

Report Number/Date	Title	Opinion	No. of Priority One's	Details of Recommendation	Implemented	Responsible Officer	Comments	Risk of fraud or loss
ACS/026/01/2009	Direct Payments Audit for 2009-10	Limited Assurance	1	Financial monitoring information in respect of clients receiving direct payments was not found to have been always submitted by clients. Monitoring information was not requested at regular intervals. Contents of the letters requesting information was found to be in need of review as well as the direct payments agreement.	In Progress	Head of Exchequer Services (assumed responsibility from Oct 2009) and Assistant Director Care Services	The finance team have increased the resources allocated to direct payments to improve monitoring. Clients are requested to submit supporting documentation quarterly for monitoring and issues and returns are now logged on a control spreadsheet. Monitoring officers have set deadlines to follow up returns and after a reminder letter cases are referred to the appropriate Group Manager. This has now been tested and early indications are that care managers are not following up referrals from Finance where monitoring has not been submitted. The matter has been passed to senior management for comment and action.	High
ENV/004/01/2009	Parking Income 2009-10	Limited Assurance	1	The 2010/11 Audit identified - Pay and Display Daily Collection Sheets for Parking Kiosk income had been reconciled to Oracle listing reports up to 2/11/10 (Week 32). Car Park Ticket income had been reconciled to Oracle across different car parks for various periods of time from the end of Oct/Nov 2010. Mobile Phone income has been reconciled to Oracle up to the end of Oct 2010. Season Ticket income [via yes pay] has been reconciled against the Parkare income listing report up to end Nov 2010, with some discrepancies identified and these were being investigated by management. Therefore reconciliations were not up-to-date or signed/dated as expected. Office procedures did not detail the exact process that take place for each reconciliation type including timings.	In progress	CCTV Enforcement & Contract Manager	Update 16/5/11 Parking reconciliations have now been carried out up to the 31/3/11 for Car Park Kiosk income, Pay and Display in Car Parks 1/4/11, Pay and Display On-Street and Credit Cards parking payments 31/3/11. However as reconciliations are only complete to Nov 10 for Season Tickets and Jan 11 for Mobile Phone parking payments the end of year reconciliation has not been finalised as of 16/5/11. Management are still reviewing the reconciliation process for the upcoming year to improve efficiency.	High
RD/005/01/2009	Review of debtors	Limited Assurance	1	The aged debt analysis report, non domiciliary care as at 31 January 2010 identified that the outstanding debt owed to the authority over a year old amounts to £1,275,337, the previous audit reported this to be £1,210,973 as at 31 January 2009. In addition, the domiciliary care breakdown report shows a balance of £1,231,971 owed at 8 February 2009, with £4,019,790 of charges made up to 31 January 2010, £3,642,283 payments received and balance of £1,609,477.94 remaining. Furthermore, appropriate debt recovery actions had not been evidenced in all instances sampled and procedures need to be updated.	In progress	Head of Exchequer Services assumed responsibility in October 2009 & Interim Head Of Revenues & Bens.	Management accepted the recommendation. There is currently an audit of this area when this recommendation will be followed up. The largest debtor is William Verry Ltd for £108,890 that will be written off as the company are now in liquidation. There are 4 debts totalling £182,555 that relate to residential care where a charge has been placed on the property. Update as part of 10/11 debtors review - figures as at 31/10/10 for outstanding debts over a year old are as follows: Domiciliary Care £1,369,070 and Non Domiciliary Care £1,687,588.30. Non Domiciliary Care debts over a year old have increased by £412,231.30 since the previous internal audit review whereby an outstanding debt of £1,275,337 was reported as at 31/01/10. Debt recovery procedures have not yet been updated, awaiting go -live date of Oracle Advanced Collections, currently scheduled for early 2011. Bromley Exchequer Services Team has undertaken some work to analyse the top ten debts outstanding within each department.	High
ACS/068/01/2009	Emergency Accommodation & Rent Accounts	Nil Assurance	10/s	Part 2	In progress	Interim Head of Revenues & Benefits/ Exchequer Manager	The follow up audit has been completed and identified that three of the four priority 1 recommendations have been partially implemented; completion of the ANITE project, improved arrears monitoring and recovery and application of the correct rent debit are still in progress. The recommendation relating to regular reconciliation between the Housing Rents system and ORACLE had been fully implemented.	High
CYP/P42/01/2010	FMSIS assessment of Primary School C 2010-11	n/a to FMSIS	1	After the external assessment visit internal audit were made aware that Strictly Educational, the schools payroll provider up until 31st May 2010, had paid staff for the June pay run. The new contractor had correctly paid staff for the month of June too. Salary costs totalling £84,983.68 for June 2010 had been charged in error to the school's accounts from the previous payroll provider. The school are taking steps to recover the overpayment to staff (Strictly Educational had collected £8,152.70) and they are also seeking to recover pension, tax and NI contributions from Strictly Educational. Report recommendation was The school should continue to recover monies from staff and Strictly Educational for payments related to the June 2010 pay run.	In progress	Head Teacher and Office/Finance Manager	Management Action Plan Comments - Bromley Legal Team supported our school with instructing Strictly to return the monies paid by staff straight to us. All staff have either paid the full amount back to our school account or have made arrangements with us to repay the money within 6 months. All monies to be repaid by February 2011. Internal Audit will obtain an update in February 2011. Update as of 4/11/10, the school have confirmed that £18,399 remains unpaid however there are arrangements in place to collect this by 31/02/11. Update 3/02/11, £10,701.70 still outstanding. Update 28th April 2011 £3,257.96 outstanding. Of this amount £1,762 is being taken to the small claims court (relates to 2 individuals) and the school is hoping to collect the balance of £1,495.96 by the end of May 2011.	Low

