

# Full Risk Register

## Risk Register - Corporate Risk Register

Current Risk Level Summary

Green	0	Amber	1	Red	1	Total	2
Current Risk Level Changes							

0	0	0	0	1
0	0	0	0	0
0	0	0	1	0
0	0	0	0	0
0	0	0	0	0

Risk Ref	Risk Title and Event	Assigned To	Last Review date	Next Review
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<b>Risk Ref</b> CRR0056	<b>Risk Title and Event</b> SEND Delivery Improvement and High Needs Funding shortfall	Assigned To Sarah Hammond	Last Review date 31/01/2025	Next Review 30/04/2025
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Insufficient improvement in areas identified within Ofsted timescales and children with SEND do not meet sufficient progress within the available financial resource.

Inability to manage within budget and reduce accumulated deficit on Dedicated Schools Grant reserve.

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
The Kent local area inspection by Ofsted and the CQC for children with SEND took place in January 2019. This inspection found nine significant areas of weakness across the local area which resulted in a Written Statement of Action being issued. In September 2022, the Local Area was revisited by Inspectors from both Ofsted and the CQC, who found that the area had not made sufficient progress in addressing any of the significant weaknesses. In March 2023 an Improvement Notice was issued to KCC. An Improvement Plan (Accelerated Progress Plan -	Adverse impact on outcomes for vulnerable young people.	High		<ul style="list-style-type: none"> <li>Delivery of SEND Improvement Programme, which includes delivery of requirements detailed in the Kent Accelerated Progress Plan. Sarah Hammond</li> <li>KCC has entered into a "Safety Valve" agreement with the Department for Education (DfE), enabling Kent County Council (KCC) to receive funding over a 5-year period to substantially fund the accumulated deficit on the Dedicated Schools Grant (DSG) High Needs Block (HNB). The agreement requires commitment to areas of review and improvement identified by Department for Education (DfE) to bring in year spend in line with the in-year budget by 2027/28. A financial contribution from the Council is also expected. John Betts</li> </ul>	A -Accepted		High	
	Dissatisfaction from families.	25 Major (5)						Serious (4)
	Potential for legal action if statutory time limits or processes are not met.	Very Likely (5)				Control		Likely (4)
	Continued funding of deficit on the DSG reserve by net surplus balances in other reserves becomes unsustainable, impacting on the financial resilience of the Council.							
Should the Secretary of State not be satisfied with the Council's progress at any stage, she may choose to invoke her statutory powers of intervention (s497A Education Act 1996) to direct the Council to take any further								

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<p>APP) will be required to be formalised by the Local Area against which Outcome and Impact based KPIs will be scrutinised and addressed. In addition, there has been a significant increase in the number of children receiving Special Educational Needs and Disability support and the Council's Dedicated Schools Grant (DSG) budget is overspending on the High Needs Block.</p> <p>The Council is now part of the DfE Safety Valve programme and as part of this, will need to bring High Needs spending back into balance over the medium term and contribute to repaying the historic deficit. Corresponding pressure on some of KCC's non-DSG SEND related budgets e.g. SEN Home to School Transport, is also being experienced.</p> <p>Consequently, meeting the needs of children and young people with SEND within available resources is becoming ever more challenging.</p> <p>The ability to forecast costs in future years is difficult.</p>	<p>actions deemed necessary to secure the improvements required in SEND services.</p>		<ul style="list-style-type: none"> <li>Continual lobbying of Government on two matters; increased funding in both the short and medium term, and structural changes to government policy to help reduce the demand i.e. via County Council Network, Association of Directors of Children's Services. Includes provision of evidence of the impact of the High Needs pressures on the quality of education children receive, schools, other providers and the Local Authority.</li> <li>The Council has produced for approval by the Department for Education (DfE) and NHS England (NHSE) an Improvement Plan (Accelerated Progress Plan) to deliver appropriate and sustainable improvement, covering the areas identified in the Ofsted and CQC revisit report of 9 November 2022, as well as recommendations made by the Department.</li> <li>Continual lobbying of Government on two matters; increased funding in both the short and medium term, and structural changes to government policy to help reduce the demand i.e. via County Council Network, Association of Directors of Children's Services. Includes provision of evidence of the impact of the High Needs pressures on the quality of education children receive, schools, other providers and the Local Authority.</li> <li>Local area SEND Strategy developed in collaboration with partners, which goes beyond the Written Statement of Action to enable sustained improvement and transform Kent's SEND offer.</li> <li>Robust programme management in place, ensuring appropriate alignment between project workstreams and overall programme delivery arrangements.</li> </ul>	<p>Roger Gough</p> <p>Sarah Hammond</p> <p>Sarah Hammond</p> <p>Sarah Hammond</p> <p>Sarah Hammond</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		
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			<ul style="list-style-type: none"> <li>• KCC SEND Transformation Strategic Board in place, with responsibility for coordinating activity and tracking improvement progress, reporting into the partnership Strategic Improvement and Assurance Board. Sarah Hammond</li> <li>• Kent and Medway Children and Young People's Programme Board joint governance mechanism with Health partners (sub-group of Integrated Care Board) Sarah Hammond</li> <li>• Independently chaired Strategic Improvement and Assurance Board established, including representation from the Local Authority (including Members and cross directorate colleagues), Health, Learning and Teaching settings, representatives of parents and carers, and where appropriate young people. Sarah Hammond</li> </ul>	Control		
				Control		
				Control		

