

Children, Families and Education Directorate
DRAFT RISK REGISTER 2010-11
DATE: September 2010

Key: © - Incorporated into quarterly Core Monitoring reports

	Risk	Implication	Accountable manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual risk
Objective: Maintaining year on year financial balance								
1	Impact of political, legislative and financial changes including the consequences of the current UK economy, budget pressures and impacts from the end of grants (March 2011.)	<ul style="list-style-type: none"> Demand- led budgets overspend resulting in inappropriate short term action to offset overspends. Position made more difficult as less flexibility under new national funding arrangements. Delivery of Medium Term Plan and savings required are not achieved. Cancellation of some grants mid academic year with some school staff enrolled and funding removed leaves a financial short fall. Partners withdraw from Kent Children's Trust due to national political, legislation and financial developments. Impact of mainstreaming specific grants into the Dedicated School Grant and the consequences of this impact on national redistribution and the level of funding. Impact of Dedicated Schools Grant consultation resulting in a new schools formula 2011-2014. Impact of SEN transport policy and potential implications for pressure on budget of transfer of LSC responsibilities for SEN/LLDD young people. Unaccompanied Asylum Seeking Children Funding- potential pressure on numbers combined with a clear requirement to reduce unit costs to £150/wk for 18+ care leavers, as provided by the UK Border Agency. Future of School Lunch Grant standards fund unknown. Much Continued Professional Development activity funded through 	SMT Keith Abbott	<ul style="list-style-type: none"> 3 year forecast planning. Increased training for school staff and Governors. Negotiation with Schools Forum provided extra funding. Increased user involvement. Demographic planning. Business Planning. Finance and Activity Monitoring. Contracting and Procurement Controls. <p>Existing Budget Management procedures</p> <ul style="list-style-type: none"> Continue to model effects of Academies Act. 	<ul style="list-style-type: none"> Regular robust financial, resource and performance monitoring and management. Core monitoring to be developed to include business plan monitoring. Review of Transport Policy and integration of SEN and Disability with mainstream policy and arrangements. Provide more creative solutions for SEN and Disability transport. Raise awareness among schools of policy and budget implications of transport arrangements. Develop project plan to reduce unit costs. Focus on new Commissioning Unit to map, commissioned services, measure impact and support decommissioning of those services not providing Value For Money. In some cases 	Ongoing	I = 5 L = 5 R = 25	I = 4 L = 5 R = 20 HIGH

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		<p>grants and unknown future for planning. Schools reducing engagement with professional development and training reducing potential income generation and negative impact on quality of provision.</p> <ul style="list-style-type: none"> Academies Act results in reduced Dedicated School Grant and LA central spend equivalent grant. (Academy proportion LACSEG is not based on the actual costs of the services supplied to the individual schools. Resources moved from lower performing maintained schools to outstanding academies. Particular pressure on early years funding and central services from PFI cost pressures on DSG.) Academy conversion grant and additional funding further increases divide between schools. Academies do not purchase central services from Local Authority e.g. Outdoor Education. School broadband. Available surplus funds to loan schools diminish as number of academies increases. Statutory responsibility for funding low incidence SEN for pupils in academies as outlined in Academies Act . 		<ul style="list-style-type: none"> Issue of loans is now included within the Commercial Transfer Agreement. 	<p>services will have to be adjusted to reflect available resources</p> <ul style="list-style-type: none"> Creation of a new School Financial Services team to enhance existing services, develop new services and improve the way we deliver services to schools. Await details of the school reform White Paper including details of Government plans for a pupil's premium for children who are from deprived background, a simplification of admissions, a fresh look at and possible simplification of the SEN code, a major review of school and academy funding. 			
Objective: Maintain CFE's good reputation								
2	CFE does not receive a favorable outcome from unannounced inspection.	<ul style="list-style-type: none"> Increased likelihood of full KCT partner announced inspection. Poor outcome likely to lead to reduced overall rating for Children's Services. 	SMT Joanna Wainwright Helen Davies	<ul style="list-style-type: none"> Existing internal performance management processes/controls to monitor progress against national performance including: <ul style="list-style-type: none"> Corporate Performance Management Group. Other positive internal inspection reports. Understanding of new and revised inspection framework requirements. Monthly performance reports to SMT. Joint Strategic Needs Assessment. 	<ul style="list-style-type: none"> Regular robust performance monitoring and management. Continuing development of outcome measures and performance management. Including core monitoring being developed to include business plan monitoring. Ensuring all KCT partners are fully aware of statutory responsibilities. 	Ongoing	I = 5 L = 5 R = 25	I = 4 L = 4 R = 16 HIGH