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RD/096/01/2010	IT Disaster Recovery	Limited Assurance	1	<p>It was identified that a specific ICT Disaster Recovery Plan has not been created, though some DR provisions are included within the Business Continuity Plan. A draft DR plan was created, though never adopted due to costing issues and problems securing a DR contractor.</p> <p>Recommendations from Operation Coldplay were that Service area's BCPs should accommodate Disaster Recovery (DR) arrangements for IT and that there is a need to progress corporate DR decisions.</p> <p>Additionally it was found that although Officers responsible for escalating problems up to disaster recovery are listed, the procedures for this to happen are not.</p>	In progress	Contracts and Consultancy Manager & IT Technology Manager	<p>A documented Disaster recovery plan should be created which will include specific actions to be taken, staff responsibilities and contact details, hardware/software requirements and budget provisions. Additionally it should include details of how work is ordered/approved/monitored in a DR scenario. Initial document has been drafted for review.</p> <p>Further review will be undertaken when new ICT Contractor is appointed and taken over the service.</p> <p>A revised implementation date for this Recommendation is 01/06/2011, the review cannot take place until then.</p>	Low
CYP/inv/2010	Primary School B	N/A	1	Part 2	In Progress	HT	Part 2	High
CYP/inv/2010	Childrens Centres	N/A	2	Part 2	In Progress	Asst Dir(Access & Inc.)	Part 2	High
LD/001/01/2010	Out of Hours Site Security	Limited Assurance	1	<p>Testing of a sample of people who have been issued an access card could not confirm that only current Bromley employees or selected Contractor's staff have an active access card. Of a sample of 25 access cards that have been issued, where it was identified people were not on a list of current Bromley employees, for 7 cards it could not be ascertained for the card issued if this person was a current or previous employee. Three cards were found to still be active despite the employee having left the authority.</p> <p>Additionally it was identified that 44 members of staff and councillors have 2 active access cards.</p>	In Progress	Assistant Director Audit and Technical Facilities & Support Services Manager Head of ICT	<p>Managers via CMG will be reminded of their responsibility to complete work force removal requests as expected for leavers.</p> <p>In liaison with ISD, reports will be run from the system to identify potential people who should be removed from the system. Management will be consulted as to whether to remove the people identified.</p>	High
CYP/inv/2010	Childrens Centres	N/A	8	Part 2	In Progress	Asst Dir(Access & Inc.)	Part 2	High

The following priority one recommendations have been implemented:
Emergency accommodation & Rent accounts - 3 of the 4 priority ones have been implemented

2002/2003	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL	
Number of Cases	200	28	21	73	24	26	36	112	15	11	31	41	618	
Confidential Hotline	18	5	4	6	1	1		4	1	4	10	7	61	
Interviews	8	8	14	17	7	7	9	9	14	6	9	6	114	
Claimant visits	19	12	26	36	33	17	20	20	10	16	6	15	230	
Prosecutions										1	1	1	3	£6,000
Court Summonses							1			2	2		5	£5,000
Admin Penalties							1		1				2	£2,000
Formal Cautions					1				1				2	£2,000
														£15,000

2003/2004	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL	
Number of Cases	39	36	39	31	82	111	182	50	73	45	37	111	836	
Confidential Hotline	8	4	8	10	5	4	9	5	3	8	10	10	84	
Interviews	12	9	8	21	10	11	8	17	15	20	18	44	193	
Claimant visits	7	14	11	27	33	26	38	26	44	18	29	29	302	
Prosecutions		1		1	1	2	3			1	1		10	£20,000
Court Summonses	2	4	1	4	3	2			1	1			18	£21,600
Admin Penalties	3		1		1			1	1	2			9	£10,800
Formal Cautions	4	1	1			1	2	1		2	1	1	14	£16,800
														£69,200

2004/2005	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL	
Number of Cases	27	70	61	69	35	49	57	55	14	32	44	67	580	
Confidential Hotline	10	7	8	12	12	7	11	9	3	4	10	11	104	
Interviews	8	8	11	13	21	35	24	27	17	25	16	26	231	
Claimant visits	20	18	19	12	12	23	17	21	8	18	1	7	176	
Prosecutions	3			3	3	1	1		1	1	1		14	£28,000
Court Summonses	2	4			6	2	1			9	2	4	30	£36,000
Admin Penalties	2		2	1		3				1			9	£10,800
Formal Cautions		4	2		1	2	1	3	1		2	1	17	£20,400
														£95,200

2005/2006	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL	
Number of Cases	94	55	56	65	28	64	55	46	9	85	46	48	651	
Confidential Hotline	6	5	19	6	6	10	10	10	7	8	6	15	108	
Interviews	21	27	33	30	17	48	45	39	19	24	39	70	412	
Claimant visits	8	7	10	4	10	12	13	21	7	5	14	7	118	
Prosecutions	3	2	5	2	1	1	1	3	3	6	2		29	£58,000
Court Summonses	6	3	4	1	3	4	7	5	2	5	6	4	50	£60,000
Admin Penalties	1	2					2		3	1	1	1	11	£13,200
Formal Cautions	2	2	1	2		2	1			1	1		12	£14,400
														£145,600

2006/2007	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL	
Number of Cases	42	68	70	55	45	38	55	56	41	85	97	77	729	
Confidential Hotline	15	16	13	7	4	1	3	7		5	5	9	85	
Interviews	32	42	42	51	45	49	38	32	36	42	56	56	521	
Claimant Visits		25	11	10	10	2	2	11		12	1	2	86	
Prosecutions	2	1	3		9	2	4	4	6	4	3	2	40	£14,000
Court Summonses	3		4	4	1	4	6	1	5	4	5		37	£0
Admin Penalties	5	3	1	2	3	1	2	4	2	3	15		41	£2,400
Formal Cautions		1	2							1	2		6	£0
														£16,400

