regional** arrangements in Northern Ireland include those of organisations such as Health and Social Services Boards and Education and Library Boards, the specific arrangements of the sub-offices of departments and agencies and those activities of District Councils which are undertaken at Group level.

- 14 **Local arrangements** are those which are undertaken at the scale of individual PSNI Districts and District Council areas, including the local arrangements of organisations which operate at that level such as the Social Security Agency, the Housing Executive and the Post Office.
- 15 All these levels make an important contribution to resilience within Northern Ireland as a whole. Some organisations, such as District Councils, focus on one level of response, others, such as the emergency services and some of the NI departments operate at two or three of the levels.

Emergency Management Development Programmes

- 16 Central Emergency Planning Unit (CEPU) has been working very closely with Northern Ireland Government Departments and their agencies over the last 5 years through its Emergency Management Development Programme. The focus of this Programme is to develop effective emergency management arrangements within Departments so improving resilience in NI. The development programme provides departments with a structured approach to developing and discharging their civil contingencies responsibilities. Once adopted by a particular department, the programme progresses through a phased implementation scheme to create a senior management Departmental Emergency Management Group and produces an analysis of roles and responsibilities, an assessment of need and a plan of action to address those needs in a systematic manner.
- 17 The Emergency Management Development Programme is the means by which NI departments should address the implementation of this Framework. The core concepts of the Framework are already at least partly encompassed in the existing Departmental Development Programmes, and the Framework should be seen as a further input to the existing programme rather than a completely new start.
- 18 A number of other organisations or groups of organisations, for example the district councils, also have their own civil contingencies programmes. Again, these organisations should incorporate the Framework into their existing programmes.
- 19 **This Framework focuses on civil contingencies arrangements at the Northern Ireland Regional level. However, many of the principles set out here also apply to sub-regional and local levels.**

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Definition of emergency

20. The definition of an emergency in the context of civil contingencies arrangements in Northern Ireland is that contained in Part 1 of the Civil Contingencies Act:

- **“An event or situation which threatens serious damage to-**
- **human welfare,**
- **the environment, or**
- **the security of the United Kingdom or of a place in the United Kingdom”**

21. The definition of emergency is concerned with consequences, rather than with its cause or source. Therefore an emergency inside or outside the UK, or inside or outside Northern Ireland is covered by the definition.

22. The sort of damage which would come within the definition above is set out in the Act. Damage would be “serious” if the emergency would be likely seriously to obstruct an organisation in the performance of its functions or if it is likely that the organisation:

- would consider it necessary or desirable to take action to prevent the emergency, to reduce, control or mitigate its effects, and
- would be unable to take that action without changing the deployment of resources or acquiring additional resources.

23. This definition of “serious” provides continuity between the Civil Contingencies Act definition and the previous widely used definition of emergency in ‘A Guide to Emergency Planning in Northern Ireland’ and ‘Dealing With Disaster’. In the context of this Framework the term ‘emergency’ does not refer to the day-to-day incidents which organisations deal with within their normal operational procedures and resources.

Identifying an emergency.

24. This definition identifies 4 key principles for defining an emergency:

- it should affect human welfare, the environment or national or local security. Further details of outcomes which meet this definition are in Annex A,
- and either**
- it should, or should be likely to, obstruct the performance of functions of a person or organisation,

or

- the person or organisation should consider it necessary or desirable to take action in connection with an emergency (including preventing it or mitigating its effects, **and**
 - the person or organisation should not be able to take the necessary or desirable action without re-deploying or augmenting their resources.
25. For these indicators of emergency to be recognised, someone needs to review and assess events and to be authorised to commit their organisation to an emergency response. It is fundamental therefore that all organisations should have a mechanism by which events are monitored, developing emergencies identified, and decisions taken on the responses to be deployed.

