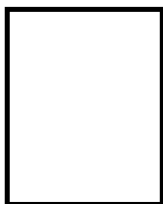
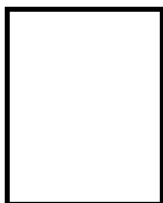
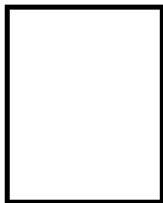
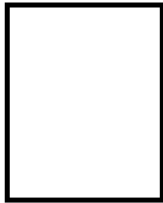
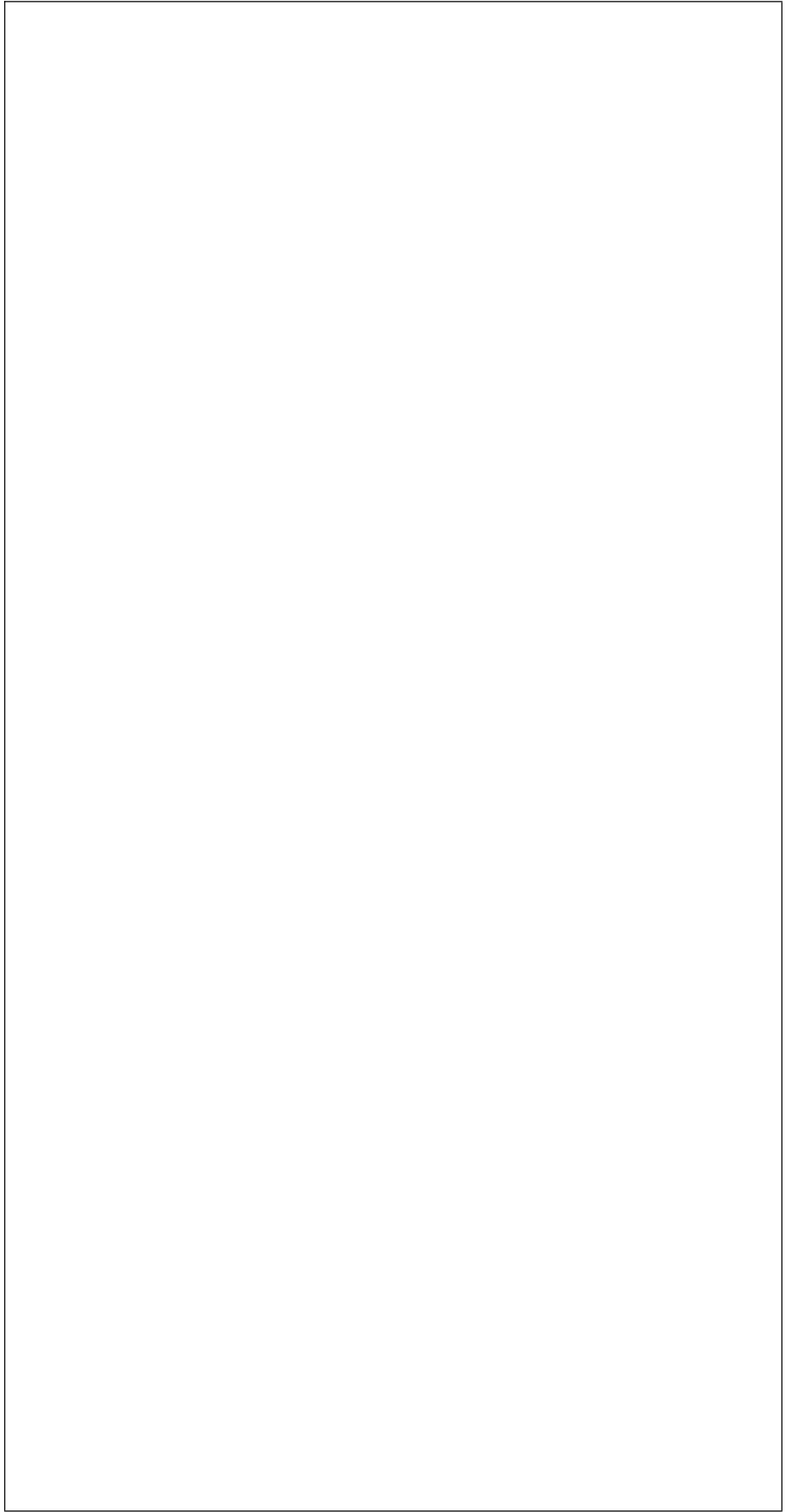
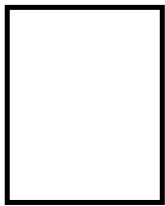
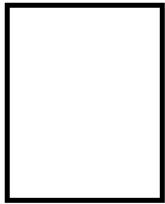
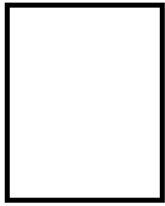
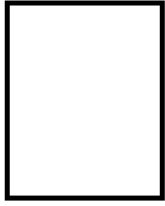
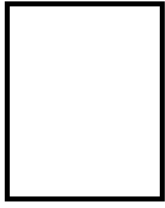