2007/2008													TOTAL
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Number of Cases	44	60	68	33	44	49	44	40	21	33	39	39	514
Confidential Hotline	7	12	4	10	3	10	8	10	9	21	13	10	117
Interviews	41	38	38	40	33	32	53	46	31	48	29	23	452
Claimant Visits	16	7	6	26	2	4	11	17	12	7	14	16	138
Prosecutions	8	3	7	4	2	7	2	4	3	5	1	0	46
Court Summonses	3	3	2	8		2		3	1	2	3	1	28
Admin Penalties	14	16	1	8	4	1	4	5	8	1	1		63
Formal Cautions	3	2		1				1	1	3			11

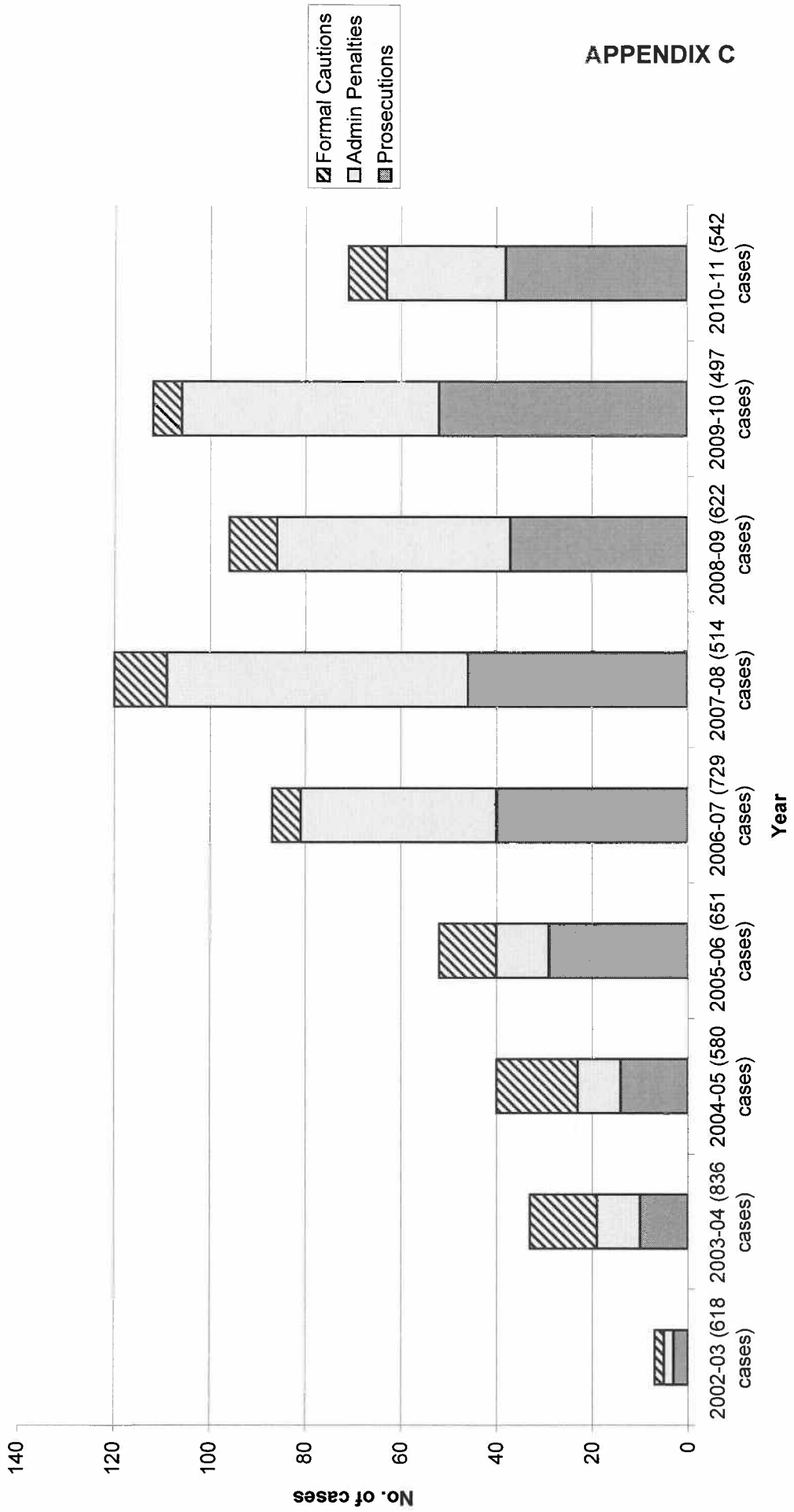
2008/2009													TOTAL
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Number of Cases	27	55	41	69	52	57	67	78	39	36	25	76	622
Confidential Hotline	11	8	9	3	13	19	10	13	7	12	10	9	124
Interviews	36	29	51	42	22	28	38	40	34	43	42	53	458
Claimant Visits	16	11	20	17	16	8	19	19	2	25	15	10	178
Prosecutions	6	2	3	8	6	3	2		3	1	3		37
Court Summonses	1		1	6		1	1	3	3	3	1	5	25
Admin Penalties	10	1	2	3	2	4	2	6	5	10	4		49
Formal Cautions	3	1		1		1	1		1	1	1		10

2009/2010													TOTAL
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Number of Cases	38	51	61	51	43	57	28	46	16	44	24	38	497
Confidential Hotline	11	18	12	3	13	18	5	11	5	11	4	10	121
Interviews	22	22	30	35	31	28	28	27	14	22	20	18	297
Claimant Visits	5	1	19	22	7	11	12		1	4	11	19	112
Prosecutions	8	2	9	1	5	8	5	1	5	2	6		52
Court Summonses	6	1	2	1		4	3	5			8	1	31
Admin Penalties	7	3	8	8	6	4	2	6	8	1	1		54
Formal Cautions	1			1			2		1	1			6

