

Children, Education and Families Risk Register

Q3 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 	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 principles agreed by SEND Governance Board and Schools Forum. Detailed Plan in development. - Work to ensure equitable funding contributions to placements across E, H & C - SEND OT contract in place for 6 months - Integrated Commissioning to consider next steps - 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 in testing being undertaken to roll out in the new academic year and change to BHC Therapy teams structure in line with spreading resource and input across Graduated Approach (universal, targeted and specialist) - Health (Community Paediatric) now participating into EHC Needs 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. - Commissioning Framework document in development to be circulated and 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 - Identified training plan for qualified social workers and other professionals reviewed and updated quarterly. 	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 statutory safeguarding obligations, impacting on life chances and outcomes 	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 - Training and quality assurance of practice - Established Social Work Academy with bespoke training offers to support career progression 	3	4	12	<ul style="list-style-type: none"> - Workforce (September 2022) 80% permanent. - Caseloads in SEN Statutory Assessment Team significantly above London and statistical neighbour averages. Transformation plan for SEN being developed 	Director, Children's Services (Richard Baldwin) Director, Human Resources (Charles Obazuaye)		
4	Children's Services	Business Interruption / Emergency incident Failure to provide Council services or statutory requirements, or mass illness/fatalities scenario following a business interruption or emergency incident	<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) or loss of Key suppliers. - 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 <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 statutory duties. 	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, yearly review of key suppliers BC plans - 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 major incident plan / concept of operations document for emergency response and recovery - Annual Flu vaccination programme in place - Introduction of Humanitarian and Lead Officer (HALO) role 	1	5	5	<ul style="list-style-type: none"> - Business Continuity Plans reviewed annually. Key suppliers BCPs to be reviewed annually - Service risk assessment undertaken for staff at Civic and reviewed when necessary 	Director, Children's Services (Richard Baldwin)		

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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	Cause(s): - 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 Effect(s): - Disruption to the education of children and impact on their life chances	Political, Legal, Professional	3	4	12	- 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 is currently underway.	Director, Education (Jared Nehra)		
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	- Budget monitoring and forecasting - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Tender exercise completed and framework contract awarded - Monitoring of market place fluctuations - Purchase of route optimisation software 'QRoutes' - Introduction of Independent Travel Training offer	3	4	12	SEND transport review undertaken. Proposed initiatives have passed through PDS Committee and Executive. 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. The tendering exercise based on the optimised routes has been successfully delivered reducing the numbers of vehicles operating and reducing the average daily costs of routes. Numbers continue to come through (as they will throughout the year) and these introduce new challenges. At this point in the year there is limited spare capacity which in turn demands a premium price. Formal consultation has been completed and final approval decision taken. Full implementation now underway.	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	- SEN service realigned to improve decision making and management oversight - Service Level Agreements being established with mainstream settings with additionally resourced provisions to provide clarity across both parties - Legal advice to be drawn in to support complex tribunal cases - Local Area Autism Partnership established with Autism strategy developed - Annual review programme, with additional resource identified - Covid-19 programmes established - data reporting, collaborative risk assessments, vulnerable CYP programme and CFA Modifications - Special Free School tendering process underway, Specialist placement planning model commissioned - Engagement framework finalised, CYP participation officer in place - Additional capacity in the Statutory assessment team agreed, recruitment in train with specific focus on vulnerable groups including CLA/LC cohort, CME/CMoE, NEET and EHE - increased resource identified to support schools in confidence to deliver education for CYP who have Dyslexia and other specific learning difficulties (SpLD) - investment in two new posts (SEN Placements Manager and SEN Annual Reviews Manager) to focus support in these two key areas	3	3	9	Revised SEND Strategic Vision and Priorities has been agreed by SEND Governance Board, with a greater focus on driving outcomes and ensuring the sustainability of High Needs funding Transformation work is ongoing, linked closely with the DSG deficit recovery management plan 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 approved and in pre-opening status - increase resource for Educational Psychology agreed, challenge with shortage of EP nationally - blended model of delivery developed - PRA approach revised - 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	- Youth Justice Plan 2021 in place. The YJP for 2022 is in the process of being written and will be concluded next month. - Implementation of the Youth Justice Strategy 2020-2023 in place - Fortnightly Improvement Board with Head of Service and YOS management team - Frequent Monthly auditing programme as part of CSC Practice Improvement timetable. - Monthly YOS performance meeting to review national KPIs, act upon trends and drive improvement plan - Triage support to divert low level offenders from YJS - Packages of support to manage young people's risk appropriately in the community for those who are sent to custody. - The Strategic Board chaired by the CEO - Three sub groups to the Strategic Board chaired by partners as part of YOS Inspection prep - Youth Justice Board self-assessment of National standards submitted July 20	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 and Story Board updated Sept 2022 with quarterly updates scheduled. 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	- Close monitoring of placements and eligibility criteria at multi agency resource panel - Budget monitoring and forecasting - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Review of children's residential, IFA and semi-supported 16+ market in borough and discussions with Bromley providers to increase our ability to place with them. - Step down from residential to foster care programme in place. - Work with housing to support Young People moving to own tenancy when ready and reduce risk of homelessness	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. - 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 in place to increase visits to existing and new providers to ensure quality, safety and effectiveness of placement and experience for our CLA Multi-agency decision making panels covering SEND provision to be reviewed to ensure appropriate contributions made across education, health and care. Engagement with providers continues in order to explore possibilities of growing our local capacity along with a review of our long term options for meeting our sufficiency duty. The sufficiency strategy has recently been updated and an action plan is currently being drafted in order to monitor progress. In addition the in-house fostering service continues to be developed in order to manage more complex cases. During 2021 we recruited four new in-house specialist carers to our New Horizons project who offered a package of therapeutic support for young people with complex needs stepping down from residential care. We have stepped down 4 children through our New Horizons project.	Director, Children's Services (Richard Baldwin)		

