



KCC Corporate Risk Register

**CORPORATE RISKS LED BY OFFICERS IN THE CHILDREN,
YOUNG PEOPLE AND EDUCATION DIRECTORATE
MAY 2018**

Corporate Risks led by Officers in the Children, Young People and Education Directorate Summary Risk Profile

Low = 1-6
Medium = 8-15
High = 16-25

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating
CRR 0001	Safeguarding - protecting vulnerable children	15	15
CRR 0007	Integration of Early Help and Preventative Services and Specialist Children's Services to improve outcomes and manage demand	20	12
CRR 0008	Potential implications associated with significant migration into Kent	12	9
CRR 0016/CY0006	Delivery of new school places is constrained by capital budget pressures and dependency upon the Education and Skills Funding Agency (ESFA)	20	15

*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Corporate Register. Therefore there will be some 'gaps' between risk IDs.

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales

Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Full Risk Register

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Current Risk Level Summary

Green	0	Amber	2	Red	2	Total	4
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Current Risk Level Changes

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

Risk Ref	CRR007	Risk Title and Event	Owner	Last Review	Next Review		
		Integration of Early Help and Preventative Services and Specialist Children's Services to improve outcomes and manage demand	Matt Dunkley	29/03/2018	05/06/2018		
		<p>Failure to maximise opportunities offered by integration of EHPS and SCS where appropriate. High volumes of work flow into early help and preventative services and specialist children's services leading to unsustainable pressure being exerted on them (recognising seasonal spikes such as end of term).</p>					
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
Local Authorities continue to face increasing demand for specialist children's services due to a variety of factors, including consequences of highly publicised child protection incidents and serious case reviews, and policy/legislative changes. At a local level KCC is faced with particular 'pressure points' in several districts. These challenges need to be met as early help and preventative services and specialist children's services face increasingly difficult financial circumstances and operational challenges.	Children's services performance declines as demands become unmanageable. Failure to deliver statutory obligations and duties or achieve social value. Additional financial pressures placed on other parts of the Authority at a time of severely diminishing resources. Ultimately an impact on outcomes for children, young people and their families.	High 20 Major (5) Likely (4)		<ul style="list-style-type: none"> Implementation of Front Door Integration Project to better manage 'front door' referrals Sarah Hammond Children and Young People's Service Integration Programme – implementation of integration pilots Sarah Hammond Children and Young People's Service Integration Programme – implementation of integration pilots Stuart Collins The SCS budget has been increased to compensate for the additional demand Andy Wood Kent Safeguarding Children Board 'threshold' document outlines the criteria required by partners when making a referral and have been working with partners to promote aid appropriate application. Mark Janaway Intensive focus on ensuring early help to reduce the need for specialist children's support services Matt Dunkley Scoping of diagnostic work for children's services with aid of efficiency partner has been completed Sarah Hammond 	<ul style="list-style-type: none"> A -Accepted A -Accepted A -Accepted Control Control Control Control 	<ul style="list-style-type: none"> 01/06/2018 30/06/2018 30/06/2018 	<ul style="list-style-type: none"> Medium 12 Serious (4) Possible (3)

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			<ul style="list-style-type: none"> • The Early Help and Preventative Services Programme is working to ensure that vulnerable families can access the right support through intensive work in Early Help Units and Step Down Panels, open access services of through targeted casework 	Stuart Collins	Control		
			<ul style="list-style-type: none"> • Early Help and Preventative Services have outlined priorities for service development and change, including ambitious targets to improve outcomes for children, young people and families 	Stuart Collins	Control		