	Risk	Implication	Accountable manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual risk
				<ul style="list-style-type: none"> • Service user complaints. • KCT needs assessment and CYPP review. • KCT planning toolkit. • Planning for unannounced visits. • Implementation of Improvement Action Plan. • KCTB Change Management Programme. • KCT Participation working group. • KCT Equality and diversity champions. • KCT workforce development strategy. • LAC Pledge. • Locality based social care teams including Preventative Services Managers. 	<ul style="list-style-type: none"> • Development of new CYPP for 2011. • Social worker recruitment activity. • Value for money activity. • KCT Preventative strategy. • SMT quarterly performance boards. 			
Objective: Effective early intervention for vulnerable children and young people								
3	Impact of political, legislative and financial changes including medium term planning savings.	<ul style="list-style-type: none"> • Increasing demand on services beyond CFE's control including: <ul style="list-style-type: none"> © The increase in rate of referrals to social services and the capacity for duty teams to progress to initial assessment. © Increase in the number of children that are the subject of a child protection plan. © Large number of LAC placed by other local authorities place burden on existing service structure. ▪ Increase in abandonment rates to Kent Contact and Assessment Service, leading to a child protection risk. © Impact on vulnerable children unable to access services. • Potentially lowering Child Protection thresholds in terms of resourcing need. 	Rosalind Turner SMT Helen Davies	<ul style="list-style-type: none"> • Implementing the new CFE Structure which focuses on prevention and early intervention through 12 Preventative Service Managers. • Increase in common assessments. • Kent Safeguarding Board. • CAF/Lead Professional implementation plan and Project Board. • Complaints monitoring. • Management and decision making allocation of all Child Protection to a Social Worker. • Practice based commissioning, CYPP and needs assessments in place – identifies key priorities. • Looked after children: KCC has been successful in influencing government agenda including legislative changes in 	<ul style="list-style-type: none"> • Emerging roles of 4 newly appointed commissioning officers. • Development of new Preventative Strategy. • Integrated processes subject to greater scrutiny under inspection arrangements i.e. sampling of CAF assessments during annual safeguarding inspection visits. • New and enhance telephony system to improve prioritization of response. • Development and training programme to minimize inappropriate referrals. • Kent's response to 	Ongoing	I = 5 L = 5 R = 25	I = 4 L = 5 R = 20 HIGH

	Risk	Implication	Accountable manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual risk
		<ul style="list-style-type: none"> Reduction on external inspection ratings. Shortfall in funding available for local co-ordination delays implementation of Lead Professional Function and Common Assessment Framework (CAF.) Partners withdraw from Kent Children's Trust due to national political, legislation and financial developments. Loss of grant and movement of some funding streams from the LA to GPs and Schools could reduce the ability to deliver preventative services and impact on need to reduce inappropriate referrals to children's social care 		<p>Children and Young Persons Bill. LAC pledge in place.</p> <ul style="list-style-type: none"> Targeted social worker recruitment activity. Hidden Harm Strategy 	<p>the Laming review.</p> <ul style="list-style-type: none"> Implementing the action plan from the Unannounced Inspection (July 2010), and any outcomes from the Safeguarding Inspection (Oct 2010) Commissioning register development. This will support planning activity. 			
4	National requirement for agencies to share information to safeguard children is not met.	<ul style="list-style-type: none"> Failure to share information or lack of timely interventions between agencies results in death or abuse of a child. Loss of control of information. Data unavailable to support management control. Risk to child if information is unavailable or not shared between agencies. 	SMT Joanna Wainwright Helen Davies	<ul style="list-style-type: none"> Kent Safeguarding Board. Multi-agency working through Local Children's Trust Boards. Well trained, high quality staff with clearly defined reporting structure. CAF and lead professional guidance in place. Multi agency child protection policies in place. Multi-agency Project Board for lead professional function and CAF in place. Multi-agency Information Community Agreement for Children and Young People agreed by Kent Children's Trust Board. Information sharing guidance forms part of the two-day training course for practitioners on CAF and lead professional. Integrated Children's 	<ul style="list-style-type: none"> Local co-ordination to ensure implementation of CAF and lead professional functions. CAF subject to greater scrutiny under i.e. sample of CAF assessments part of annual safeguarding visit. Trialing and implementation of eCAF. Build Health actions into Children and Young People Health Commissioning Plan that will be agreed by PCTs and KCC. Needs to include guidance for local commissioners on local brokering where necessary. Development of 	Ongoing	I = 4 L = 4 R = 1	I = 3 L = 4 R = 12 MEDIUM