Core civil contingencies responsibilities

26. There are two elements to the responsibilities of public service organisations in relation to emergencies:
- Preparing for emergencies.
 - Responding to emergencies.
27. This Framework deals mainly with responsibilities in relation to preparing for emergencies, although preparation is obviously closely linked to response. Preparedness involves risk assessment, prevention and mitigation activities as well as making plans to control and co-ordinate the response to emergencies and to deliver responses. It also involves an organisation having in place business continuity arrangements which will enable them to continue to deliver their emergency responses and essentials of life services.
28. The Northern Ireland Civil Contingencies Framework consists of a series of high-level statements on the core principles for the involvements of all public service organisations in civil contingencies activities, supported by expanded guidance. Not all organisations have the same level of responsibilities in relation to emergencies, and response to the Framework should be proportionate to the degree to which an organisation needs to engage in civil contingencies activities. However, all organisations will need to be able to demonstrate that they have assessed risks and taken appropriate action.
29. Chapters 3 to 13 of this document, address the requirements of the individual high level Framework statements. The Framework is constructed in terms of the requirements on organisations in relation to their functions.
30. In this context, the functions of organisations are primarily those for which they have day-to day responsibility, but also includes the responsibility of NI departments at strategic level for functions which are normally delivered by agencies, NDPBs and private sector organisations and responsibilities which relate specifically to emergency situations and for which lead responsibility has been agreed. Northern Ireland lead departments shall ensure that these core principles are adhered to by themselves and by organisations in their policy sector, such as NDPS, Boards,

Trusts, and district councils, in line with the lead department principles set out in 'A Guide to Emergency Planning Arrangements in Northern Ireland' (see Appendix 1).

31. The remaining Chapters of this document expand on these core principles and what is expected of public service organisations in relation to them. However, this is not primarily a guidance document. Appendix 1 to this Chapter lists some of the core documents and websites which contain guidance to organisations on implementing the principles set out in this document. References to additional specialist guidance sources are provided within the text or as appendices to relevant Chapters. A glossary of civil contingencies terms is at Annex A and a list of Acronyms and their meanings is at Annex B

Preparing for Emergencies – the core Civil Contingencies Secretariat guidance document on local emergency response issues, particularly in relation to the duties set out in Part 1 of the Civil Contingencies Act. Available through the UK Resilience website, on www.ukresilience.info/ccact/guidance1.pdf

Responding to Emergencies – Civil Contingencies Secretariat guidance, aimed primarily at local responders, on good practice in responding to, and recovering from, emergencies. Available through the UK Resilience website, on www.ukresilience.info/ccact/responding.pdf

The Lead Government Department and its role – Guidance and Best Practice. Civil Contingencies Secretariat guidance for Whitehall departments, setting out their responsibilities. Available through the UK Resilience website on www.ukresilience.info/fqds.pdf

UK Resilience website, www.ukresilience.info – Main UK website for civil contingencies issues. Contains extensive links to guidance and to other civil contingencies websites. Is also used to provide information on ongoing emergencies.

Emergency Planning Society (EPS) website, www.emerplansoc.org.uk. The website of the main professional body for emergency planners in the UK. Contains civil contingencies news, information about the EPS, EPS publications and links to other sites, including those of the Northern Ireland and Republic of Ireland branches of the Society.

Northern Ireland guidance

A Guide to Emergency Planning Arrangements in Northern Ireland. CEPU core guidance document on emergency planning for Northern Ireland organisations. Available on <http://cepu.nics.gov.uk/pubs.htm>

Northern Ireland Standards in Civil Protection. Guidance, primarily for NI departments but widely applicable, on good practice in preparedness. Complementary to this Framework. Available on <http://cepu.nics.gov.uk/pubs.htm>

Central Emergency Planning Unit (CEPU) website, <http://cepu.nics.gov.uk>. Website giving information and contact information for CEPU, access to publications and contacts with other organisations in the civil contingencies field.

Others

CIVIL CONTINGENCIES PUBLICATIONS AND WEBSITES

The following Civil Contingencies publications and websites provide the core of guidance to public service organisations on civil contingencies in the UK generally and NI in particular. They are referred to extensively throughout the text of this document. Other documents and websites which focus on a particular aspect of civil contingencies are listed in the text and in bibliographies attached to individual Chapters.

