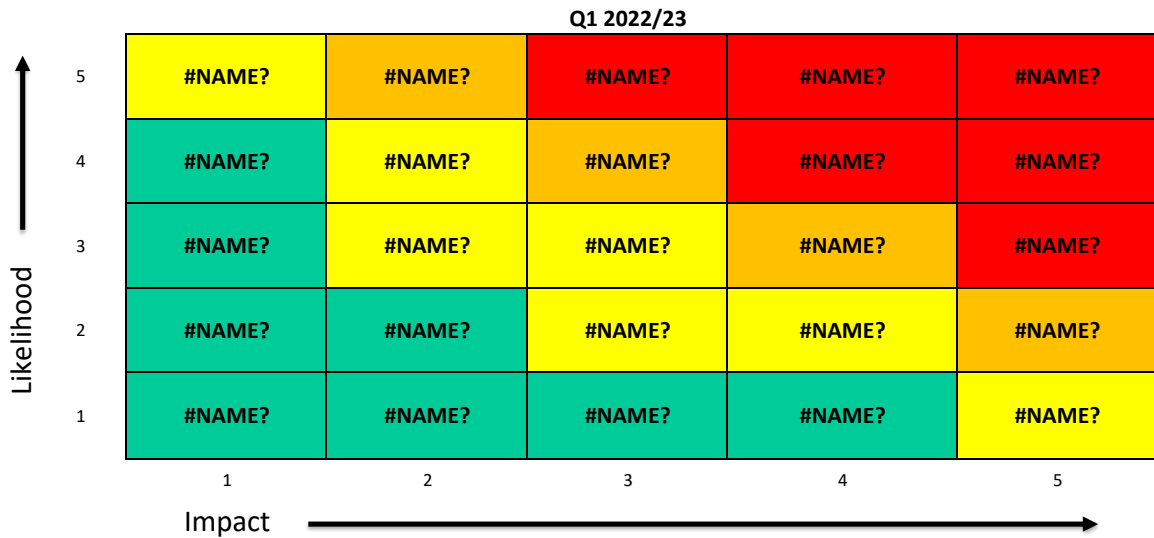


Children, Education and Families Risk Register



Risk Ref	Risk Description	Gross Risk Rating	Net Risk Rating
1	Failure to deliver Children's Services Financial Strategy	25	20
2	Failure to deliver effective Children's services	15	12
3	Recruitment and Retention	20	12
4	Business Interruption / Emergency Planning	10	5
5	School Place Planning	12	12
#REF!	#REF!	#REF!	#REF!
6	SEND Transport	15	9
7	SEND Reforms	16	9
8	Youth Offending	12	8
9	Out of Borough Placements (Children and Young People)	9	9
#REF!	#REF!	#REF!	#REF!
#REF!	#REF!	#REF!	#REF!
10	Speech and Language Therapy	12	12
#REF!	#REF!	#REF!	#REF!
11	School Attendance	12	8

