

Corporate Risk Register

Risk Ref	Risk Scenario		Exec Director	Existing Controls	Current Risk Rating			Future Controls	Future Risk Rating		
	Risk	Impact			Impact	L'hood	Total		Impact	L'hood	Total
RCSCFS0001 Simpson, Richard	<p>Demand/budget gap is not bridged without the need for additional cuts to services as the Council faces continued significant reductions in its grant funding, during the period 2017 to 2020. These reductions are imposed whilst the Council experiences a continuous rising demand for services provision and growth in population. The results of the Children's Services OFSTED inspection (June / July 2017) places greater risk on Council budgets due to the need for greater investment in this service.</p> <p>Quarter 3 (2017/18) year end forecast overspend is £5.861m. If this is not reduced it will need to be funded from the Council's reserves which are currently very low (second lowest in the London area) resulting in reduced funding in future years.</p> <p>(Risk reviewed and accepted at DLT 05/12/2017 - Director of Finance & Dep S151 Officer updated 01/03/2018).</p>	<p>- Insufficient resources may lead to inability to meet needs and political aspirations. Potential inability to meet statutory responsibilities in times of increasing demand through changing demographics, for example mental health services, older people's services, children's services and housing.</p> <p>- Increasing demands for services and support, for example the Council Tax support scheme arrangements ASC & CSC.</p> <p>- Damage to reputation and service risk.</p> <p>- Reduction in resources.</p> <p>- Erosion of reserves.</p> <p>- Risk of failure to balance Budget and Failure to maintain capital investment strategy in infrastructure.</p> <p>(Strategic objective alignment: Enabling)</p>	Simpson, Richard Resources Department	<p>a. Corporate Plan aligned to Ambitious for Croydon to ensure priorities align with resources</p> <p>b. Quarterly monitoring with additional monthly controls in respect of the People Department, where the high risk areas are monitored monthly.</p> <p>c. Regular monitoring of all reserves including Managing Demand Projects for both service delivery and financial savings.</p> <p>d. Savings for 18/19 signed off by Cabinet as part of 2018/20 budget setting report. Q3 monitoring presented to cabinet in February 2018. Implementation on agreed management actions ongoing to manage and control budgets.</p>	5	5	25	<p>a. Continue to implement all Savings & Transformation projects to ensure delivery.</p> <p>b. Continued work on savings options with CLT / ELT and Cabinet for both the current year and future years.</p> <p>c. Focus on preventative measures and early intervention particularly with identified top high cost families</p> <p>d. Children's Social Care - implementation of The Improvement Plan.</p> <p>e. Adult Social Care - review of all contracts.</p> <p>f. Input to government review as part of 100% business rates retention and fair funding review to ensure needs analysis part of the formula reflects the pressures faced by Croydon. There is continued and ongoing engagement with government on future changes including business rates, schools funding and UASC finding to ensure needs of Croydon are met.</p>	5	4	20

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								g. Respond to the technical consultation regarding the Fair Funding Review by March 2018.			
DASHPD0044 Solanki, Pratima	<p>Social Care market supply disruption:-</p> <p>The capacity within the social care market is challenged through structural underfunding. Provider failure is more common than previously leading to the potential of severe disruption Under the care act the council has duty to manage the market</p> <p>(Risk reviewed, amended and accepted at PEOPLE Department DLT 20/02/2018).</p>	<ul style="list-style-type: none"> - Reduction in choice. - Failure to meet service user needs. - Delayed discharge from hospital. - Budget pressure due to reduction in competitive supply. - Quality diminishes. - Safeguarding increase. - Increase provider concerns. - Increased provider failure. 	Peacock, Barbara People Department	<p>2017/18 internal audit (in play).</p> <p>Brokerage Quality Assurance.</p> <p>IBCF Market sustainability plan .</p> <p>Inflation strategy.</p> <p>Integrated Framework Agreement.</p> <p>Market position statement.</p> <p>Pan London provider concern's process.</p> <p>Quality assurance framework and contract management.</p>	5	4	20	<p>ADASS Pan London minimum standards programme.</p> <p>Alliance Commissioning strategy.</p> <p>Further joint commissioning in the Alliance.</p> <p>IFA refresh.</p> <p>Opportunity of scope extension in the Alliance.</p> <p>Refreshed Market position statement.</p> <p>Restructure of brokerage and contract management function.</p>	5	3	15
EHSC0001 Peacock, Barbara	<p>Consistency in the high numbers of unaccompanied asylum seekers (minors) where there is a statutory obligation to provide care/housing and a reduction in Home Office funding for them. There are additional implications in respect of the increases in relation to trafficked children and missing children as well as the implications of placing children we do not know in placements outside of the borough.</p> <p>There are also challenges being faced in the successful implementation of the National Dispersal Scheme and Immigration Act.</p> <p>(Risk reviewed and accepted at People DLT 20/02/2018).</p>	<ul style="list-style-type: none"> - Significant service and staff resources pressures, with pressures on placement supply in-house and in the independent sector, and pressures on school places and LAC health services. - Impact on Council revenue budgets as a result of insufficient funding. 	Peacock, Barbara People Department	<p>Continued work with the Home Office to ensure that only appropriate young people are placed.</p> <p>Emphasis on wider negotiation of fair funding arrangements for Croydon</p> <p>Increased use of the rota to place young people in other boroughs</p>	5	4	20	<p>Financial implication / impact for 2017/18 financial year Scoping of financial risk / impact for each quarter.</p> <p>Further engagement with Home office and Association of Directors of Children Social Services</p> <p>Implementation of the National Transfer Scheme</p>	5	4	20