## Risk Register - Corporate Risk Register

Risk Ref	CRR0063	Risk Title and Event	Assigned To	Last Review da	Next Review		
		<b>Capacity to accommodate and care for Unaccompanied Asylum-Seeking (UAS) Children</b>	Sarah Hammond	27/01/2025	27/04/2025		
<p>In the event of a significant increase of UAS children arriving in Kent there may be insufficient resource to provide suitable social work assessment capacity, placements and support for UAS children in a timely fashion. An increase in the required establishment of staff in terms of social work and reception centres has been agreed and recruitment in underway in line with the timelines for the opening of additional reception centres.</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
<p>In recent years, large numbers of unaccompanied children have arrived in the UK and claimed asylum. Because almost all of these children enter the UK in Kent, KCC is the local authority responsible for accommodating and looking after them in the first instance, in addition to those who already live in its area.</p> <p>In July 2023 the High Court ruled that KCC must accommodate and look after all UAS children arriving into the County, pending transfer to other local authorities under the National Transfer Scheme. This has resulted in KCC being required to expand their social work and reception centre services to meet this ruling as it presents numerous pressures on an already stretched service, and for the council as a whole.</p>	<p>Impacts on vulnerable children (both UAS children and potential knock-on impacts for Kent looked after children). Risks KCC being unable to fulfil its statutory responsibilities to all children effectively. Significant additional budget pressures on the Authority, impacting on its financial resilience. However, this impact is reducing as funding has been secured from the Home Office and DfE (revenue and capital). Legal consequences. Reputational damage.</p>	<p>Medium 12 Serious (4) Possible (3)</p>		<ul style="list-style-type: none"> <li>Additional support has been secured from the Home Office and Department for Education in the form of additional funding (capital and revenue) to ensure the cost to accommodate and look after all UAS children arriving to Kent is fully funded by central government. Central government revenue funding is informed by KCC's estimated costs, with a proportion based on fixed costs to protect KCC from fluctuations in demand across a given year. There is close ongoing communication with the Home Office and DfE.</li> <li>The Council has utilised / re purposed available buildings to increase accommodation capacity.</li> <li>UAS Steering Group in place to coordinate support efforts across the organisation meeting on a fortnightly basis. The steering group brings together key representatives across the organisation including social work, finance, analytics, HR and infrastructure.</li> </ul>	<p>Roger Gough</p> <p>Rebecca Spore</p> <p>Sarah Hammond</p>	<p>Control</p> <p>Control</p> <p>Control</p>	<p>Medium 12 Serious (4) Possible (3)</p>

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			<ul style="list-style-type: none"> <li>Intensive negotiations continue with Home Office and Department for Education following the receipt of funding up to March 2025. Negotiations are focusing on the significant changes needed to the NTS as future modelling has shown there will be a gap in the future without these. The alternative is significant changes aren't made is that more buildings will be required to ensure suitable placements are provided for unaccompanied children, in line with our statutory responsibilities. As part of the ongoing negotiations KCC is preparing a case to show how additional funding might be used.</li> </ul>	Sarah Hammond	Control		
			<ul style="list-style-type: none"> <li>Transport arrangements have been put into place to ensure children and young people can be efficiently transported from the Kent Intake Building to their KCC placement ahead of the final destination under the National Transfer Scheme, which the Home Office is responsible for providing the transportation to.</li> </ul>	Alex Stringer	Control		
			<ul style="list-style-type: none"> <li>UAS child numbers are continually monitored and reviewed to assess capacity and aid planning. An emergency response plan is in place between KCC, Home Office and Department for Education (DfE) which includes an early warning system that notifies the Home Office and DfE when capacity fills up.</li> </ul>	Alex Stringer	Control		
			<ul style="list-style-type: none"> <li>Best endeavours are being applied to ensure assessments are completed for every child that arrives in port and find appropriate placements, despite resourcing challenges.</li> </ul>	Alex Stringer	Control		

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			<ul style="list-style-type: none"> <li>Recruitment of required social care staff to ensure there is sufficient staffing in place in terms of operational delivery. A proportion of posts will be permanent and a proportion will be filled by agency staff to enable flexibility and adaptability in line with demand.</li> </ul>	Alex Stringer	Control		
			<ul style="list-style-type: none"> <li>Registering of reception centres with Ofsted to meet regulations.</li> </ul>	Alex Stringer	Control		
			<ul style="list-style-type: none"> <li>Recruitment of required reception centre staff to ensure there is sufficient staffing in place ahead of new reception centers opening. The recruitment and start dates for new staff is being planned to enable to robust induction ahead of the centre formally opening. A proportion of posts will be permanent and a proportion will be filled by agency staff to enable flexibility and adaptability in line with demand.</li> </ul>	Alex Stringer	Control		
			<ul style="list-style-type: none"> <li>Fostering placements (in-house and independent) have been block commissioned to ensure placements for UAS children who are under 16.</li> </ul>	Alex Stringer	Control		