Children, Education and Families Risk Register

Q1 2022/23

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)					EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)					FURTHER ACTION REQUIRED	RISK OWNER
					LIKE LIHO OD	IMPA CT	RISK RATI NG	LIKE LIHO OD	IMPA CT		RISK RATI NG						
1	Children's Services	Failure to deliver Children's Services Financial Strategy	<p>Cause(s):</p> <ul style="list-style-type: none"> - Continual reduction in Central Government funding - Demographic changes - Increased demand for services - Demand led statutory services (c. 80% of operations) which can be difficult to predict - Increasing cost volatility due to rise of complex, high cost families or placements requiring services. - Specific cost factors impacting transport services <p>Effect(s):</p> <ul style="list-style-type: none"> - Lower than anticipated levels of financial resource - Failure to achieve a balanced budget - Failure to secure economy, efficiency, and effectiveness of use of resources leading to a Qualified Independent Auditors' Report - Objectives of the service not met - Reputation is impacted - Wider goals of the Council are not achieved 	Financial	5	5	25	<ul style="list-style-type: none"> - Budget monitoring and forecasting - Regular review of medium term strategy - Regular reporting to Members via the Committee reporting process - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Monitor demographics, economic indicators and develop insight into future demand - Match financial planning to Council priorities - Internal audit framework - Early intervention with service users - Constantly reviewing service operations for potential efficiencies - Developed a series of commissioning plans, with mitigating actions, for Children's Social Care and SEND including mitigating actions addressing financial pressures - Growth and mitigation discussions - Service strategies in place to mitigate growth - High Needs Funding Banding review underway to develop equitable system across schools and settings, focus on sustainability of funding 	4	5	20	<ul style="list-style-type: none"> - Plans are in place in Children's Social Care for improving sufficiency whilst reducing identified areas of budget. - Transformation work being undertaken on High Needs spend on SEND - SEND / AP green paper published - partnership response and consideration of existing activities aligned with direction of travel - Transformation work being undertaken on CYP Integrated Therapies designed to strengthen the borough's graduated approach and more proportionately engage children and young people at the level meeting their need. Increased funding has been required historically and currently to attempt to increase capacity in relation to SLT and OT to meet increased demand - this work, and the development of a Therapies Commissioning Framework aims to reduce the current over reliance and funding of specialist services and to ensure value for money as well as quality and consistency. - DSG Deficit Recovery Plan in development - work to ensure equitable funding contributions to placements across E, H & C - Final stages of negotiation of provider to deliver 6 month SEND OT work - aiming for contract to commence in July 2022 - Further engagement / coproduction sessions with CYP, parents, schools & setting re strengthening the Graduated Approach - website design and graduated approach being received well. Website build authorised and to be completed July-August 2022, with launch / go-live planned for September 2022 to coincide with new academic year and change to BHC Therapy team structure in line with spreading resource and input across Graduated Approach (universal, targeted and specialist) - Discussions with BHC ongoing regarding ensuring Health (Community Paediatric) input into EHC New Assessment Panel (NAP) to ensure earlier and more effective multi-agency working and triaging, more informed decisions regarding which CYP require EHC Needs Assessment and Plan and those that may be offered more appropriate / proportionate resource / service across the levels of the Graduated Approach. New BHC Director of Children's Services has asked the Lead Clinician in BHC Community Paediatrics to attend a NAP Panel in June to better understand process and benefits of attendance. - Commissioning Framework document in development to be circulated end June 2022 to be used across all Therapy providers to ensure increased quality, safety, consistency and pave way for preferred list of providers moving forward 	Director, Children's Services (Richard Baldwin)				
2	Children's Services	Failure to deliver effective Children's services The Council is unable to deliver an effective children's service to fulfil its statutory obligations in safeguarding and protect those at risk of significant harm or death, sexual exploitation or missing from care	<p>Cause(s):</p> <ul style="list-style-type: none"> - Local authority response to Bromley Safeguarding Children's Partnership following Wood Review. <p>Effect(s):</p> <ul style="list-style-type: none"> - Impact on life chances and outcomes for children 	Legal, Reputational	3	5	15	<ul style="list-style-type: none"> - Multi Agency Bromley Children's Safeguarding Partnership (BCSP) Training programme 2022 set. - Dedicated HR programme of support in place to recruit social workers to front line posts - Scrutiny of Performance Management Framework and Indicators - Effective procurement framework and contract monitoring arrangements to ensure acceptable quality of service provision and value for money - under review - Quality Assurance Framework tried and tested through Practice Review cycle and Practice Assurance Stocktakes - Children's Service Practice Improvement Board commenced April 2019 to deliver Ofsted and local authority recommendations, this continues with a review taking place of the PIB model - Continued review of caseloads & within Caseload Promise on average and assurance of manageable caseloads 	3	4	12	<ul style="list-style-type: none"> - Phase 3 'to excellence' plan continues with Performance Improvement Board (PIB) sessions continuing to be held quarterly. - Practice review cycle and Practice Assurance Stocktakes (PAS) continue - Return to work emphasis in place and noticeable increase with positive impact on staff morale 	Director, Children's Services (Richard Baldwin)				