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Risk Ref	CRR0016	Risk Title and Event	Owner	Last Review	Next Review			
		Delivery of new school places is constrained by capital budget pressures and dependency upon the Education and Skills Funding Agency (ESFA)	Matt Dunkley	29/03/2018	05/06/2018			
The expansion required may not be delivered, meaning KCC is not able to provide appropriate school places.								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>A significant expansion of schools is required to accommodate major population growth in the short term to medium term (primary age) and medium to long term (secondary age). The "Basic Need" capital grant from Dept of Education (DfE) will not fund the expansion in full.</p> <p>A funding gap to deliver the programme for schools will be created by cost pressures from higher than expected build costs, low contributions from developers and increases in pupil demand.</p> <p>Whilst the funding gap identified with the Kent Commissioning Plan has been closed, the delivery of the plan is highly dependent upon securing 15 Free Schools in Kent over the period and that the ESFA complete the Free School projects on time and to an appropriate standard.</p> <p>The position on some projects with the ESFA has brought into question the viability of two schools, leaving KCC with problems of provision.</p>	<p>The duty to provide sufficient school places is not met, which may lead to legal action against the council.</p> <p>Some children have to travel much further to attend a school, with a resulting impact on the transport budget.</p>	<p>High</p> <p>20</p> <p>Serious (4)</p> <p>Very Likely (5)</p>		<ul style="list-style-type: none"> Further lobbying of the Secretary of State and Kent MPs 	Keith Abbott	A -Accepted	31/07/2018	Medium
				<ul style="list-style-type: none"> Contingency plans for alternative interim accommodation for each Free School project are being developed on a case-by-case basis i.e. temporary expansions to schools to meet immediate pressures, or the allocation of available places within existing schools. 	Education Planning and Access DivMT	A -Accepted	31/07/2018	15
				<ul style="list-style-type: none"> Close working with the ESFA and lobbying of the DfE/ESFA. This included raising the issue in the KCC response to the Education White Paper and the Leader raised this via the County Council's Network. 	Keith Abbott	Control		Significant (3)
				<ul style="list-style-type: none"> A bid has been made for extra funding under the priority school building programme Phase 2 	Keith Abbott	Control		Very Likely (5)
				<ul style="list-style-type: none"> The Kent Commissioning Plan contains the forecast expansion numbers and locations. A school expansion programme has been mapped, costed and kept under review. 	Keith Abbott	Control		
				<ul style="list-style-type: none"> The school expansion programme is under member scrutiny and review by relevant Education and Property programme boards/forums/committees. 	Keith Abbott	Control		
				<ul style="list-style-type: none"> Policy and operations to secure sufficient developer contributions are overseen by Growth and Infrastructure Group. 	Keith Abbott	Control		
				<ul style="list-style-type: none"> Regular meetings with ESFA officials to monitor progress at individual project level and identify ways in which KCC can help progress these projects. (Local delivery) 	Keith Abbott	Control		

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			<ul style="list-style-type: none"> • Policy and operations to secure sufficient developer contributions are overseen by Growth and Infrastructure Group. • Negotiations have taken place with District Councils regarding allocation of contributions • CYPE capital monitoring mechanism with Member involvement now created 	<p>Katie Stewart</p> <p>Area Education Officers</p> <p>Education Planning and Access DivMT</p>	<p>Control</p> <p>Control</p> <p>Control</p>		
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Risk Ref	CRR0001	Risk Title and Event	Owner	Last Review	Next Review			
		Safeguarding - protecting vulnerable children	Matt Dunkley	29/03/2018	05/06/2018			
<p>Its ability to fulfil this obligation could be affected by the adequacy of its controls, management and operational practices or if demand for its services exceeded its capacity and capability. Failure to recruit and retain suitably experienced and qualified permanent staff.</p> <p>Failure to meet the requirements of the new "Prevent Duty" placed on Local Authorities.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>The Council must fulfil its statutory obligations to effectively safeguard vulnerable children. In addition, the Government's "Prevent Duty" requires the Local Authority to act to prevent people from being drawn into terrorism, with a focus on the need to safeguard children at risk of being drawn into terrorism.</p>	<p>Serious impact on vulnerable people. Impact on ability to recruit the quality of staff critical to service delivery. Serious operational and financial consequences. Attract possible intervention from a national regulator for failure to discharge corporate and executive responsibilities. Incident of serious harm or death of a vulnerable child.</p>	<p>Medium 15 Major (5) Possible (3)</p>		<ul style="list-style-type: none"> Preparation for new multi-agency safeguarding arrangements in response to Children & Social Work Act requirements 	Matt Dunkley	A -Accepted	30/04/2019	Medium
				<ul style="list-style-type: none"> Active strategy in place to attract, recruit and retain social workers through a variety of routes with particular emphasis on experienced social workers. 	Amanda Beer	Control		15 Major (5) Possible (3)
				<ul style="list-style-type: none"> A revised Elective Home Education policy approved that includes interaction with children where there are welfare concerns and where other agencies have been involved with the family. Awareness raising taking place with other practitioners 	Keith Abbott	Control		
				<ul style="list-style-type: none"> Regular reporting on safeguarding takes place quarterly for Directors and Cabinet Members, with an annual report for elected Members, to allow for scrutiny of progress. 	Matt Dunkley	Control		
				<ul style="list-style-type: none"> Multi-function officer group helping to define key steps and approach to aid any future inquiries or investigations that may arise relating to alleged historical abuse 	Matt Dunkley	Control		
				<ul style="list-style-type: none"> Multi-agency Crime and Sexual Exploitation Panel (MACSE) established to provide a strategic, county-wide, cross agency response to CSE 	Matt Dunkley	Control		
				<ul style="list-style-type: none"> Manageable caseloads per social worker and robust caseload monitoring. Social work vacancies monitored with action taken to address as required. 	Sarah Hammond	Control		