2010/2011													TOTAL
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Number of Cases	21	44	44	39	47	51	41	39	25	56	59	76	542
Confidential Hotline	5	10	9	9	13	15	15	10	7	7	9	17	126
Interviews	12	11	5	14	8	27	16	19	9	31	20	30	202
Claimant Visits	1	5	4		4	9	4	7		4	7	9	54
Prosecutions	6	3	3	3	6	4	3	1	5	1	3		38
Court Summonses	1	3	3		2	2	1	2		3	3	1	21
Admin Penalties	8	1	2	3		3	1			3	2	2	25
Formal Cautions	2			1	1	1			1		1	1	8

APPENDIX C

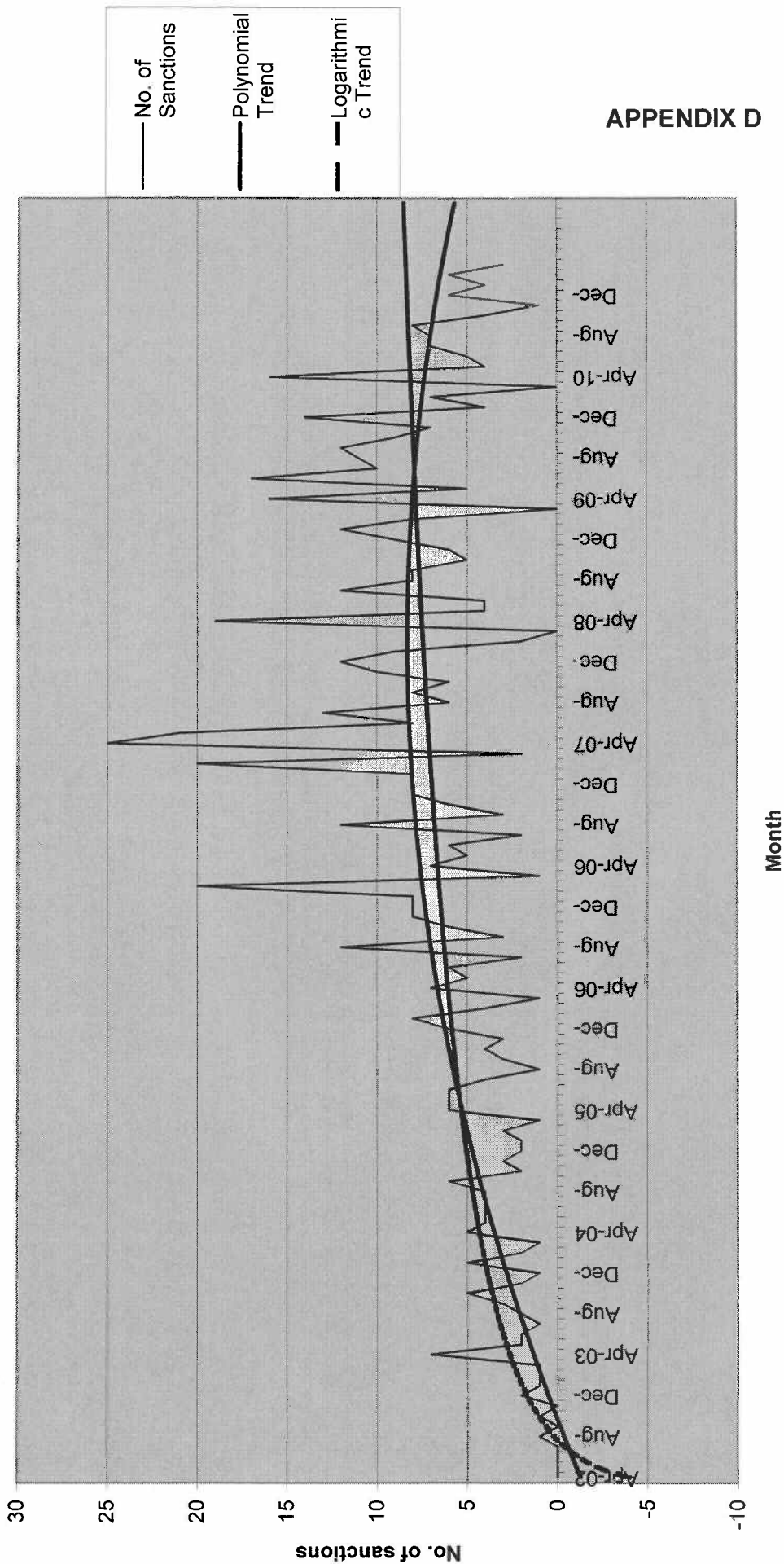
HB Sanctions - Annual Comparison



APPENDIX D

Sanctions Trend

(NB: peaks and troughs are dependent on the court's allocation of cases to be heard.)



— No. of Sanctions
— Polynomial Trend
- - - Logarithmic Trend

Month

Risk Ref	Department	Division	Section	Risk / Consequences and Risk Category	Risk Owner	Existing Controls and Proposed Actions
CEX/COM.0007	Chief Executive's	Communications	Communications	Failure to handle crisis communications in a major incident correctly Political - Strategic	Director CX	<p>Controls:</p> <ol style="list-style-type: none"> 1. Emergency plan 2. Close liaison with Emergency Services 3. Liaison with team, periodic refresher training 4. Well trained senior spokespeople 5. Learning from London Resilience Team, Home Office Guidance etc. <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Regular refresher sessions on communications issues with wider team - Assessment of communications training needs of senior plan officers / spokespeople - Review of resources available to staff communications activities (media, public helplines etc.)
CEX/IEE.0353	Chief Executive's	Organisational Improvement	Improvement, Effectiveness and Efficiency	Failure to deliver on efficiency projects with the Organisational Improvement Programme will result in savings having to be made elsewhere, for example frontline services Political - Strategic	Chris Spellman	<p>Controls:</p> <ol style="list-style-type: none"> 1. Programme Board set up chaired by Chief Executive with cross-organisation representatives and monthly monitoring reports <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Closer Member engagement and involvement in OIP process