3	Children's Services	Recruitment and Retention Failure to recruit and retain key skilled staff with suitable experience/qualifications	<p>Cause(s):</p> <ul style="list-style-type: none"> - Failure to compete with other organisations to recruit the highest quality candidates to build an agile workforce - Small pool of experienced children's Social Workers and other qualified roles (Nursery Practitioners, Supervised Contact Workers) <p>Effect(s):</p> <ul style="list-style-type: none"> - Failure to identify and meet service user needs - Provision of service to ineligible clients - Provision of service prior to/without appropriate authorisation - Lack of skill set results in an inability to deliver effective children's services to fulfil 	Personnel	5	4	20	<ul style="list-style-type: none"> - Dedicated HR team to support managers in recruiting staff to hard to fill positions in CSC and Education - Joint meetings held between HR and employment agencies to improve the quality and speed of locum assignments - Review of the current Recruitment and Retention package and associated strategies through corporate Recruitment and Retention Board - Recruitment drive to convert locums to permanent staff - Utilisation of bespoke recruitment tools to directly source staff - Commissioning of improvements to the Council's recruitment web site to include a video virtual tour of the Council - Support in effectively managing staff performance - Provision of training measures to include targeted leadership and management training programmes including partners and other stakeholders - Tailored individual career plan for staff - Launch of Social Work Academy in April 2019. - Bespoke training for first line managers on-going with cohort 2 	3	4	12	Workforce (April 2022) 78% permanent.	Director, Children's Services (Richard Baldwin) Director, Human Resources (Charles Obazuaye)				
4	Children's Services	Business Interruption / Emergency Planning Failure to provide Council services or statutory requirements of mass illness/fatalities scenario following a business interruption or emergency planning event	<p>Cause(s):</p> <ul style="list-style-type: none"> - Business Interruption could be caused by Loss of Facility (fire, flood etc.), Staff (illness, strike) or IT (cyber attack). - Mass fatalities or illness has a range of causes and this risk to the council could be caused by council staff being impacted resulting in failure to manage statutory requirements of mass illness/fatalities scenario (e.g. registering of deaths within timescales) <p>Effect(s):</p> <ul style="list-style-type: none"> - Business interruption - failure to deliver services, loss of customer / resident satisfaction. - Emergency planning - failure to deliver 	Personnel, Reputational	2	5	10	<p>Business Interruption</p> <ul style="list-style-type: none"> - Civil protection and emergency planning policies in place at corporate level overseen by the Corporate Risk Management Group - Business Continuity Plans in place at service level - Contracts contain business continuity provision - Communication to all staff prior to all impending industrial action, informing of any possible service disruption as well as explaining implications of strike action for individual staff members <p>Emergency Planning</p> <ul style="list-style-type: none"> - Robust plans in place, including Outbreak Plan, Flu Plan and Pandemic Flu Plan - Alert system via the South East London Health Protection Unit (SEL HPU) - Annual Flu vaccination programme in place - Introduction of Humanitarian and Lead Officer (HALO) role 	1	5	5	- Business Continuity Plans reviewed annually. BCP reviewed and activated in response to Covid 19 Service risk assessment undertaken for staff at Civic and reviewed when necessary	Director, Children's Services (Richard Baldwin)				
5	Education	School Place Planning Failure to meet the statutory requirement to ensure sufficient school places to meet the needs of the population in the area	<p>Cause(s):</p> <ul style="list-style-type: none"> - Failure to secure sufficient Primary and Secondary school places in the area - Failure to secure sufficient educational placements for children with disabilities and special educational needs - Failure to secure sufficient alternative provision <p>Effect(s):</p> <ul style="list-style-type: none"> - Disruption to the education of children and impact on their life chances 	Political, Legal, Professional	3	4	12	<ul style="list-style-type: none"> - Strategic needs analysis (birth rate, dwelling stock and migration) to project demand - Review analysis of demand annually - SEN sufficiency strategy will inform long term planning of specialist provision - Implement Basic Need programmes - Maintain relationships with DfE ESFA to support delivery of Free School and PSBP programmes - Monitor contractor performance in uncertain market 	4	3	12	- DfE Investment Committee had approved the secondary free school scheme and the DfE's feasibility on the scheme can now progress	Director, Education (Jared Nehra)				