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			<ul style="list-style-type: none"> • Consistent scrutiny and performance monitoring through Divisional Management Team, District 'Deep Dives' and audit activity 	Sarah Hammond	Control		
			<ul style="list-style-type: none"> • Children's Development Plan, jointly owned by Specialist Children's Services, Early Help and Preventative Services and Children's Commissioning team, in place and updated to address recommendations arising from Child Sexual Exploitation (CSE) themed inspection and actions identified during a recent external review. 	Sarah Hammond	Control		
			<ul style="list-style-type: none"> • Detailed understanding of requirements for Joint Targeted Area Inspections 	Sarah Hammond	Control		
			<ul style="list-style-type: none"> • Extensive staff training - Specialist Children's Services and Early Help and Preventative Services are adopting the 'Signs of Safety' model of intervention, a standardised child-focused model of risk analysis, risk management and safety planning. 	Sarah Hammond	Control		
			<ul style="list-style-type: none"> • Active strategy in place to attract, recruit and retain social workers through a variety of routes with particular emphasis on experienced social workers. 	Sarah Hammond	Control		
			<ul style="list-style-type: none"> • Safeguarding and Quality Assurance Unit conducts audits, reviews of practice and provides challenge. 	Sarah Hammond	Control		
			<ul style="list-style-type: none"> • A revised Elective Home Education policy approved that includes interaction with children where there are welfare concerns and where other agencies have been involved with the family. Awareness raising taking place with other practitioners 	Scott Bagshaw	Control		
			<ul style="list-style-type: none"> • Kent Channel Panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism) in place. 	Nick Wilkinson	Control		
			<ul style="list-style-type: none"> • Three year PREVENT training strategy approved by the Corporate Management Team 	Nick Wilkinson	Control		

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			<ul style="list-style-type: none"> Multi-agency risk, threats and vulnerabilities group focuses on PREVENT, gangs, Modern Slavery, human trafficking and online safeguarding matters 	Nick Wilkinson	Control		
			<ul style="list-style-type: none"> Prevent Duty Delivery Board (chaired by KCC) oversees the activity of the Kent Channel Panel, co-ordinating Prevent activity across the County and reporting to other relevant strategic bodies in the county (including reporting route to the Kent Safeguarding Children Board). 	Penny Southern	Control		
			<ul style="list-style-type: none"> Extensive staff training - Specialist Children's Services and Early Help and Preventative Services are adopting the 'Signs of Safety' model of intervention, a standardised child-focused model of risk analysis, risk management and safety planning. 	Stuart Collins	Control		
			<ul style="list-style-type: none"> Education Safeguarding Team in place 	Claire Ray	Control		
			<ul style="list-style-type: none"> Independent scrutiny by Kent Safeguarding Children Board 	Independent Chair	Control		
			<ul style="list-style-type: none"> Multi-Agency Public Protection arrangements in place 	Nikki Cruickshank	Control		