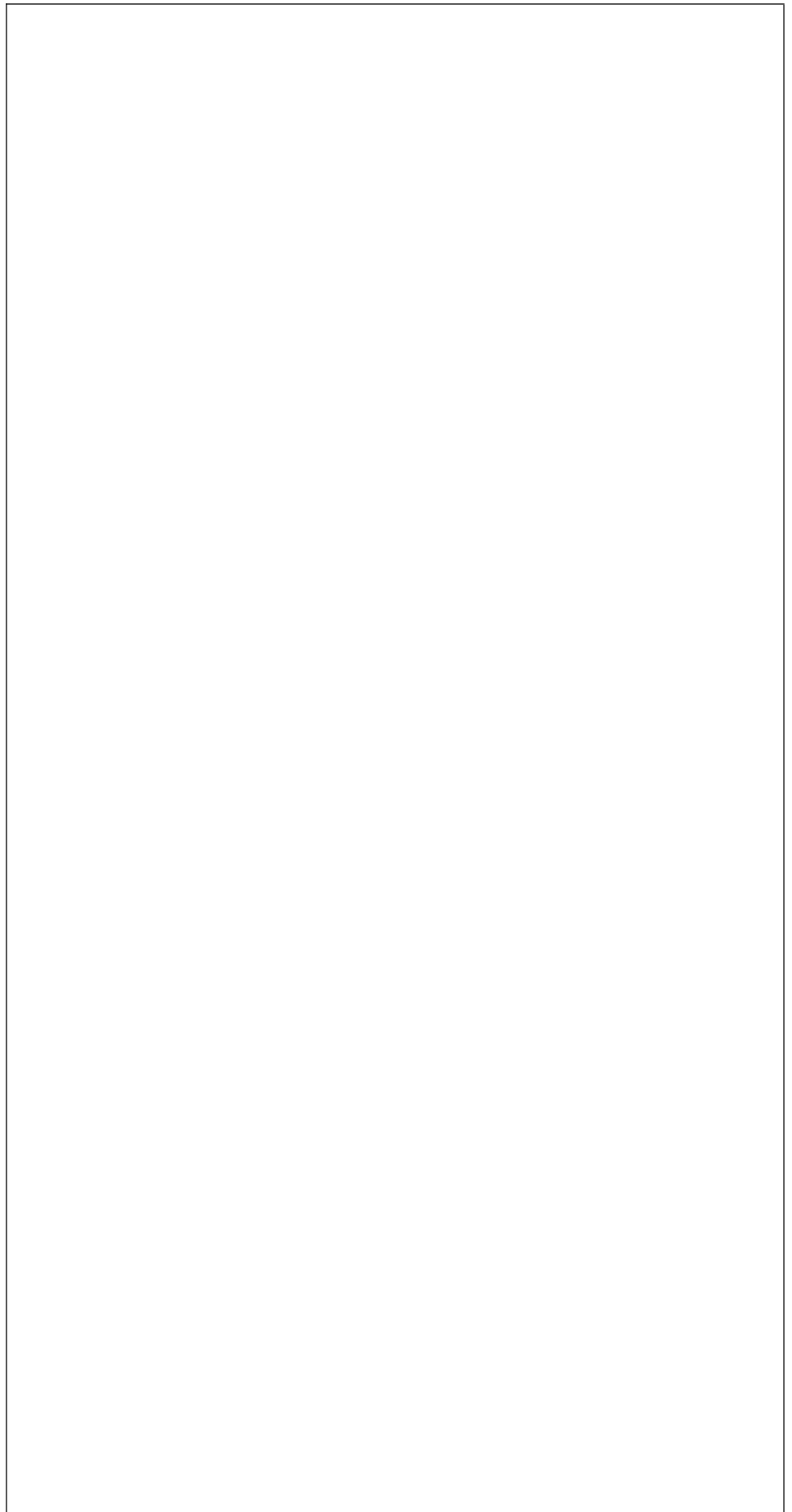
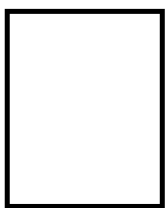
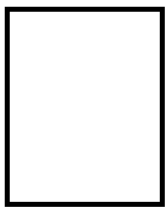
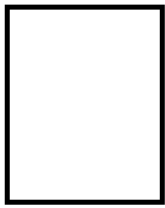
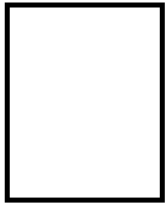
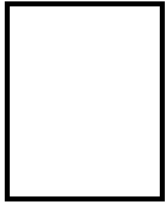
TO: Audit Committee