Children, Education and Families Risk Register

Q1 2022/23

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)					CURRENT RISK RATING (See next tab for guidance)					FURTHER ACTION REQUIRED	RISK OWNER
					LIKE LIHO	OD	IMPA	CT	RISK RATI NG	LIKE LIHO	OD	IMPA	CT	RISK RATI NG		
6	Education	SEND Transport Failure to provide appropriate home to school transport assistance for children and young people with special educational needs and disabilities	Cause(s): - Fluctuating demand year on year - Rising numbers of children meeting criteria for transport provision and associated increase in costs - Cost pressures from market place and rising fuel prices Effect(s): - Disruption to education - Impact on life chances and outcomes for children and young people	Legal Financial		5	3		15		3	3	9	SEND transport review paper in development. Proposed initiatives have passed through PDS Committee and await an Exec decision. Once complete and following consultation, revised transport policies will seek to be adopted which will create greater opportunities and flexibilities in the transport offer including opportunities for Independent travel training, and access to personal transport budgets. Significant work has been undertaken to optimise the routes into schools to ensure vehicles operate at greater capacity and vehicle numbers reduced as a result.	Director, Education (Jared Nehra)	
7	Education	SEND Reforms Failure to meet expectation of SEND reforms	Cause(s): - Ineffective and inaccurate identification of SEND - Failure of schools to make reasonable adjustments to meet needs of individual children and young people - Failure to provide appropriate and effective support for children with identified needs and their schools - Pattern of provision which does not meet the needs of the local population resulting in placements in independent schools Effect(s): - Costs associated with the Legal process - Escalating cost of provision - Impact on education and life chances of children and young people	Financial Legal Professional		4	4		16		3	3	9	Bromley Teaching Schools leading SEN training collaborative to support school improvement. - Annual review project reviewed and re-established and broadened with multi-agency task and finish group - Quality Assurance and Improvement Framework revised and changes currently being embedded - Explore commissioning options for therapy capacity - Special Free School - identify Trust to deliver the new school - increase resource for Educational Psychology agreed, challenge with shortage of EP nationally – blended model of delivery developed - SEND / AP green paper published - partnership response and consideration of existing activities aligned with direction of travel - HNF Banding Review programme in train to develop equitable funding system, with a focus on sustainability	Director, Education (Jared Nehra)	
8	Children's Social Care	Youth Offending Failure to deliver effective youth offending services to protect children and young people and reduce their vulnerability	Cause(s): - Increase in youth offending Effect(s): - Impact on life chances and outcomes for children - Failure to protect the public and actual or potential victims (assessment of risk to others and planning to manage the risk and protect the public)	Professional Reputational		3	4		12		2	4	8	-Readiness for Youth Offending Service inspection is monitored through challenge Board, Improvement Board meetings and the Executive Strategic Board with good representation from Partners. -Self Evaluation is updated quarterly with the latest version dated June 2022 and Story board is currently being updated and will be done by end of June 2022. Work related learning and work experience programmes for students and young people are taking place this summer 2022 and BEBP are facilitating, particularly in respect of safeguarding. Details of apprenticeship opportunities, at an all-time high, with significant vacancies for young people are being promoted within relevant LBB services	Director, Children's Services (Richard Baldwin)	