UK level guidance

Preparing for Emergencies – the core Civil Contingencies Secretariat guidance document on local emergency response issues, particularly in relation to the duties set out in Part 1 of the Civil Contingencies Act. Available through the UK Resilience website, on www.ukresilience.info/ccact/guidance1.pdf.

Responding to Emergencies – Civil Contingencies Secretariat guidance, aimed primarily at local responders, on good practice in responding to, and recovering from, emergencies. Available through the UK Resilience website, on www.ukresilience.info/ccact/responding.pdf.

The Lead Government Department and its role – Guidance and Best Practice. Civil Contingencies Secretariat guidance for Whitehall departments, setting out their responsibilities. Available through the UK Resilience website on www.ukresilience.info/lqds.pdf

UK Resilience website, www.ukresilience.info – Main UK website for civil contingencies issues. Contains extensive links to guidance and to other civil contingencies websites. Is also used to provide information on ongoing emergencies.

Emergency Planning Society (EPS) website, www.emergplansoc.org.uk. The website of the main professional body for emergency planners in the UK. Contains civil contingencies news, information about the EPS, EPS publications and links to other sites, including these of the Northern Ireland and Republic of Ireland branches of the Society.

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Northern Ireland Standards in Civil Protection. Guidance, primarily for NI departments but widely applicable, on good practice in preparedness. Complementary to this Framework. Available on <http://cepu.nics.gov.uk/pubs.htm>.

Central Emergency Planning Unit (CEPU) website, <http://cepu.nics.gov.uk>. Website giving information and contact information for CEPU, access to publications and contacts with other organisations in the civil contingencies field.

Others

Federal Emergency Management Agency (FEMA), USA website, www.fema.com.

Extensive website with information on FEMA, USA disaster news items, an extensive library of publications and advice and global links to other civil contingencies sites.

Emergency Management Australia (EMA) website, www.ema.gov.au. Site of the Federal agency in Australia with responsibility for national level civil contingencies activities and providing support to individual States and Territories. Contains guidance and links to other Australian sites.

- Appointing a senior owner for civil contingencies within the organisation as a whole and co-ordinators at an appropriate level within business areas. These people should come together regularly to discuss progress, review risk assessments and agree forward work programmes, for example within the structure of Departmental Emergency Management Groups.
- Ensuring that civil contingencies responsibilities are written into job descriptions and personal objectives at all levels within the organisation. In assessing job loadings, civil contingencies responsibilities should be taken into account.
- Developing performance indicators and instituting arrangements for assessing the implementation and effectiveness of civil protection activities (see below).
- Allocating resources as required in response to risk assessments, the vulnerabilities of the organisation, its civil contingencies responsibilities and its agreed work programme. Resources include staff time, accommodation, supplies, equipment and budgets for training and exercises.
- Having in place an agreed mechanism for managing and authorising spending on the response to emergencies, and for obtaining additional resources, for example through mutual aid and draw-down contracts.
- Ensuring that an annual report on the organisation's civil contingencies activities and outputs is made to its Board, Chief Executive, parent department Accounting Officer and/or Minister as appropriate.

CHAPTER 3: COMMITMENT, CORPORATE GOVERNANCE AND AUDIT

Ministers and top management shall provide leadership, direction and support to civil contingencies processes, and shall ensure that appropriate funding and other resources are made available. Senior management shall include civil contingencies activities in their normal business planning activities, risk management frameworks and, where appropriate, Statements of Internal Control.