	Risk	Implication	Accountable manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual risk
				<ul style="list-style-type: none"> System. KCTB Change Management Programme. Data Quality and data cleansing exercise involving frontline staff/managers and administration staff. KCTB Change Management Programme. 	<ul style="list-style-type: none"> coherent county wide strategy and protocols on sharing information between agencies. Management Information Unit to build relationships with academies to maintain availability of information. Continued development of ICS exemplars to meet business needs Data quality and data cleaning plan to be prioritised and enacted. 			
5	<p>Inability to retain/recruit sufficient levels of social workers</p> <p>There has been limited success of national and international campaigns. Historically it has been difficult to recruit Children's Social Workers and this is a problem nationally.</p>	<ul style="list-style-type: none"> Failure to deliver safe statutory services. Unallocated cases. Breakdown of placements. Legislation differences/ language barriers/ UK process e.g. CAF. 	Rosalind Turner SMT Helen Davies	<ul style="list-style-type: none"> Visits to front line teams to listen to successes and concerns. National social work task force. Children's Services Recruitment Group monitors Social Work vacancies and agrees strategies for urgent situations. Active strategy in place to attract and recruit social workers through a variety of routes including a recruitment campaign in USA – to date 27 social workers recruited from USA arrived on 7th February 2010 . Recruitment calendar ensures we recruit Newly Qualified Social Worker's annually. KCC will approach final year students at universities in the next few weeks. Targeted recruitment activity has taken place at recruitment fairs to raise the profile of Kent, 	<ul style="list-style-type: none"> Ongoing work to recruit final year Social Work students. Ongoing development of further strategies to support recruitment e.g. qualification routes through Open University. Disseminate best practice to secure stable Social Work staffing. Children's Services to consider Recruitment Coordinator role to ensure that all Social Work applications receive attention. Children's Services Realignment to review pay grading for SW team leaders and also support for Step into Management programme. 	Ongoing	I= 5 L=5 R=25	I=5 L=4 R=20 HIGH

	Risk	Implication	Accountable manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual risk
				<p>a few social workers have been recruited in this way.</p> <ul style="list-style-type: none"> • Ready for Practice scheme targeted at MA social work students. • Social workers also recruited from Northern Europe via Jacaranda. 	<ul style="list-style-type: none"> • Review 'growing our own' social workers. • Consideration to be given to converting some social work posts to assistant social worker posts, changing the skill mix of the teams. • Welcome ideas from staff on how to boost current recruitment campaigns and how to retain good front line social workers, social work assistants, supervisors and team managers. 			
Objective: All children and young people living in Kent have access to education, employment or training.								
6	New legal duty on LA to co-ordinate school admissions at any age at any time is not met.	<ul style="list-style-type: none"> • Negative impact in which a growing numbers of children and young people are waiting for a school place. • Parental and school expectations are not met. • Legal cases for failure to educate. • Children not fulfilling their potential. 	Rosalind Turner Keith Abbott	<ul style="list-style-type: none"> • Referral process and systems to identify children not in school. • Children Missing Education Guidance. 	<ul style="list-style-type: none"> • Admissions process in place. • Managing the media, parental and school expectations and potentially challenging the government position. • Consulted on and published admission schemes for primary and secondary schools. • Children with statements are given place at named school before oversubscription criteria is applied to other applicants. • Appeals process in place. 	From September 2010	I = 5 L = 5 R = 25	I = 4 L = 4 R = 16 HIGH
7	Provision does not match the level of pupil	<ul style="list-style-type: none"> • A growing number of children and young people are not educated locally. • Parental and school expectations are 	SMT Keith Abbott Grahame Ward	<ul style="list-style-type: none"> • Kent Primary Strategy Group. • Budget monitoring of 	<ul style="list-style-type: none"> • Continue briefings and media representation. 	Ongoing	I = 4 L = 4 R = 16	I = 4 L = 3 R = 12

