

# KEY OPERATIONAL RISKS

| ID  | CAT.   | RISK IDENTIFICATION<br>(Describe risk and underlying cause)   | IMPACT<br>(Consequences of risk maturing)   | Risk Owner   | Inherent (raw) risk |            |            | Existing Controls  | Sources of Assurance   | Residual (net) risk |            |            | Movement Indicator | Further Actions   | Deadline | Responsible Officer  |
|-----|--|---|---|--|---------------------|------------|------------|--|--|---------------------|------------|------------|--------------------|---|----------|--|
|     |  |   |   |  | Impact              | Likelihood | Risk Score |  |  | Impact              | Likelihood | Risk Score |                    |   |          |  |
| CF1 | Legal/ Political /Socio Cultural /Reputational | Inability to meet demand for School places.   | Council unable to discharge statutory duty to provide education. Reputation damage, legal challenge, increased health and safety risks                              | Rik Boxer<br>Assistant Director,<br>Achievement & Inclusion                    | 6                   | 6          | 36         | Lobbying Central Govt for additional funding; funding of £25m secured from central gov. to provide additional school places; Temporary expansions and Projects established to address shortfall; Regular reports to CMT& Executive to agree prioritisation of use of capital funding; Strategy Board meets on a regular basis ; Standing Agenda Item in Overview & Scrutiny Committee Meetings.  | Regular monitoring by Overview & Scrutiny Committee; CMT & Executive.                              | 6                   | 4          | 24         |                    | Continued lobbying and work with London Councils and Schools.   | On-going | Rik Boxer - Assistant Director, Achievement & Inclusion (Children & Families). |
| CF2 | Reputational / Political                       | Vulnerable children not adequately safeguarded.   | Abuse, Death or injury of vulnerable persons. Reputational damage to Council.   | Graham Genoni - Assistant Director, Social Care Division, Children & Families. | 6                   | 5          | 30         | Safeguarding of Children Teams deal with child protection and safeguarding issues; Brent Local Safeguarding Children's Board; Safer Recruitment & Training; Whistleblowing; publicity; raising of awareness at Schools & community in general; Children & Young Persons Plans; Child Protection Arrangements; Strong partnership working with relevant agencies; High level monitoring meetings with Chief Executive; Corporate Parent Group; Auditing arrangements; Range of monitoring arrangements to track progress; Children & Families Overview & Scrutiny; Performance Information (quarterly scorecards); Timely reviews of Looked After Children; | Ofsted Inspections; Internal Service User Surveys; Internal Audit.                                 | 6                   | 4          | 24         |                    | Continuous Monitoring & Development; Safeguarding & Looked After Children Inspection Action Plan; Continued collaboration with relevant agencies. | On-going | Graham Genoni - AD Social Care Division  |
| CF3 | Socio Cultural/Reputational/Financial          | Current economic climate and further reduction in funding levels leading to greater demand for services and potential inability to meet statutory responsibilities. Increase in family breakdown due to economic downturn | Increased in number of looked after children or greater demand for services for vulnerable and young persons. Certain key statutory responsibilities cannot be met. | Graham Genoni - Assistant Director, Social Care Division, Children & Families. | 6                   | 6          | 36         | Improved budgetary controls; robust budget monitoring; improved commissioning arrangement. Services will be re-prioritised to meet the needs of the most vulnerable.   | Management information reports track activity and identify trends, to which management are able to | 4                   | 6          | 24         |                    | Early help projects will begin to deliver efficiencies in 2012/13   | ongoing  | Graham Genoni - Assistant Director, Social Care Division, Children & Families. |
| CF4 | Reputational                                   | Security of data. Loss of confidential data for looked after children; Children at Risk and adopted children.   | In a multiagency environment information sharing could result in data breaches.   | Graham Genoni - Assistant Director, Social Care Division, Children & Families. | 6                   | 6          | 36         | Data sharing protocols in place. Wherever possible data shared electronically. All teams have access to secure mail systems GCSX, CJSM and Egress. Staff required to complete on-line data protection, information sharing and FOI training. Padlocks and lockable bags available for transporting papers off site.  | Revised policies and protocols on data sharing. Confidential reports no longer posted.             | 3                   | 4          | 12         |                    | Developing use of secure electronic communication technology.   | ongoing  | Graham Genoni, Assistant Director, Social Care Division, Children & Families   |
| CF5 | Socio Cultural/Financial/Reputational          | Disproportionate reduction to Council's general fund arising from academy conversions.  | Impact on Council's ability to improve attainment of children & young persons.  | Rik Boxer<br>Assistant Director,<br>Achievement & Inclusion                    | 6                   | 5          | 30         | Participated in joint action with several other local authorities to challenge General Fund top slicing by Central government.   |  | 6                   | 5          | 30         |                    | Modelling of schools budgets based on proposed new funding formula.   | Ongoing  | Rik Boxer Assistant Director, Achievement & Inclusion                          |
| CF6 | Socio cultural & political                     | Changes to government policy/legislation  | Changes in Welfare Reform. Influx of vulnerable families into the borough from other more expensive or inner London authorities                                     | Anna Janes - Head of C&F Policy & Performance                                  | 6                   | 6          | 36         | Taking forward the Working with Families suite of One Council Projects. This will provide an effective Early Intervention Service which by multi-agency working will share the responsibility and ways in which this potential influx can be dealt.  | Regular monitoring by Project Boards and overall Strategic Group                                   | 6                   | 4          | 24         |                    | Initiate the Working with Families Project.   | On-going | Anna Janes - head of Children & Families Policy and Performance.               |

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|     |                         |   |  |   | Impact              | Likelihood | Risk Score |   |                      | Impact              | Likelihood | Risk Score |                    |  |          |                                     |
| CF7 | Financial/ Reputational | Major fraud or financial mismanagement in schools.          | Reputational damage; removal of financial delegation; increase resources required from LA to support school. | Mustafa Salih - AD Strategic Finance, C&F | 6                   | 5          | 30         | There is a rolling-programme of school audits in place which is thorough and robust. Where significant financial issues and risks are identified then the Council has and will continue to take robust action. When issues are identified all schools are informed of major learning points and are offered support to put in place an action plan to address any major issues. |                      | 6                   | 4          | 24         |                    | The audit process itself is robust and the fact that issues are being identified is evidence of this. A review of the audit process is therefore not recommended. Further training for schools is being developed, with school representatives, including a one day finance conference for all Brent Schools which will focus on explaining the key financial management requirements for schools and offer support and advice. It will clearly clarify what is expected of schools in Brent in terms of sound financial management and will take place in the autumn term 2012. | Ongoing  | Mustafa Salih, AD Strategic Finance |