Risk Ref	Department	Division	Section	Risk / Consequences and Risk Category	Risk Owner	Existing Controls and Proposed Actions
CYP/A&A.0257	Children and Young People	Access and Inclusion	Access and Admissions	<p>Pupil Attendance - Primary Schools</p> <p>Failure to achieve target for improved pupil attendance across all primary schools.</p> <p>Financial - Operational</p>	AD Access and Inclusion	<p>Controls:</p> <ol style="list-style-type: none"> Continue to monitor absence data for all primary schools. Multi-agency work to target and support primary school attendance. Ensure primary schools apply consistent interpretation of authorised absence. <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> Ensure maintenance of basic EWO service provision for all schools. Intro of Incentive Schemes in primary schools. Successful roll-out of Spike initiative to all primary schools in 2009/10 having positive impact.
CYP/ALL.0245	Children and Young People	All CYP Divisions	All CYP Sections	<p>Council Budget Savings</p> <p>CYP contribution of £6.8m towards 2011/12 and 2012/13 savings has an adverse impact on CYP service delivery and jobs.</p> <p>Insufficient financial resources for the CYP Dept to discharge its statutory responsibilities and key priorities.</p> <p>Identified as 'Corporate Risk' due to severity of cuts and the no. of redundancies arising from the cuts.</p> <p>Financial - Operational Political - Strategic</p> <p>(See also CYP/149-0272)</p>	Director CYP / Chief Exec	<p>Controls:</p> <ol style="list-style-type: none"> Existing financial risk management strategies. Medium Term Financial Strategy. <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> Report DCYP11020 to CYP PDS 24/11/11 identified £6.8m CYP savings for 2011/12 and 2012/13 for consultation. All CYP savings except funding for the Vols in Child Protection Project approved at 28/2/11 Council meeting. Council agreed additional funding for SEN children entitled to transport provision, referrals into Children's Social Care and Children's Placements. Production of Action Plan to monitor and review achievement of savings and their effect.

Risk Ref	Department	Division	Section	Risk / Consequences and Risk Category	Risk Owner	Existing Controls and Proposed Actions
CYP/ALL.0247	Children and Young People	All CYP Divisions	All CYP Sections	<p>Inspections</p> <p>Poor inspection outcomes for CYP Services.</p> <p>Ofsted inspection of Safeguarding and LAC (April 2010) resulted in a 'Adequate with some Good Features' judgement.</p> <p>Annual Ofsted inspection of Children's Services (Dec 2010) resulted in a Rating of 3 out of 4 - 'Performs Well'.</p> <p>Professional - Operational</p>	Director CYP	<p>Controls:</p> <ol style="list-style-type: none"> Robust performance management at manager, Member and Partnership Board level. Learning from other local authorities. Good project management and achievement of key milestones. <p>Actions:</p> <ul style="list-style-type: none"> Strengthen areas of weakness. CYP Plan achieves desired outcomes. Strive for 'outstanding' judgements in 2011 inspections through robust monitoring and review of service provision and good preparation for scheduled inspections. Production of Action Plus following inspections.
CYP/SAA.0320	Children and Young People	Learning and Achievement	Standards and Achievement	<p>School Standards</p> <p>Failure to improve under-performance in Primary School against a background of down-sizing the School Improvement Service as a result of re-organisation following Departmental budget reductions. The reduction in the number of inadequate primary schools was one of the 2 priorities for action identified in the Annual Ofsted inspection of Children's Services (Dec 2010).</p> <p>Sustain and improve standards in Bromley schools and deal effectively with the school's causing concern.</p> <p>Professional - Operational</p>	AD Learning and Achievement	<p>Controls:</p> <ol style="list-style-type: none"> Primary School Improvement Policy. <p>Actions:</p> <ul style="list-style-type: none"> Re-organisation of School Improvement Service spring 2011. Aim of primary school improvement policy is to raise standards in all Bromley schools and reduce disparity of performance. Ensure early intervention in schools where there is cause for concern. Target support to bring schools out of special measures. Categorise schools according to need and deploy resources appropriately to ensure bespoke support/challenge. Evaluate effectiveness of the support provided to schools causing concern through detailed plans for improvement and ensure accountability rests with school stakeholders.

Risk Ref	Department	Division	Section	Risk / Consequences and Risk Category	Risk Owner	Existing Controls and Proposed Actions
CYP/SSC.0178	Children and Young People	Safeguarding and Social Care	All Safeguarding and Social Care Sections	<p>R&R of SW Staff Failure to recruit and retain suitably qualified Children's Social Work staff in sufficient numbers (national problem which particularly affects London and the South East):</p> <ul style="list-style-type: none"> - budget instability arising from costly agency placements; - undermine performance against KPIs; - maintaining current levels of service whilst dealing with an increase in referrals/caseloads following the 'Baby P' Haringey Child Protection Case in Autumn 2008 - 2008/09. - Referrals increased by 149% to 8,000 in 2009/10 - Initial assessments have increased by 88% in the same period. - Addressing areas for improvement in Safeguarding and LAC Services was one of the 2 priorities for action identified in the Annual Ofsted inspection of Children's Services (Dec 2010). <p>Personnel - Operational</p>	AD Safeguarding and Social Care	<p>Controls:</p> <ol style="list-style-type: none"> 1. Regular monthly review of staffing positions with HR. 2. Adhere to recruitment and retention strategies and monitor impact. 3. Strict monitoring of supervision/appraisal/perf data. <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Re-structuring of teams to reduce the frequency of change in Social Workers. - Recruitment of Social Workers from USA. - Management action to ensure that a high proportion of social work posts are filled by permanent staff. - Improvements to existing R&R package implemented Jan 2010. - Capacity of Children's Social Care Services to address increase involvement strengthened. - Capacity of Legal Services to address statutory functions in relation to Child Care Proceedings strengthened.
CYP/149.0272	Children and Young People/ Corporate	All CYP Divisions	All CYP Sections	<p>Govt Grant Funding</p> <p>Adverse impact of withdrawal of Govt Grants of CYP Service delivery and jobs.</p> <p>2010/11 in-year Govt grant reductions of £1.4m within CYP Services. Identified as 'Corporate Risk' due to the severity of the cuts and the number of redundancies arising from the cuts. (See also CYP/ALL.0245)</p> <p>Financial - Operational Economic - Strategic</p>	Director CYP/ Chief Exec	<p>Controls:</p> <ol style="list-style-type: none"> 1. Continue to monitor Coalition Govt announcements to react to financial/statutory changes. <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Report DCYP/10114 identified the savings to be made to meet the £1.4m reduction. - Achievement of savings required changes in planned service activity and staff re-organisation. - Invoke established HR procedures for managing redundancies and redeployment. - Investigate potential for sold services.