	Risk	Implication	Accountable manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual risk
	need - the affect of adjusting to changes in pupil demographics.	<ul style="list-style-type: none"> not met. Budget implications e.g. transport. 		<ul style="list-style-type: none"> schools. Member led School Organisation Advisory Board. 	<ul style="list-style-type: none"> Continue full public consultations. Members briefing and media representation. 			MEDIUM
8	Inadequate Alternative Provision for pupils excluded from mainstream school.	<ul style="list-style-type: none"> Failure to provide suitable education for pupils excluded from mainstream school or an academy. Devolution results in a poorly executed commissioning process. Standard of external providers inadequate to meet need. Implications of new framework for OfSTED judgments and zero notice inspections. 	SMT Helen Davies Head of ABS	<ul style="list-style-type: none"> In-year Fair Access protocol to ensure timely access to education for pupils permanently excluded from school, hard to place pupils and those identified as not having an education place. Additional funding identified through the Medium Term Plan to enhance buildings and resources for Alternative Provision. Rigorous approval process in place for commissioning of decommissioning of provision. Member and Director commitment to the identified commissioning process. High level of support being offered to PRU Heads and PRU Managers to ensure OfSTED requirements are fulfilled from PRU School Improvement Partners. Oversight of Manager for Standards in special schools and PRUs. 	<ul style="list-style-type: none"> Full commissioning programme to be operational for September 2010. Staff have been appointed to cover commissioning and contract compliance. Training to be provided to Local Children's Trusts to ensure they are able to fulfill their responsibilities. 	On-going	I = 5 L = 4 R = 20	I = 5 L = 3 R = 15 MEDIUM
9	Statutory raise in participation age is not met.	<ul style="list-style-type: none"> Failure to meet statutory requirement 	Rosalind Turner SMT Sue Dunn		<ul style="list-style-type: none"> Realign to 6 planning forums to deliver the refreshed 14-19 priorities. Implement a Project plan for rising the participation age. 	Ongoing	I = 5 L = 5 R = 25	I = 5 L = 4 R = 20 HIGH
10	Changes to 16-19 funding	<ul style="list-style-type: none"> Major impact on provider's budgets. Standard of provision and learners 	Rosalind Turner SMT	<ul style="list-style-type: none"> Undertaking of an analysis of data to 	<ul style="list-style-type: none"> Early modeling and briefing with 	Ongoing	I = 5 L = 5	I = 4 L = 5

	Risk	Implication	Accountable manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual risk
	<p>including:</p> <p>A reduction in unit cost of 16-19 provision</p> <p>A move to 'lagged learner number funding' (student numbers)</p> <p>The transfer of independent specialist college funding from YPLA to Local Authority</p> <p>Unknown outcome from Wolf review of vocational education.</p>	<p>choice reduced.</p> <ul style="list-style-type: none"> Insufficient courses or not the right skills base provided to support the economy. Implications for staff. 	Sue Dunn	<p>produce an interim commissioning statement for planning post 16 programmes.</p> <ul style="list-style-type: none"> The YPLA will directly fund FE and Worked-Based Learning. Strategic planning lead remains with LA. Six 14-19 planning and commissioning officers have been appointed. 	<p>providers.</p> <ul style="list-style-type: none"> Needs analysis to identify knowledge gaps and data. required to plan for services. Realign to 6 planning forums to deliver the refreshed 14-19 priorities. Progress 139a statement process to monitor LLDD FE and out of county placements. Increase employer engagement in curriculum development. Implement a Project Plan for pupil funding changes – evaluate and review regularly to ensure the system is working. Continue to monitor national changes and develop/ align and support providers and students accordingly. 		R = 25	R=20 HIGH
11	Removal of EMA	<ul style="list-style-type: none"> Increases numbers of NEET in the county. 	Rosalind Turner SMT Sue Dunn	<ul style="list-style-type: none"> Area wide prospectus and common application process. Refreshed 14-19 priorities agreed and in place 	<ul style="list-style-type: none"> Monitor impact on NEET cohort. Implement learner support systems to support disadvantaged learners - monitor 6 monthly. 	Ongoing	I = 5 L = 5 R = 25	I =4 L = 5 R=20 HIGH
12	Unknown outcome from review of Connexions	<ul style="list-style-type: none"> The formation of an all age career service. 16-19 year olds do not have the best preparation to progress into Higher Education or employment. Local Authorities take over the 	SMT Sue Dunn	<ul style="list-style-type: none"> Area wide prospectus and common application process. Refreshed 14-19 priorities agreed and in place. 	<ul style="list-style-type: none"> Monitor impact on NEET cohort. Implement learner support systems to support disadvantaged 	Ongoing	I = 5 L = 5 R = 25	I =4 L = 5 R=20 HIGH