9	Children's Social Care	Out of Borough Placements (Children and Young People) Inability to reduce reliance on out of borough placements Financial implications	Cause(s): - Failure to provide/commission sufficient local placements for children with disabilities and children in care Effect(s): - Cost implications of out of borough placements (Cross refer Budget risk) - Impact for children's welfare and development	Professional Financial		3	3		9		3	3	9	Recent successful engagement event with local residential providers to establish different ways of working and engaging designed at increasing accessibility, quality, and discussing cost of placements and ways of contracting - follow-up visits and discussions have followed to explore further options to strengthen relationship and joint working. - Strengthening of contract and partnership working with the Commissioning Alliance focusing on oversight and performance within contract, engagement and building of networks. 16/06/22 MB Update: - Work ongoing to continue to strengthen arrangements and relationships regarding the above - Further visits have taken place to local residential providers who will inform LBB when beds are likely to become available to facilitate use for Bromley CYP - Visits undertaken by commissioning, CSC and Central Placements Team to ensure a joint and integrated approach - Compliance Officer now in place to increase visits to existing and new providers to ensure quality, safety and effectiveness of placement and experience for our CLA	Director, Children's Services (Richard Baldwin)	
10	Education	Speech and Language Therapy Failure to provide appropriate SaLT services to children and young people	Cause(s): - Current service provision not meeting needs of children and young people in a timely way Effect(s): - Failure to meet the need of children and young people including those with SEND and other vulnerabilities	Legal Reputational Professional		4	3		12		4	3	12	MB Update: - Work with core provider (BHC) regarding SLT provision capacity currently being undertaken given current levels of demand and pressures/demand on the system - Integrated Therapies Transformation work focusing on increasing accessibility of SLT services and resources at proportionate levels designed to meet needs of CYP - Engagement Working Groups undertaken with children, young people, parents and schools & settings in February and March 2022 to coproduce this strengthened SLT offer. 16/06/22 MB Update: - BHC have employed an experienced Therapies Project Manager to deliver on the organisation's Therapy offer and plan. Project Manager has been working on a plan for SLT (and OT and Physio) to restructure the service offer in a way that mirrors and reflects the borough's wider piece of transformation work to strengthen the Graduated Approach - meaning earlier support, signposting and multi-agency collaborative working to better enable a more appropriate and proportionate offer in line with the specific individual needs of CYP in the borough	Director of Education (Jared Nehra)	