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Risk Ref	CRR0008	Risk Title and Event	Owner	Last Review	Next Review			
		Potential implications associated with significant migration into Kent	Matt Dunkley	29/03/2018	05/06/2018			
<p>Arrival of significant numbers of vulnerable households into the county, particularly if migration is into concentrated areas. London Boroughs, utilising higher per-capita funding and large capital/reserve budgets to procure sites in Kent to ease their overspends on housing/homelessness.</p> <p>Failure of KCC to plan with partners (Districts, Police, Health) to deal appropriately with potential consequences on Kent services.</p> <p>Failure of London Boroughs to provide information about incoming vulnerable households e.g. those known to children's social services in accordance with statutory requirements and agreed protocols.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>Migration to Kent is not a new phenomenon and is an inevitable outcome of being a London-peripheral authority, symptomatic of differentials in housing markets across the country and the desirability of living in the county.</p> <p>Welfare reform policy changes combined with an overheating London housing market continues to drive London residents to more affordable temporary and permanent accommodation in Kent.</p> <p>Over the past year, a number of London Boroughs have procured large sites to place residents in temporary accommodation into Kent</p> <p>KCC needs to be prepared to manage the impact on local communities, and any significant additional pressure on KCC services.</p>	<p>Potential impact on community cohesion in parts of the county. Additional pressure on KCC services e.g. school admissions, demand for adults and children's social care, community safety, public health.</p> <p>Impact on availability of accommodation for Kent residents, placing more pressure on services such as Kent Support and Assistance Service (KSAS), and/or displacing them outside of the county.</p>	Medium		<ul style="list-style-type: none"> Work with local partners to understand and monitor potential local implications arising from implementation of the Homelessness Reduction Act. 	Debra Exall	A -Accepted	30/04/2018	Medium
		12		<ul style="list-style-type: none"> Key local stakeholders, including KCC, are meeting with London councils to discuss issues relating to 'bulk' placements into Kent, to build understanding and outline expectations from London and Kent perspectives. 	David Whittle	A -Accepted	31/07/2018	9
		Serious (4)		<ul style="list-style-type: none"> Kent Support and Assistance Service operating as the County's local welfare assistance scheme 	Emma Hanson	Control		Significant (3)
		Possible (3)		<ul style="list-style-type: none"> A Steering Group consisting of Council Leaders, senior officers and housing leads from across all tiers of Local Government in Kent and Medway has been established to coordinate activity in response to London Boroughs' procurement of large sites for significant placements, including submitting amendments to the Homelessness Reduction Bill (now an act), liaising with London Councils in aspiration of better collaboration, engaging with Kent MPs for them to take this issue forward at Government level, and exploring any potential for active market intervention / disruption. 	Paul Carter	Control		Possible (3)

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			<ul style="list-style-type: none"> Welfare Reform - Ongoing analysis and tracking of impacts conducted by Strategy, Policy and Assurance and Strategic Business Development & Intelligence teams plus external partners to give an indication of scale of implications of reforms, feeding into multi-agency Welfare Reform Task & Finish Group (sub-group of the Joint Kent Chiefs) to direct any necessary co-ordinated action/response 	David Whittle	Control		
			<ul style="list-style-type: none"> Meeting held with Steering Group and Kent MPs in Westminster 	David Whittle	Control		
			<ul style="list-style-type: none"> Welfare Reform - Ongoing analysis and tracking of impacts conducted by Strategy, Policy and Assurance and Strategic Business Development & Intelligence teams plus external partners to give an indication of scale of implications of reforms, feeding into multi-agency Welfare Reform Task & Finish Group (sub-group of the Joint Kent Chiefs) to direct any necessary co-ordinated action/response 	Vincent Godfrey	Control		
			<ul style="list-style-type: none"> Revised Advice note to be issued to member associations by London Councils is to include the mass placement issue. 	London Councils, Chair of Housing sub-group	Control		