	Risk	Implication	Accountable manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual risk
		responsibility and funding for advice and guidance services from Connexions.			learners - monitor 6 monthly.			
Objective: Children and young people in Kent achieve their academic potential								
13	Strategies and investment do not result in raising standards of attainment, particularly at Early Years and Primary stages.	<ul style="list-style-type: none"> Impacts on external inspection ratings. (Schools, academies and sixth form colleges rated as outstanding will be removed from routine inspection.) © Vulnerable children, such as looked after children fail to reach their potential. 	SMT Merril Haeusler	<ul style="list-style-type: none"> Reorganisation of CFE to align all learning under Service Director - Learning and includes: Primary district heads of standards and school improvement. Primary standards and school improvement partners. Primary teaching/ learning advisers. Manager for Standards in Special Schools and Pupil Referral Units (PRUs) Special School and PRU Improvement Partners Re-focused Early Years team to support and challenge in vulnerable settings. Schools performance is regularly monitored. Schools that do not maintain high performance will be subject to an Ofsted inspection. Head teacher for all LAC and care leavers in place to raise LAC attainment. Strategies are in place with resources focused on raising attainment and are regularly evaluated to ensure effectiveness. Early Years and Key Stage 2 are priorities in the CYPP and CFE Medium Term Plan. Enhanced performance monitoring and 'deep dive' analysis Specialist Teaching Service (STS) Support for 	<ul style="list-style-type: none"> Await details of the school reform White Paper including details of Government plans for a pupil's premium for children who are from a deprived background, a simplification of admissions, a fresh look at and possible simplification of the SEN code, a major review of school, academy funding and curriculum changes. Championing of inclusion and achievement via Learners with Additional Needs. Plans to establish new approaches to and protocols for joint working between School Standards and Improvement and Learners with Additional Needs. 		I = 5 L = 5 R = 25	I= 5 L= 3 R=15 MEDIUM

	Risk	Implication	Accountable manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual risk
				<p>children and young people with learning difficulties and/or disabilities</p> <ul style="list-style-type: none"> Minority Community Achievement support for children and young people from Black and Minority Ethnic communities (including Gypsy Roma Traveler) and/or with English as an Additional Language. 				
14	<p>Needs of all pupils are not met due to changes to the national curriculum/ and government plan's to introduce a 'minimum entitlement.'</p> <p>(Including changes to 14-19 provision and stopping introduction of Phase 4 diplomas.)</p>	<ul style="list-style-type: none"> Reduction in standards of achievement Standard of provision and learners choice reduced. Learners disengagement 	SMT Merril Haeusler	<ul style="list-style-type: none"> Secondary district heads of standards and school improvement. Secondary teaching/ learning advisers. Manager for Standards in Special Schools and Pupil Referral Unit (PRU). Special School and PRU Improvement Partners. Schools performance is regularly monitored. Schools that do not maintain high performance will be subject to an Ofsted inspection. Head teacher for all LAC and care leavers in place to raise LAC attainment. Strategies are in place with resources focused on raising attainment and are regularly evaluated to ensure effectiveness. National Challenge Board in place with the majority of schools already showing improvement. Specialist Teaching Service Support for children and young people with learning difficulties and/or disabilities. Minority Community Achievement support for 	<ul style="list-style-type: none"> Await details of the school reform White Paper including details of Government plans for a pupil's premium for children who are from a deprived background, a simplification of admissions, a fresh look at and possible simplification of the SEN code, a major review of school, academy funding and curriculum changes. Championing of inclusion and achievement via Learners with Additional Needs. Plans to establish new approaches to and protocols for joint working between School Standards and Improvement and Learners with Additional Needs. 		<p>I = 5 L = 5 R = 25</p>	<p>I= 5 L= 3 R=15 MEDIUM</p>