Children, Education and Families Risk Register

Q1 2022/23

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)					EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)					FURTHER ACTION REQUIRED	RISK OWNER
					LIKE LIHO	OD	IMPA CT	RISK RATI NG	LIKE LIHO		OD	IMPA CT	RISK RATI NG				
11	Education	School Attendance Ensuring return of children to school	Cause(s): - Children not returning to school following Covid-19 lockdown - Increased EHE declarations - Lack of real time data from schools Effect(s): - Children may not be in receipt of satisfactory education	Legal Reputational		3	4	12			2	4	8	- EWOs support schools with improving attendance - EHE officers monitor and follow up on new EHE cases & CSC involvement checked - Mental health and wellbeing initiatives being prioritised	Monitoring of EHE and non-attendance is ongoing, the council continues to work closely with schools through their Single Points of Contact (SPOC) Mental Health and Wellbeing Toolkit embedded in schools. In addition a dedicated attendance task force has been set up with local authority officers and key school representatives with a view to implementing an initiative that has the potential to enable live monitoring of attendance across all schools in the borough. This is in its early stages with the group having only met once but it will seek to deliver a collective response to the increase in levels of absence and enable better targeted support in the future.	Director of Education (Jared Nehra)	
12																	
13																	

Risk Assessment Guidance

Likelihood	Almost Certain (5)	5	10	15	20	25	<table border="1" style="display: inline-table; vertical-align: middle;"> <tr><td style="background-color: red;">15+</td></tr> <tr><td style="background-color: orange;">10 - 12</td></tr> <tr><td style="background-color: yellow;">5 - 9</td></tr> <tr><td style="background-color: green;">1 - 4</td></tr> </table>	15+	10 - 12	5 - 9	1 - 4	<p>High Risk - review controls and actions every month</p> <p>Significant Risk - review controls and actions every 3 months</p> <p>Medium Risk - review controls and actions every 6 months</p> <p>Low Risk - review controls and actions at least annually</p>
	15+											
	10 - 12											
	5 - 9											
	1 - 4											
Highly likely (4)	4	8	12	16	20							
Likely (3)	3	6	9	12	15							
Unlikely (2)	2	4	6	8	10							
Remote (1)	1	2	3	4	5							
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)	Impact						

Risk Likelihood Key					
	Score - 1	Score - 2	Score - 3	Score - 4	Score - 5
	Remote	Unlikely	Possible	Likely	Definite
Expected frequency	10 - yearly	3 - yearly	Annually	Quarterly	Monthly

Risk Impact Key					
Risk Impact	Score - 1	Score - 2	Score - 3	Score - 4	Score - 5
	Insignificant	Minor	Moderate	Major	Catastrophic
Compliance & Regulation	Minor breach of internal regulations, not reportable	Minor breach of external regulations, not reportable	Breach of internal regulations leading to disciplinary action Breach of external regulations, reportable	Significant breach of external regulations leading to intervention or sanctions	Major breach leading to suspension or discontinuation of business and services
Financial	Less than £50,000	Between £50,000 and £100,000	Between £100,000 and £1,000,000	Between £1,000,000 and £5,000,000	More than £5,000,000
Service Delivery	Disruption to one service for a period of 1 week or less	Disruption to one service for a period of 2 weeks	Loss of one service for between 2-4 weeks	Loss of one or more services for a period of 1 month or more	Permanent cessation of service(s)
Reputation	Complaints from individuals / small groups of residents Low local coverage	Complaints from local stakeholders Adverse local media coverage	Broader based general dissatisfaction with the running of the council Adverse national media coverage	Significant adverse national media coverage Resignation of Director(s)	Persistent adverse national media coverage Resignation / removal of CEX / elected Member
Health & Safety	Minor incident resulting in little harm	Minor Injury to Council employee or someone in the Council's care	Serious Injury to Council employee or someone in the Council's care	Fatality to Council employee or someone in the Council's care	Multiple fatalities to Council employees or individuals in the Council's care

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 Assessment Guidance tab).</p> <p>Risk is scored using a traffic light system:</p> <p>Red = High Amber = Significant Yellow = 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?</p> <p>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>AVOID a risk – stop doing the activity</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>TAKE a risk – monitor to ensure the impact and likelihood do not change</p> <p>Risk of service failure can be minimised by ensuring effective Business Continuity Plans are in place. For guidance contact Laurie Grasty x4764..</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. Contact James Newell x4842.</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 Corporate Safety Advisor Charlotte Faint x7584.</p>