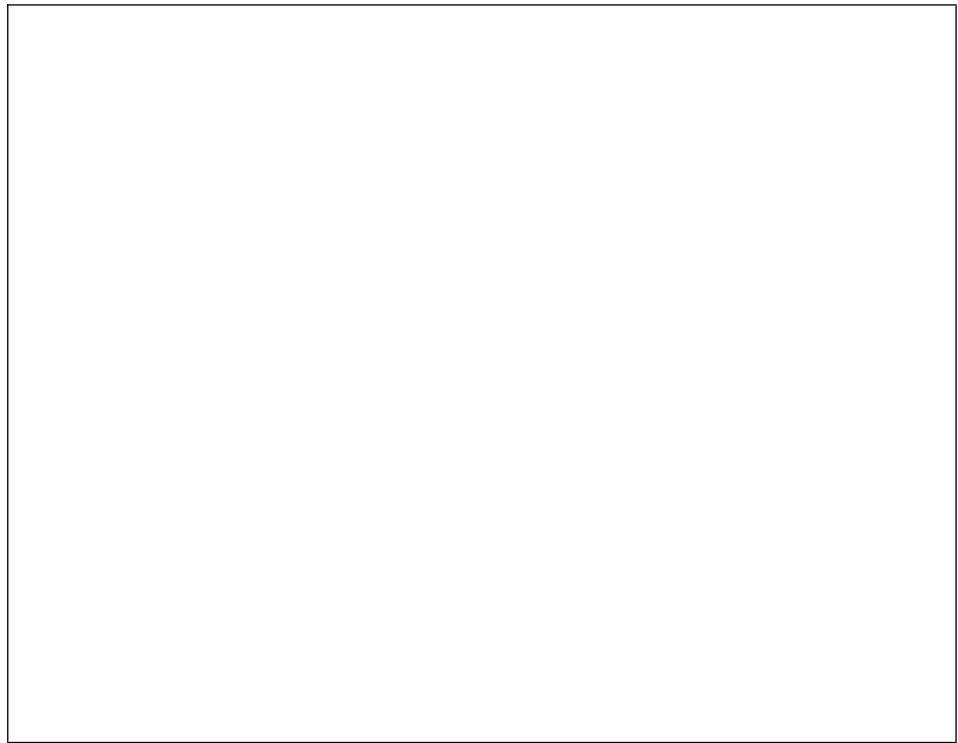
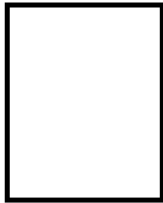
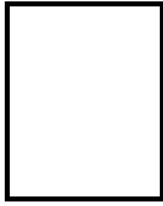
FROM: Director of Policy & Communications

DATE: 5 January 2011









PORTFOLIOS AFFECTED: All

WARDS AFFECTED: All

TITLE OF REPORT: Update from the Strategic Risk & Resilience Forum

1. PURPOSE

To provide Members with details of the work activity being managed by the Strategic Risk & Resilience Forum in its task of ensuring the effective implementation and co-ordination of risk management, emergency planning, business continuity, governance and events management strategies.

2. RECOMMENDATIONS

Members are recommended to note the current position and confirm their support for the Council's approach to Risk & Resilience issues.

3. KEY ISSUES

The Strategic Risk & Resilience Forum has identified key activities necessary to ensure the Council's robustness and is actively monitoring progress in such key areas. Update reports on all work areas will be provided by the Strategic Risk & Resilience Forum to both the Chief Executives Strategy Group and the Audit Committee on a regular basis.

It is important to recognise that all of the following areas require, and are undertaking, continuous re-assessment of the Council's position against the

changing economic, political and legal landscape.