32. Effective civil contingencies arrangements for Northern Ireland depend on all organisations being committed to play their part in achieving resilience. For this to happen Ministers, Permanent Secretaries, Chief Executives and other senior officers need to give a clear lead to their organisations on the priority which they attach to civil contingencies activities.
33. Their commitment, and the objectives which they have set, should be clearly communicated within their organisations. This can be achieved by:
 - Including a clear statement of policy and strategic objectives in the organisation's corporate business plan. This should be supported by specific objectives in the plans of individual Business Units. In NI departments this would include the development and maintenance of objectives and targets within the departmental Emergency Management Development Programme.
 - Appointing a senior owner for civil contingencies within the organisation as a whole and co-ordinators at an appropriate level within business areas. These people should come together regularly to discuss progress, review risk assessments and agree forward work programmes, for example within the structure of Departmental Emergency Management Groups.
 - Ensuring that civil contingencies responsibilities are written into job descriptions and personal objectives at all levels within the organisation. In assessing job loadings, civil contingencies responsibilities should be taken into account.
 - Developing performance indicators and instituting arrangements for assessing the implementation and effectiveness of civil protection activities (see below).
 - Allocating resources as required in response to risk assessments, the vulnerabilities of the organisation, its civil contingencies responsibilities and its agreed work programme. Resources include staff time, accommodation, supplies, equipment and budgets for training and exercises.
 - Having in place an agreed mechanism for managing and authorising spending on the response to emergencies, and for obtaining additional resources, for example through mutual aid and draw-down contracts.
 - Ensuring that an annual report on the organisation's civil contingencies activities and outputs is made to its Board, Chief Executive, parent department Accounting Officer and/or Minister as appropriate.

Corporate governance

34. All public service organisations are required to have corporate governance arrangements in place, including business risk management processes. Standard risk management frameworks will include risk to continuity of business and risk that the business will not deliver what it is expected of it (see chapters 6 and 10). In the context of civil contingencies this could include the risk of an organisation:
- failing to provide the expected level of protection to people and the environment;
 - not being able to deliver its key 'essentials of life' services;
 - failing to respond effectively to an emergency; and
 - failing to recover quickly from an emergency or a business interruption.

Chapters 6 and 10 address these issues further.

35. Therefore it is expected that a department's or agency's civil contingencies obligations would be reflected as appropriate in corporate risk registers and other management tools. Risk register inputs and business plan objectives should be informed by the risk assessments carried out by the organisation (see Chapter 5). For those organisations with significant civil contingencies responsibilities, it is particularly important that the subject should be included, as appropriate, in the Accounting Officer's annual Statement of Internal Control.

Audit

36. One of the means by which the Accounting Officer assesses the effectiveness of corporate governance arrangements in an organisation is through an audit programme.

NI departments

37. From an Internal Audit perspective, civil contingencies arrangements / activities are treated in exactly the same manner as other arrangements / activities. In that respect, they will be identified, prioritised for review purposes and included in a programme as appropriate. Internal Audit in some NI departments have already included civil contingencies activities in their programme of reviews, especially where departments have significant civil contingencies responsibilities. Within this Framework it would be beneficial for there to be a standard approach to audit of civil contingencies activities in NI departments, although it is recognised that the extent to which departments are involved in civil contingencies activities varies greatly and that consequently, the appropriate level of audit will vary. In general, the audit guidance issued by the CCS to Whitehall departments in the guidance document "The Lead Government Department and its role – Guidance and Best Practice" (www.ukresilience.info/lqds.pdf) is relevant to the Northern Ireland situation, although some adjustments need to be made to take account of the different systems of government. In addition to guidance issued by the CCS, there are a number of civil contingencies tools specific to Northern Ireland which would provide further standards against which to measure performance. These include:

- the departmental development programme strategy;
 - development programme objectives and targets for individual departments;
 - this Framework; and
 - guidance issued by CEPU, especially the Guide to Emergency Planning Arrangements in Northern Ireland, the NI Standards in Civil Protection and the Guide to Plan Preparation.
38. Within any overall audit framework, different strategies for audit would be appropriate in different situations. Civil contingencies arrangements / activities could be audited on a departmental wide basis as a cross-cutting exercise or included as part of an audit of a system / branch / division. In an initial review of the subject, two strategies have been identified which could make a useful contribution to assuring Accounting Officers that their department was effectively managing the risks associated with its civil protection functions:
- A department's adherence to, and effectiveness in, progressing its development programme and associated objectives and actions could be assessed. This could be done on a department-wide basis as a cross-cutting audit or within individual business areas in respect of their actions within the development programme.
 - The effectiveness of particular civil protection activities could be assessed against relevant UK and NI guidance on good practice and any references in the organisation's business plan. This could be incorporated into planned audits of individual business areas. This approach would probably be most appropriate to business units and agencies which have a specific responsibility for delivering an emergency response or maintaining critical services and which have emergency plans and operating procedures which could be assessed.
39. **In all cases, Internal Audit would not be expected to quality assure a plan itself; that should be achieved through regular testing and exercising of plans. What Internal Audit would be looking for would be evidence that a department had made an assessment of the risks it faced, had developed and implemented an action plan within the framework of the development programme and that guidance and good practice had been identified and adhered to.** The level of detail at which civil contingencies activities was reviewed would vary depending on the role of a business area and the maturity of its civil contingencies processes.

Other Public Service organisations

40. Non-departmental public service organisations each have their own audit arrangements. For example, the Fire Service, like the PSNI, comes under a national inspection programme. Health Service organisations, including the Ambulance Service come under an assurance regime determined by the Department for Health, Social Services and Public Safety, and DOE Local Government Division regulates the audit regime for District Councils. Other organisations have their own audit arrangements. Where appropriate, audit programmes for individual organisations

should take account of the organisation's civil contingencies responsibilities. This already happens in some cases; for example DHSSPS holds annual monitoring meetings with Health and Social Services Boards and Trusts to examine their preparedness programmes.

Reporting of Civil Contingencies Activities

41. **There should be a system for reporting civil contingencies progress to senior management, Ministers and the Secretary of State / the NI Assembly.** This should be done through the normal corporate business plan reporting systems, but in addition all departments with significant civil contingencies responsibilities shall provide a detailed report to their management board, Chief Executives, Accounting Officers, Ministers and/or the Secretary of State / NI Assembly at agreed intervals, usually annually. For example, within their Emergency Management Development programme, NI departments are required to produce an annual report on progress with the objectives and actions agreed. Reporting should provide senior management and Ministers with a clear picture of activities, achievements and outstanding issues. This will enable them to take any necessary measures to ensure that the organisation meets its commitments.
42. Reports on activity in individual organisations should also be made regularly through the relevant Permanent Secretary to the Permanent Secretaries Group (PSG) so that it can take a corporate view on the preparedness of the NI public service as a whole. PSG would meet in a major emergency as the Crisis Management Group and it is therefore important that it is satisfied as to the adequacy of civil contingencies arrangements should the strategic crisis management mechanism need to be implemented.
43. The Central Emergency Planning Unit will report to the Head of the Civil Service and to the Secretary of State / First Minister and Deputy First Minister on matters of NI policy and co-ordination arrangements. It may also collate information from departments and other organisations should an overall report be required on a specific issue or on civil contingencies activities generally in Northern Ireland.
44. Appendix 1 to this Chapter gives links to further information on civil contingencies aspects of commitment and corporate governance.

COMMITMENT, CORPORATE GOVERNANCE AND AUDIT PUBLICATIONS AND WEBSITES

Northern Ireland Standards in Civil Protection. Guidance, primarily for NI departments but widely applicable, on good practice in preparedness. Detailed information on organisational commitment and senior management ownership. Available on <http://cepu.nics.gov.uk/pubs.htm>.

The Lead Government Department and its role – Guidance and Best Practice. Civil Contingencies Secretariat guidance for Whitehall departments, setting out their responsibilities, and providing detailed advice on audit. Available through the UK Resilience website on www.ukresilience.info/lgds.pdf

Risk: improving government's ability to handle risk and uncertainty. Report of the No 10 Strategy Unit, November 2002. Available on www.number-10.gov.uk/SU/RISK/REPORT/01.HTM.