Risk Ref	Department	Division	Section	Risk / Consequences and Risk Category	Risk Owner	Existing Controls and Proposed Actions
NEW	Children and Young People/ Corporate	All CYP Divisions	All CYP Services	<p>Academy Status</p> <p>Impact of Academies Act - uptake of Academy Status by schools results in following risks:</p> <ul style="list-style-type: none"> - financial; loss of budget to CYP Dept and Council as a whole; - strategic; implications for LA strategic responsibilities e.g. pupil place planning, school org'n, pupil adms, SEN position, excluded pupils, School Improvement, safeguarding, child protection, Looked After Children; - local Ed framework; unity, cohesion, collective accountability, future capacity of the LA. <p>The more schools that attain Academy Status the higher the impact.</p> <p>Financial threat to the LA as a whole has resulted in this being flagged as a 'Corporate' Risk.</p> <p>Financial - Operational</p>	Director CYP/ Chief Exec	<p>Controls:</p> <ol style="list-style-type: none"> 1. Monitor and review Govt announcements and plan accordingly. <p>Actions:</p> <ul style="list-style-type: none"> - Assess and manage impact and plan accordingly, currently all Sec Schools are expected to go by Sept 2011. - LBB Finance Officers are modelling the financial implications to enable assumptions to be made about 'Top Slicing' - this will include CYP functions, HR, Property, Finance and Legal Services. - Investigate potential for selling Council Services to schools.
ENV/SDS.0209	Environmental Services	Strategy Development & Services	All SDS Sections	<p>Failure to implement and keep up-dated effective council-wide Business Continuity Plans</p> <p>Reputational - Strategic</p>	Steve Lewis	<p>Controls:</p> <ol style="list-style-type: none"> 1. Key critical systems identified 2. Updating Business Continuity Plan and database (Civil Contingencies Act 2004) 3. Emergency Planning and Business Continuity training <p>Actions:</p> <ul style="list-style-type: none"> - Individual service continuity plans need updating - Contractors' BCPs checked

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ENV/TAH.0157	Environmental Services	All ENV Divisions	All ENV Sections	Operational Emergencies (e.g. extreme heat, storms, floods, snow) Physical - Operational	Paul Symonds	Controls: 1. Emergency Plan Actions: - Cross discipline trained Local Authority Liaison Officers - Invicta out of hours service - published number and escalation procedure
LDS/ALL.0075	Legal, Democratic and Customer Services	All LDS Divisions	All LDS Sections	Failure to deliver project stated aims within timescale or budget as a result of project management failings Personnel - Operational	All LDS Managers	Controls: 1. Effective training in project management techniques Actions: - Identify key management staff - Through PADS/PRP, identify need for and provide project management training
LDS/ALL.0077	Legal, Democratic and Customer Services	All LDS Divisions	All LDS Sections	Breach of statutory obligations through failure of compliance with relevant legislation (e.g. Freedom of Information, Health and Safety, Disability Discrimination) Legal - Operational	All LDS Managers	Controls: 1. Register of all relevant statutory requirements 2. Regular review of compliance 3. Effective training of managers in requirements of relevant legislation Actions: - Identify, document and review all relevant statutory requirements - Identify and train all staff responsible for meeting statutory requirements
LDS/ALL.0099	Legal, Democratic and Customer Services	All LDS Divisions	All LDS Sections	Failure to meet the current and changing needs of customers; risk of censure at local level Customer / Citizen - Strategic	Director LDS / Sheila Bennett	Controls: 1. Systematic consultation 2. Robust internal customer service standards 3. Continuous learning and feedback Actions:

Risk Ref	Department	Division	Section	Risk / Consequences and Risk Category	Risk Owner	Existing Controls and Proposed Actions
LDS/ELR.0127	Legal, Democratic and Customer Services	Democracy and Registration Services	Electoral Services	Failure to successfully manage the election process of a Parliamentary, Local or other election or referendum, resulting in an election petition Political - Strategic	Carol Ling	Controls: 1. Project Plan 2. Staff Training 3. Adequate insurance Actions:
R&R/TC.0281	Renewal and Recreation	Planning	Town Centre Development	Failure to secure development on key sites due to the downturn in the economy Economic - Strategic	Kevin Munnelly	Controls: 1. Renewal team to proactively seek to broker developer interest Actions: - In tandem with emerging Area Action Plan (AAP) to continue dialogue with interested parties, development agents and consultants
RES/TEC.0298	Resources	Finance	Technical and Control	Banking failure Financial - Operational	Pete Turner	Controls: 1. Annual investment strategy 2. Review of counterparty list 3. Monitoring via Butlers Actions: - Reports to Executive - Reports to Portfolio Holder - Detailed review of approach - Intensified monitoring of position