	Risk	Implication	Accountable manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual risk
				children and young people from Black and Minority Ethnic communities (including Gypsy Roma Traveler) and/or with English as an Additional Language.				
15	Impact of Academies Act/ Free Schools	<ul style="list-style-type: none"> ▪ The attainment gap between schools could widen. (The programme was initially established to raise standards by breaking the cycle of underperformance and low expectations in underperforming schools.) ▪ Academies are their own admissions authority and are free from following some of the National Curriculum. ▪ Academies (at least those previously rated as 'outstanding') become free from inspections. ▪ Relationship strain/ communication problems with academies/ free schools – data, admissions, finances, service satisfaction. ▪ Further freedom for Academies in the delivery of 14-19 education, relaxing the requirements in the current Funding Agreement. ▪ Academies are not required to have a designated teacher for children in care. ▪ Significant change to LA's role in education. ▪ Reduced staff capacity in the LA leads to increased number of schools in Ofsted category and lack of intelligence for early intervention, particularly with schools moving out of LA control. 	SMT Merril Haeusler Grahame Ward		<ul style="list-style-type: none"> • Initially, outstanding schools have been given the right to opt in to Academy status. It is anticipated that new academies will support a poorer performing school. • All other schools will be able to apply for academy status. This will not take place before September 2010. • Continue to model effects of Academies Act. 		I = 5 L = 5 R = 25	I= 3 L= 4 R=12 MEDIUM
16	The needs of pupils with SEN are not met due to local and national changes in SEN provision including the Government's aim to 'end the bias towards inclusion'	<ul style="list-style-type: none"> ▪ Pupil's individual needs are not met. ▪ Staff morale reduced after various policy changes. ▪ Parent's confidence reduced. ▪ Increasing demand for places in Kent's special schools and some SEN units. ▪ Government's aim creates difficulties ensuring mainstream schools include SEN pupils. 	SMT Helen Davies	<ul style="list-style-type: none"> • Continued extensive training of school and specialist staff. • New options for children with Autism in Ashford including a new secondary therapy service. • Children and young people with a Statement of SEN within the 	<ul style="list-style-type: none"> • Immediately develop a new SEN strategy to describe and develop a continuum of provision to meet the needs of all CYP with SEN. Special schools will play a key role in the development of this 	September 2010	I = 5 L = 5 R = 25	I= 5 L= 3 R=15 MEDIUM

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	(through SEN green paper due in Autumn 2010.)			<p>Partnerships will be prioritized.</p> <ul style="list-style-type: none"> • Meetings with parents to ask for their views. • Funding is not being reduced and there are no changes to the pilot arrangements in respect of children with Very Severe and Complex Needs, in that there is no separate funding for new cases. • The new cross-county arrangement for funding new cases of children with Social and Emotional Difficulties will also continue. Very Severe and Complex Needs funding for existing children with Social and Emotional Difficulties will remain until each child leaves their current school. • Commitment remains to the principle of looking for ways of meeting the needs of children and young people locally where possible. • KCC recognise the need for, and contribution that can be made by, specialist units and centres. • Increases in the number of pupils placed in a unit above budgeted levels will continue to be funded. 	<p>work.</p> <ul style="list-style-type: none"> • Develop an effective communication strategy to ensure the meaningful participation of parents, carers, children and young people. • Formal consultation with all parties. • Funding increases will be agreed where the Local Authority is asking lead schools with SEN Units to meet the needs of more pupils and where the lead school budget allocated provides less than the previous Unit funding formula would have provided for this number of children. • Any changes to funding arrangements, these will be considered first by the Funding Forum followed by an all-schools consultation. No any changes would be before September 2011. • Very Severe and Complex Needs funding will transfer over time to the three Behaviour Emotional and Social Difficulties special schools and five Behaviour and Learning special schools. 			