A brief overview of the legal requirements for each area is set out in **Appendix A** and the structure of the Strategic Risk & Resilience Forum is in **Appendix B**.

The table below shows the RAG (Red, Amber, Green) rating for each work area and following is a brief explanation in support of this.

	Lead Officer	Planning / Programme	Training	Exercising
Risk Management	Liz Hall	Amber	Amber	N/A
Business Continuity	Liz Hall	Red	Red	Red
Emergency Planning	Stewart Mashiter	Green	Amber	Amber
Information Governance	Mike Zammit	Amber	Amber	N/A
Events	Brian Bailey	Amber	Per Event	Per Event

Risk Management

A revised programme of risk management across the Council was approved by the Chief Executives Strategy Group in April 2011 and the Audit Committee in June 2011 and this is currently being rolled out. The new Risk Management Strategy establishes better controls, awareness and effectiveness across all departments.

Departments are currently transferring their risks onto a new system which will allow for more accurate reporting and monitoring to take place. This aspect of the programme should be completed by March 2012 and training for lead officers will also take place between January and April 2012.

In addition, a new framework for the identification and management of risks associated with strategic partnerships will also be completed by April 2012 with more detailed work following.

Completion of all the above will resolve the 'amber' RAG ratings for Risk Management which should then be reported as 'green'.

The full annual review of the corporate risk register will take place in April 2012, including further work on risk definitions and the process for reassessing risk scoring, and results from this will be reported back to the Audit Committee.

Business Continuity

Previous programmes of business continuity management within the Council have fallen considerably short of the legal requirements and therefore all are indicated as 'red' in the RAG rating table. In recognition of such failures in the Councils compliance a revitalised approach to business continuity planning and management is being rolled out across the Council. This includes a methodical risk assessment approach to identify key business risks and threats. This information will then be used to build and develop relevant, meaningful and practical corporate and departmental business continuity plans to ensure the Council can deliver its most critical of services during emergencies and other business disruptions.

The Council is currently focussing on identifying its most critical of services, the activities that support these services, and the vulnerabilities and minimum resource levels to maintain such services through a disruptive incident.

Plans for the most critical services containing this information and other contingency measures are due to be completed by April 2012 with plans for the less critical services then being completed by August 2012. This will then see the RAG rating for business continuity planning turn 'green'.

Once completed departments will need to ensure all their staff are trained in the contingency arrangements for their department, with the validation of such plans being undertaken through exercising. Completion of both these aspects will see the RAG rating for training and exercising for business continuity turn to 'amber'.

To bring the business continuity project to completion, which will see all plans in place, all staff having been training, and all plans having been validated through testing, a corporate exercise will take place before November 2012 for all Chief Officers and Heads of Service (similar to the exercise which took place on 9th December for emergency planning). All RAG ratings for business continuity should therefore be 'green' by November 2012.

Although departments should maintain their plans on an ongoing basis a continual annual cycle of risk assessment review, plan revision, training and exercising must be deployed and monitored to ensure business continuity arrangements are up-to-date, accurate and meaningful. This should ensure that business continuity maintains its 'green' RAG rating on an ongoing basis, barring newly identified requirements from Central government or lessons identified through emergency incidents.

Emergency Planning

Emergency Planning is a well established function across the Council and policies, plans and procedures are detailed and in place to manage both the preparations for, and responses to, emergencies. All plans are actively monitored and reviewed regularly with key training and exercising taking place.

A small number of plans do remain outstanding, or are newly identified, but the vast majority are complete. The few that are still being worked on have work plans associated with them and therefore the RAG rating for this is 'green'.

Emergency planning training is shown as 'amber', however, the completion of training by departments on their Functional Plans for all relevant staff by 31st

December 2011 will improve this to 'green'. A number of departments have already completed this training, however, some are still to report back that this has been completed.

An exercise for all Chief Officers and Heads of Services took place on the 9th December 2011. The overall aim of the exercise was to practice and validate emergency arrangements as set out in the Council's emergency plans. This particular exercise involved a widespread flooding event where groups of senior officers were presented with scenario updates and a number of questions to prompt discussion and test planned arrangements. This allowed the exploration of the issues involved and possible ways of dealing with the incident consequences. Whilst the exercise remained at a fairly high level of discussion many useful points were discussed which will be drawn together into a report and monitored to ensure they influence the ongoing emergency planning and preparedness work.

The Civil Contingencies Team has responded to numerous emergencies and incidents since 1st April 2011, including the widely reported power surge and outage in the Shear Brow area. In total more than 20 incidents have been responded to so far with 14 of these having a larger impact on resources both in the short and longer terms.