Children Education and Families Risk Register - REMOVED RISKS

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)				EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)				FURTHER ACTION REQUIRED	RISK OWNER
					LIKE LIHO OD	IMPACT	RISK RATING	LIKE LIHO OD		IMPACT	RISK RATING				
13	Education	School Standards Failure to meet duty to promote educational achievement of all children	Cause(s): - Abdication of responsibility for outcomes for all children - Failure to use available intelligence to recognise when schools are letting children down - Failure to intervene effectively when schools let children down Effect(s): Impact on life chances and outcomes for children and young people	Political Legal Professional Reputational	1	4	4	- Improve collation and analysis of information about performance of schools and outcomes for children - Establish pathways to challenge and support school improvement and outcomes for children - Maximise every contact with schools to balance lack of school improvement and resources - Relationship with teaching schools to support school improvement	1	3	3		Director, Education (Gillian Palmer)		
16	Children's Social Care	Foster Carers Failure to meet the statutory requirement to ensure sufficient local placements to satisfy need	Cause(s): - Failure to recruit sufficient carers, particularly for adolescents, siblings, disabled children, parent and child placements, and BME children Effect(s): - Lack of suitable carers from independent foster care sources leading to the arrangement of more expensive alternatives - Impact on life chances and outcomes for children	Professional	4	2	8	- Reviewed and refreshed recruitment strategy - dedicated fostering recruitment officer appointed - Reviewed and refreshed Fostering web pages including rebranding and improved navigation - Carried out two borough wide leaflet distributions, via council tax information and environmental information - Publicity on buses and petrol station pumps - Appointed 26 new foster carers between July 17 - February 2018 - Awarded first Kite Mark in country for fostering - Monthly drop in sessions being held closer to foster carer homes within Children and Family Centres - Support to SGO carers provided in C&F Centres - Out of hours fostering support commenced in July 2018 - Coram psychologist accessible to carers 2 days a week - Support for grandparents and other family members who are providing full time care through Grandparents Plus - Joint training of social work professionals and foster carers - Head of Service attending Fostering Network Groups - Fostering and Adoption Panels merged in January 2018	3	2	6	- Head of Service to lead on the development of improved support and training packages for Foster carers to enable them to Care for children and young people with complex needs and/or challenging behaviour	Director, Children's Services (Janet Bailey)		
17	Housing Needs	Care Leavers' accommodation Failure to provide a sufficient range of safe and suitable housing for care leavers	Cause(s): - Failure to appropriately risk assess housing provision offered to care leavers Effect(s): - Impact on life chances and outcomes for Care Leavers	Legal	3	3	9	- Review of all young people in B&B accommodation (post 18 years) undertaken - no young people housed in B&B. - Pathway plans updated to ensure appropriate support provided in relation to health and education needs. - Full strategic needs assessment of Bromley's young people's accommodation needs funded by DCLG commissioned from St Basils (a specialist service in young people's housing) to inform future decision making and help streamline the housing pathway. - BIS team to work closely with colleagues in the Housing Teams (S&R and Allocations) to review the housing pathway for care leavers and to identify suitable accommodation options for care leavers. - Homelessness strategy reviewed, including the priority of housing all young people. - Develop a policy for vulnerable homeless and care leavers as part of the homelessness strategy, outlining the housing pathways, all placement options and alternatives to bed and breakfast accommodation. - Develop and implement a risk assessment framework for care leavers to be used before any placement in new accommodation. - Amend the wider housing policy to ensure it aligns to the new care leaver placement strategy - The BIS Team to adopt the risk assessment tool in practice to ensure that all accommodation to be provided to care leavers is assessed for its suitability, as a safe and secure base, prior to the placement being commissioned.	2	3	6	- A Gateway report will go to Committee in October for tendering the Care Leavers Accommodation Service	Director, Housing (Sara Bowrey) Director, Children's Services (Janet Bailey)		
5	Children's Services	Contracts and Service Level Agreements Failure to effectively procure and/or manage key contractors or partners, leading to the department being unable to deliver key services, including attracting appropriate contractors or partners to deliver services	Cause(s): - Failure of provider - Provider withdrawing from the contract Effect(s): - Failure to deliver required quality/quantity/value for money services	Contractual, Partnership	4	1	4	- Timely and effective procurement process - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Business Continuity plans - Contracts Sub-Committee established (a sub-committee of the Executive and Resources PDS Committee which considers a range of contracts issues including legal requirements, contract clauses and contract management to ensure value for money). - Traffic light system in use to assess the current status of each procurement project, as part of the Corporate Contract Management System) and any projects with a red status are tracked and reported to fortnightly divisional management team meetings - Commissioners and Procurement and Contract Compliance staff implement recovery plans for projects with red status alerts in order to mitigate all risks and to ensure that the department operates within financial regulations	3	1	3	- Ensuring appropriate adjustment of prices following introduction of the National Living Wage	Director, Children's Services (Janet Bailey) Director, Education (Jared Nehra)		