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					<ul style="list-style-type: none"> Commence revised SEN strategy. 			
Objective: Ensure regulatory and statutory Health and Safety Compliance								
17	Health and Safety procedures are not implemented correctly across CFE.	<ul style="list-style-type: none"> Accident or incident to pupil, member of staff or customer could bring legal action for damages and potential prosecution. Ill-health to member of staff from work: leading to absence, and costs of replacement staff. May lead to loss of specialist expertise. Risk of prosecution under Corporate Manslaughter Act. (implemented 6.4.08) Asbestos - further breaches of asbestos regulations may result in the LA being prosecuted. Health and Safety issues around work experience placements. 	Grahame Ward Sally-Anne Clark All Managers SMT	<ul style="list-style-type: none"> Robust policies, procedures and guidelines. Induction training for head teachers. Regular health and safety training courses provided for staff. Management of contractors policy and training in place. Management system for asbestos in all premises. Regular Governor training. Health and safety team in place to deal with issues and provide advice. Corporate Audit programme in place. Annual Monitoring Returns required from schools to monitor compliance with H&S. Finance team assist in monitoring compliance. Occupational Health policies, advice and assessments. Training available for carrying out DSE assessments. Moving and Handling policy, assessments and training. Corporate stress policy and risk assessment. Corporate work and well-being initiatives. 'An A to Z of posture care' distributed to over 600 primary schools. 	<ul style="list-style-type: none"> Train batches of school staff in accident procedures. Raise level of follow up on accident reports received. Management training for Heads and LA managers still outstanding. New generic risk assessments produced for teams and schools to adapt. Raise level of involvement with property staff on reducing risks from legionella and asbestos. Health and Safety Unit staff to contribute to partnership initiatives that reduce the risks. Produce high quality investigation reports for the HSE, at their request, as an alternative to an HSE investigation. New Health and Safety and Work Experience Policy implemented 	Ongoing As required, in response to incidents	I = 5 L = 4 R = 20	I =5 L = 3 R =15 MEDIUM
Objective: CFE provides robust and effective technological systems								
18	Harnessing	<ul style="list-style-type: none"> Increased subscription costs to schools 	Alan Day	<ul style="list-style-type: none"> Communication has taken 	<ul style="list-style-type: none"> Survey of existing 	Ongoing	I = 4	I = 3

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	Technology Grant reduced by 50% in-year, and no further funding for 2011 onwards.	for their broadband and other services from August 2011. <ul style="list-style-type: none"> If schools leave Kent's 'School's Broadband', quality of service and capacity for Federation / collaboration / communication would be greatly reduced. 		place with representative groups, schools and districts to present business case for unified approach to schools broadband.	broadband subscribers to assess the impact of charging on the likelihood of schools to move to other suppliers. <ul style="list-style-type: none"> Continue to communicate the benefits of a county-wide broadband network. 		L = 4 R = 16	L = 4 R = 12 MEDIUM
19	System renewal of adoption process and foster payments.	<ul style="list-style-type: none"> Lack of an electronic Adoption process. Foster Payments are not made correctly or in a timely manner. 	SMT		<ul style="list-style-type: none"> Testing and implementation of adoption feature. Testing and implementation of new Foster Payments System. 		I = 4 L = 4 R = 16	I = 3 L = 4 R = 12 MEDIUM
20	Proposed closure of Becta on 31 March 2011.	<ul style="list-style-type: none"> Reduced ICT access to support educational attainment, particularly for disabled children. 	SMT	<ul style="list-style-type: none"> Continually review the situation as information becomes available. 	<ul style="list-style-type: none"> DfE Equality Impact Assessment states closure of BECTA does not mean pupils and schools will not receive support to deliver Information Communication Technology. 		I = 4 L = 4 R = 16	I = 3 L = 4 R = 12 MEDIUM
Objective Effective commissioning processes, universally implemented to ensure compliance, vfm and effective service provision								
21	Lack of common commissioning arrangements result in legal challenge, poor vfm and inferior service for c&y	<ul style="list-style-type: none"> Inappropriate services commissioned duplication and poor vfm Breach of legislation and legal challenge with financial implications Core services for c&y not delivered Significant financial liability as a result of failure to decommission in a timely fashion. Poor performance or failure to deliver services to required standard 	Joanna Wainwright SMT	<ul style="list-style-type: none"> Senior Commissioning Officer and 4 Commissioning Officers in post to support commissioning and review processes Process established for CYP development Commissioning Register established Existing legal framework Contract review underway for two major providers Commissioning and Partnerships procurement and contracting and wider commissioning services 	<ul style="list-style-type: none"> Commissioning framework to be agreed by SMT SMT to agree application across CFE Commissioning register to be finalised and key issues to be linked to action plan SMT to be made aware of key issues from commissioning register Role of Commissioning Officer to be 	On - going	I=4 L=5 R= 20	I=3 L=4 R=12 MEDIUM

	Risk	Implication	Accountable manager	Existing controls	New tasks / action plans	Date	Inherent rating	Residual risk
				reviewing roles and responsibilities	<p>highlighted by RT in letter to LCT Board</p> <ul style="list-style-type: none"> • Joint commissioning work plan to be agreed following commissioning review • Commissioning team trained to deliver commissioning training by CSP 			