In addition, a considerable number of public events have been assessed by the Civil Contingencies Team and 4 of these, being higher risk events, have required considerable pre-planning work. An example of this would be the preparations required for the demonstrations by the English Defence League (EDL) and Blackburn with Darwen United Against Racism.

Lessons identified from such incidents and events specifically focussed around the need for a larger emergency control room, which would more comfortably fit all required personnel in it when dealing with larger scale responses, and the need to improve certain practical and protocol arrangements. Also identified, was the need for a backup location for the Emergency Control Centre to be established outside of Blackburn town centre to ensure resilience is achieved.

This year has presented an unprecedented number of high risk events, incidents and emergencies which is having repercussions on existing scheduled work.

Activity surrounding emergency planning, incidents, training and exercises is reported to the Executive Member for Resources.

Information Governance

A number of organisations and Councils have received large financial penalties from the Information Commissioner following breaches in information security.

The Council is monitoring and reporting key information risks against the Data Protection Act, Freedom of Information Act and IT Security requirements on a continuous basis and is taking a number of actions to ensure information is managed securely. Using examples of highly regarded practice in other organisations the Council is developing a proactive approach in its information management strategies including a new e-training package and systems to ensure training is undertaken and understood.

Once completed the current 'amber' RAG rating will improve to 'green'.

Events

The Council and emergency services partners are reaffirming procedures for liaison with events organisers running public events within the borough and once completed the 'amber' rating will improve to 'green'. The Council and its partners are seeking to ensure that events are successful, whilst retaining appropriate safety measures.

The multi-agency Event Safety Advisory Group provides advice and guidance to event organisers to assist them in planning and running their event in line with long established guidance from the Health & Safety Executive.

This process ensures that event organisers have a single point of contact when undertaking consultations with the Council, Capita and the emergency services and that a single clear message is provided back to them.

4. RATIONALE

The Council recognises that the effective management of risk and resilience workstreams assists the Council through the implementation of mitigating measures to combat business and community risks, whilst at the same time being prepared to respond to disruptive incidents or emergencies.

5. POLICY IMPLICATIONS

There are no policy implications arising from this report.

6. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RESOURCE IMPLICATIONS

There are no direct resource implications arising from this report.

9. CONSULTATIONS

All departments are involved in the continuous monitoring of risk and resilience activities through the Strategic Risk & Resilience Forum and its sub-groups.

CONTACT OFFICER: Tom Stannard
DATE: 5 January 2011
BACKGROUND PAPERS: None

Appendix A : Brief Legal Requirements for Risk & Resilience

<p>Emergency Planning</p>	<p>The chief requirement of the Act in regard to emergency planning is to maintain plans to ensure that, if an emergency occurs or is likely to occur, each [local authority] can deliver its functions so far as necessary or desirable for the purpose of preventing the emergency, reducing, controlling or mitigating its effects, or taking other action in connection with it. Risk assessment is a key statutory duty supporting this work.</p> <p><i>(Emergency Preparedness – Guidance on the Civil Contingencies Act 2004, page 48)</i></p>
<p>Business Continuity</p>	<p>The Act requires [local authorities] to maintain plans to ensure that they can continue to perform their functions in the event of an emergency, so far as is reasonably practicable. This duty relates to all the functions of a [local authority], not just its civil protection functions.</p> <p><i>(Emergency Preparedness – Guidance on the Civil Contingencies Act 2004, page 75)</i></p>
<p>Risk Management</p>	<p>The [local authority] shall be responsible for ensuring that the financial management of the body is adequate and effective and that the body has a sound system of internal control which facilitates the effective exercise of that body’s functions and which includes the arrangements for the management of risk.</p> <p><i>(Accounts & Audit Regulations 2003, page 2)</i></p>
<p>Events Safety</p>	<p>Co-ordination of events management within the area aims to help those who organise events so that the events run safely. The event organiser, whether an individual, collective or local authority, has prime responsibility for protecting the health, safety and welfare of everyone working at, or attending, the event.</p> <p><i>(Health & Safety Executive (HSE): Event Safety Guide)</i></p>
<p>Governance</p>	<p>The Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for and used economically and effectively. It also has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.</p> <p>The Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, which includes arrangements for the management of risk.</p> <p><i>(Local Government Act 2003 & Accounts & Audit Regulations 2003)</i></p>

Appendix B : Structure of the Strategic Risk & Resilience Forum