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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 SEN/D and other vulnerabilities	Legal Reputational Professional	4	3	12	- Multi-agency review of SaLT provision underway. - Further review of how SaLT is delivered within Bromley is also underway - Occupational Therapy - urgent actions being taken to identify support for EHCP Needs Assessments professional advice - sourcing urgent specialist	4	3	12	- Work with core provider (BHC) regarding SLT provision capacity 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. - BHC has 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 and individual needs of CYP in the borough	Director of Education (Jared Nehra)		
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	- 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	2	4	8	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. The Attendance and Inclusion Taskforce has now met on multiple occasions making swift progress on the introduction of a specialist data provider to capture and report on live data from schools. 'Studybugs' is providing this function and is going through its implementation phase. Most schools are now signed up and work is ongoing to seek participation from all schools boroughwide in order to have a complete dataset to monitor. This will inform targeted support and assistance from the Education Welfare Service. Attendance of vulnerable groups will remain a key priority, with the new data analysis functionality enabling greater targeting of resource. The Service plans to publish Local Inclusion Dashboards by September 2023.	Director of Education (Jared Nehra)		

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

REMOVED RISKS

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1	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)	
2	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)
3	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)
4	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)

5	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	- Provision offered by Bromley Youth Support Programme (BYSP): - 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): - 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	- 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)
6	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	- 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)
7	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	- 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	- 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)
8	Education	Funded childcare places for two, three and four year olds of working parents The Council is unable to provide sufficient places within the local sector to fulfil its Statutory Duty	Cause(s): - Early Years Provider businesses failing financially as a result of the pandemic and impact it had on demand for childcare. - Insufficient places within local sector resulting in Local Authority failure to meet its statutory duty - Inability to fully implement IT system to support parental registrations Effect(s): - Parental dissatisfaction (availability of places or Parental Portal system failures) - Official notification from DfE regarding failure to fulfil statutory duty - Delays in payment to providers, destabilising local businesses and businesses and loss of confidence in LA's processes.	Political, Reputational	2	3	6	- Signposting to early years business support tools in place and Quality Officers resumed supportive sites visits to settings. - Local pockets of sufficiency of places pressure remain, which may be exacerbated by impact of as yet unknown demand from Ukrainian refugees. - Monitoring eligibility, confirmations and take up of places to predict growth of demand on a monthly basis. - Full Early Years Sufficiency assessment completed last year, annual update summary due this summer. - IT funding system operational and embedded into process, automated monthly payments to settings working well, Census data captured within system.	2	2	4	- Parental Portal steering group to review business case for proceeding with implementation and integration of phase 3 (parent portal) - Completion of annual sufficiency review and publish outcome data - Send lam2 postcards to all families identified as potentially eligible for funded 2 year old places to stimulate demand for places thereby improving existing settings sustainability.	Director, Education (Jared Nehra)