Risk Ref	Department	Division	Section	Risk / Consequences and Risk Category	Risk Owner	Existing Controls and Proposed Actions
RES/TEC.0299	Resources	Finance	Technical and Control	<p>The Pension Fund does not have sufficient resources to meet all liabilities as they fall due:</p> <ol style="list-style-type: none"> Investment markets fail to perform in line with expectations Market yields move at a variance with assumptions Investment managers fail to achieve their targets over the longer term Longevity horizon continues to expand Deterioration in pattern of early retirements Changes to regulations e.g. more favourable benefits package Administering authority unaware of structural changes in an employer's membership e.g. large fall in employee members, large number of retirements <p>Financial - Operational</p>	Director RES	<p>Controls:</p> <ol style="list-style-type: none"> Financial: Monitoring of investments returns - analysis of valuation reports Demographic: Longevity horizon monitored at triennial reviews quarterly review of retirement levels Regulatory: Monitor draft regulations and respond to consultations - actuarial advice on potential Governance: Encourage other employers to keep Council informed of changes. Bromley Mytime employer's contribution rate to be reviewed annually towards end of contract <p>Actions:</p>
RES/TEC.0300	Resources	Finance	Technical and Control	<p>Failure to manage and control Treasury Management activities:</p> <p>Liquidity, Interest rate, Exchange rate, Inflation, Credit and counterparty, Refinancing, Legal and regulatory risks</p> <p>Financial - Operational</p>	Director RES	<p>Controls:</p> <ol style="list-style-type: none"> Regular review meetings Use of external advisors Internal Audit review of activities Reporting to Members <p>Actions:</p> <p>- Periodic reviews of approach in light of economic downturn</p>
RES/TEC.0305	Resources	Finance	Technical and Control	<p>Capital income shortfall due to a reduction in capital receipts and delays in disposals as a result of the economic downturn</p> <p>Economic - Strategic</p>	Director RES	<p>Controls:</p> <ol style="list-style-type: none"> Close monitoring of spend and income Reporting to Members Tight control of spending commitments <p>Actions:</p>

Risk Ref	Department	Division	Section	Risk / Consequences and Risk Category	Risk Owner	Existing Controls and Proposed Actions
RES/FIN.0019	Resources	Finance	Financial Management	<p>Systems for identifying and alerting managers on budgetary failures</p> <p>Financial - Operational</p>	Pete Turner	<p>Controls:</p> <ol style="list-style-type: none"> 1. Monthly budget monitoring to DMTs, and COE after reporting to service managers. Annual timetable produced, standards agreed and implemented 2. Reports during June to March period with early warnings/key budget areas identified during remainder of year. 3. Escalation routes agreed re overspend areas including option of early reporting to Members 4. Review and continuation of Heads of Finance obtaining 'sign off' budget monitoring statements with managers establishing the robustness of the systems 5. Heads of Finance required to review systems and introduce improvements 6. Further review of key budget systems where high risk of volatility in projections e.g. SEN, SS placements, parking income and report impact of recession 7. Budget monitoring reports to include identification of impact on future years <p>.....</p> <p>Actions:</p> <ul style="list-style-type: none"> - Formal structures and procedures in place for monitoring and corrective action to minimise risk (Process and structures to be reviewed monthly) - Implemented changes to monitoring arrangements to support any further structural / accountability changes

Risk Ref	Department	Division	Section	Risk / Consequences and Risk Category	Risk Owner	Existing Controls and Proposed Actions
RES/FIN.0282	Resources	Finance	Financial Management	<p>Failure to produce and deliver a balanced budget which meets priorities.</p> <p>Greater financial uncertainty to reflect impact of economic downturn, credit crunch, volatile inflation, future public spend constraints for local government and the impact of the property market.</p> <p>Economic - Strategic</p>	Pete Turner	<p>Controls:</p> <ol style="list-style-type: none"> 1. Management of Risks document covering inflation, capping, financial projections etc. attached to budget reports 2. Departmental risk analysis <p>-----</p> <p>Actions:</p> <ul style="list-style-type: none"> - Regular reporting of financial forecast updates (5 times a year) to provide an update of financial impact and action required - Obtain monthly trend / current data to assist in any early action required - Obtain regular updates / market intelligence re: impact of recession and inflation (liaise with policy unit who are coordinating details of impact of recession on services)

* Legal, Democratic and Customer Services risks are being combined with Resources