6	Children's Services	Not in Education, Employment or Training (NEET) Failure to meet requirements of Education, Care and Skills Act 2008 - duty on all young people to participate in Education, Employment or Training until their 18th birthday	Cause(s): - Lack of control over Academies - Lack of suitable opportunities for young people locally Effect(s): - Disruption to Education - Impact on life chances for young people	Professional, Legal	3	2	6	<ul style="list-style-type: none"> - Provision offered by Bromley Youth Support Programme (BYSP): <ul style="list-style-type: none"> - Advice and Guidance Drop in sessions - One to one targeted support - Children Looked After NEET support - Tracking service in conjunction with South London CCIS Service - Provision offered by Bromley Education Business Partnership (BEBP): <ul style="list-style-type: none"> - Bromley Youth Employment Scheme (YES) - Bromley Flexible Learning programme - Mentoring programme - Work related learning and work experience for Children Looked After and Care Leavers - Generic EET Strategy being developed in consultation with YJS - ETE Strategy for LCT and Care is in place with ETE panel and DWP/Bromley education business partnership/Youth Support Programme, and social care working to identify new opportunities for young people at risk of NETE- Active Involvement team have offered group work programme based on employability skills for young people who are NETE - I Aspire social impact bond programme has ceased and we continue to engage with a number of third sector agencies who offer 1;1 coaching for young people who are NETE - Mentoring programme for young people who are in university to raise ambition and offer career guidance, delivered by BEBP 	3	2	6	<ul style="list-style-type: none"> - Work related learning and work experience and apprenticeship programmes are delayed due to Covid 19 - Monitoring the length of time YP remain NEET to measure impact of Covid 19 and efficacy of NEET strategy within CLA and Leaving Care service. 	Director, Children's Services (Richard Baldwin)
11	Strategy, Performance and Corporate Transformation	Data Collections Failure to undertake statutory statistical data collections; including pupil census, attainment data and key children's social care information, thereby adversely affecting government grant allocations and performance assessments	Cause(s): - Business Interruption Effect(s): - Failure to commission effectively - Adverse impact on the timing and quality of decision making	Data and Information	3	3	9	<ul style="list-style-type: none"> - Schedule of statutory returns has been incorporated into the Strategy and Performance team's work programme - Specialist members of the team for each area - Other staff trained to provide 'back up' for specialist members of the team - Good project planning in place to co-ordinate all data collections including contributions from other services 	1	3	3	All data requirements met to enable delivery of statutory data returns.	Assistant Director, Strategy, Performance and Corporate Transformation (Naheed Chaudhry)
14	Strategy, Performance and Corporate Transformation	Social Care Information System Failure to procure and implement new system	Cause(s): - Failure to establish tender specification of need - Failure to procure within budget - Failure to retain Programme Manager and appoint team to manage implementation - Failure to effectively implement and go live Effect(s): - Failure to safeguard vulnerable children and adults - Failure to manage children and adult records effectively Failure to meet regulators expectations (Ofsted)	Financial Legal Data	4	5	20	<ul style="list-style-type: none"> - Programme Board established providing governance - Multi-disciplinary 'SCIS' team appointed and contracts secured. - Procurement strategy agreed, tenders evaluated, programme within budget, award of contract brought forward to May 2020 from July. - SCIS team influencing Transformation work streams to maximise digitalisation opportunities. 	2	2	4	<ul style="list-style-type: none"> - Successful go live for Childrens in July 2021. - Post go live fixes completed by January 2022. - Management of system bedding into BAU. 	Assistant Director, Strategy, Performance and Corporate Transformation (Naheed Chaudhry)