SEE ATTACHED WORKSHEETS FOR GUIDANCE RE: RISK MATRIX, IMPACT GUIDELINES, LIKELIHOOD GUIDELINES, CORPORATE RI

INSTANT GUIDE TO RISK MANAGEMENT

The Process	Identify your risks	Assess your risks	Control your risks	Monitor and Review your risks
<p>Risk Management is an important element of the system of internal control. It is based on a process designed to identify and prioritise risks to achieving Bromley's policies, aims and objectives.</p> <p>The Risk Management process is a continuous cycle:</p> <p>Using your objectives Identify your risks> Assess your risks > Control your risks> Monitor and Review your risks.</p> <p>Useful definitions:</p> <p>Risk Management is the identification, analysis and overall control of those risks which can impact on the Council's ability to deliver its priorities and objectives.</p> <p>Risk is the chance of something happening which will have an impact on objectives.</p> <p>The message is that if you don't manage your risks then you are unlikely to achieve your objectives</p>	<p>Brainstorming session using IE&E plans and departmental objectives, to identify threats and opportunities.</p> <p>Useful analytical tools:</p> <p>Political Economic Social Technological Legal Environmental</p> <p>PESTLE provides a simple and useful framework for identifying and analysing external factors which may have an impact on your service.</p> <p>Strengths Weaknesses Opportunities Threats</p> <p>Using the PESTLE output SWOT is a technique that can help a service to focus on areas for improvement and opportunities that could be pursued.</p> <p>Remember if it can go wrong it will go wrong.</p>	<p>We use a 5 x 5 matrix to assess risks (see Risk Matrix worksheet).</p> <p>Risk is scored using the RAG traffic light system:</p> <p>Red = High Amber = Medium Green = Low</p> <p>There are two risk variables that make up the overall risk rating:</p> <p>Impact – how minor / severe is it when it happens? Likelihood – how likely is it / how often does it happen?</p> <p>The Risk Management Toolkit provides detailed guidance on how to score these.</p> <p>Some of these assessments can be based on past experience. In other cases you will need to take a view.</p> <p>We measure both gross risk (before any controls are taken into account) and net or residual risk.</p>	<p>Consider the controls you have in place to mitigate or reduce the risk.</p> <p>What further controls are required? Record these as actions until they are completed.</p> <p>Consider the cost of any controls against the potential benefit gained.</p> <p>What is our Risk Appetite? An element of risk is unavoidable or we would never do anything!</p> <p>RETAIN a risk – monitor to ensure the impact and likelihood do not change</p> <p>REDUCE a risk – put additional controls in place</p> <p>TRANSFER a risk – by insuring or passing the risk to a third party</p> <p>AVOID a risk – stop doing the activity</p> <p>Risk of service failure can be minimised by ensuring effective Business Continuity Plans are in place. For guidance contact the Emergency Planning Manager Steve Lewis x4388.</p>	<p>Risks should be reviewed at least annually and whenever your business plans change.</p> <p>Remember risks evolve and change over time. Are the controls still effective?</p> <p>Your aim should be to:</p> <p>Manage threats that may hinder delivery of priorities and maximise opportunities that will help to deliver them.</p> <p>The Bromley Risk Register is maintained centrally by Audit and includes details of the risks, risk owners, controls and actions.</p> <p>Further guidance on Risk Management can be found in the Managers' Toolkit on onebromley. This also provides links to the Risk Management Strategy, Risk Management Toolkit and Risk Register.</p> <p>The site also provides a link to the Health and Safety Unit who carry out H&S risk assessments. For guidance contact the Occupational H&S Manager Elaine Pilkington x4386.</p>

Audit 070611 Internal Audit Progress Report - Appendix E.xls

Risk Variables – Impact (Severity) Guidelines

Description / Score / Risk Examples	Health and Safety	Environmental	Staffing and Culture	Compliance with Regulations	Service Provision	Damage to Reputation	Information and Communication	Financial
Insignificant 1	Incident	No lasting detrimental consequences e.g. noise, fumes of short term duration.	Localised staff and management dissatisfaction causing little or no disruption to services.	Minor breach of internal regulations, not reportable.	Brief disruption to an important service area. Significant disruption to non-crucial service area.	Complaints from individuals / small action groups. Negative, but little local media coverage.	Brief inability to access data but no service effect.	Costing less than £5,000
Minor 2	Injury	Detrimental affect for a short period e.g. significant discharge of pollutants in localised area.	Broader based staff and management dissatisfaction impacting on some services	Minor breach of external regulations, not reportable.	Major disruption to an important service area for a short period. Adverse disruption to non-crucial service area for a period of weeks.	Complaints from local stakeholders. Adverse local media coverage, being picked up by the national media.	Loss of data for medium period slightly affecting service delivery.	Costing between £5,000 and £50,000
Moderate 3	Serious Injury	Serious discharge of pollutants requiring remedial action.	Localised / national action causing a short term disruption to services.	Breach of internal regulations leading to disciplinary action. Breach of external regulations, reportable.	Complete loss of an important service area for a short period. Major disruption to non-crucial service area for a period of weeks.	Broader based general dissatisfaction with the running of the council. Adverse national media coverage.	Loss of data for significant period moderately affecting service delivery but full data recovery.	Costing between £50,000 and £500,000
Major 4	Fatality	Long term detrimental affect e.g. major discharge of pollutants leading to prosecution.	Resignation / removal of local management leading to a significant deterioration in services over the short term.	Significant breach of external regulations leading to intervention or sanctions.	Major loss of an important service area for a period of weeks. Major loss of several non-crucial service areas for a period of weeks.	Resignation / removal of CEO / elected Members. Audit Commission enquiry. Significant adverse national media coverage.	Loss of data for significant period seriously affecting service delivery and recovered data damaged.	Costing between £500,000 and £5,000,000
Catastrophic 5	Multiple fatalities	Extensive harm caused to the local environment e.g. wide spread discharge of hazardous pollutants leading to government intervention.	Significant morale problems, inability to recruit suitable staff resulting in poor quality service delivery over a long period.	Major breach leading to suspension or discontinuation of business or outsourcing / privatisation of key services.	Virtual inability to function.	Delegated powers removed. Persistent adverse national media coverage.	Operating systems no longer compatible or supported and therefore redundant. Complete loss of data (inability to retrieve critical service data) leading to service failure for an extended period.	Costing more than £5,000,000

Risk Variables -- Likelihood (Probability) Guidelines

Score	Description	Expected Frequency
1	Remote	10-yearly
2	Unlikely	3-yearly
3	Possible	Annually
4	Probable	Monthly
5	Highly Probable	Weekly

RISK MATRIX

		RISK RATING				
IMPACT	Catastrophic 5	Medium 17	High 22	High 23	High 24	High 25
	Major 4	Medium 12	High 18	High 19	High 20	High 21
	Moderate 3	Low 7	Medium 13	Medium 14	Medium 15	Medium 16
	Minor 2	Low 2	Low 8	Low 9	Low 10	Medium 11
	Insignificant 1	Low 1	Low 3	Low 4	Low 5	Low 6
Description / Score	Remote 1	Unlikely 2	Possible 3	Probable 4	Highly Probable 5	
		LIKELIHOOD				

RISK RATING		
Low Score 1 - 10	Medium Score 11 - 17	High Score 18 - 25