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				The Council has held meetings with the Immigration Minister and others in Home Office. Ongoing correspondence, conversations and clarifications with Home Office taking place.				Service redesign in accordance with Immigration Act requirements. Ongoing work to ensure compliance and ensure opportunities are utilised through a formal system for dispersing unaccompanied child migrants as introduced by central government.			
EHSC0010 Peacock, Barbara	Risk of exploitation of young people in the Borough particularly in relation to peer on peer activities and children missing from home and care. (Risk reviewed at People Department DLT 20/02/2018 - Executive Director review 05/03/2018).	- Children feeling and being unsafe - Significant risk of harm to young people in the Borough through CSE, being missing and/or trafficked - Risk of harm to Croydon children placed away from Croydon without prevention, disruption and protection activity.	Peacock, Barbara People Department	Choose Life campaign. Close liaison with the police and other agencies CSE meetings, Missing panels and monthly MASE panel. Focused work with our schools around gangs and County Lines. Investment in a data analyst to understand the underlying issues and themes emerging so targeted preventative working can be developed. Investment made in expanding the team to complete – return home interviews – now up to 61% completion. Much improved single performance and data report available now. Recently established a vulnerable adolescents team within Children's Social Care. Working Gangs teams.	5	4	20	Greater awareness and robust actions by all partners. Restructured CSE and Missing approach in place and reporting to the Safeguarding Childrens Board. Robust and reliable data as well as children's feedback to be analysed on a regular basis (to include: increase in Return Home Interviews, less repeat missing children, realistic NRM referral rate, realistic number of children tracked at risk of CSE and risks reducing) Work with other local authorities to reduce placements of vulnerable children in Croydon.	5	3	15

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EHSC0012 Peacock, Barbara	<p>The OFSTED inspection of 'Services for children in need of help and protection, children looked after and care leavers' judged the Council's Children's Services as 'inadequate'.</p> <p>Following publication of the inspection report, the Council fails to action the recommendations raised or to address the findings resulting in children and young people at risk of harm, central government intervention, more frequent unannounced inspections and the removal of direct control by the Council for its Children's Services function within the borough.</p> <p>(Risk reviewed, amended and accepted at PEOPLE Department DLT 20/02/2018).</p>	<ul style="list-style-type: none"> - Reputational damage. - Government intervention. - Children in need of protection and children looked after by the Local Authority do not have sufficiently robust care plans and services to meet their needs and keep them safe. - Financial cost of implementing wide ranging changes - Legislative action arising. - Difficulty in recruiting and retaining experienced and effective workforce. - Media scrutiny. - Political scrutiny and activity. - Increased referrals to children's social care and associated service/financial pressures. 	Peacock, Barbara People Department	<ul style="list-style-type: none"> * £3.5m additional investment in 2017-18 and £10.9M into base budget in 2018-19. Children's Improvement Board independently chaired. Implementation of Children's improvement plan which includes: <ul style="list-style-type: none"> * recruitment and retention of staff. * improved performance management and quality assurance of practice. * improve early help help to intervene earlier and prevent problems escalating. * strengthen Children's Safeguarding Board under a new, experienced independent Chair. Monthly budget plan, 'Hard to Place' panel and Early years implementation strategies. 	5	4	20	<p>Detailed planning for and response to quarterly Ofsted monitoring visits to check progress against the Improvement Plan and drive deeper, swifter improvements.</p> <p>Intensive peer support between Camden and Croydon from 01/04/18 for a year in the first instance, following the Ministerial decision that Croydon should retain control of children's services.</p> <p>Ongoing improvement identification.</p> <p>Recruit additional social workers and managers to meet the rapidly increasing post-Ofsted demand and keep caseloads at manageable levels.</p>	5	4	20
RCSP0120 Ireland, Sarah	<p>In year budget and future demand pressure in relation to SEN Transport.</p> <p>Independent travel programme not achieving projected cost avoidance and cost reduction target.</p> <p>(Risk reviewed and accepted at DMT 07/02/2018).</p>	<ul style="list-style-type: none"> - Financial and Service impact. - Reputational damage. 	Simpson, Richard Resources Department	<ul style="list-style-type: none"> Focus of programme is adjusted in line with areas of growth in demand and cost Financial models and associated trackers have been developed to monitor financial targets. Operating as part of the corporate Demand Management programme. 	5	4	20	<p>Development and implementation of full cost savings programme including policy change where the Council has discretion.</p> <p>Identify impact from SEN 5 year projection modelling.</p>	5	3	15

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				<p>Robust monitoring and governance in place through monthly boards attended by Members and chaired by the Exec Director of Resources and bi-monthly programme boards.</p> <p>Areas of focus:</p> <ul style="list-style-type: none"> -Financial monitoring -Cost mitigation plans -Demand management -Alternative travel -Effective framework management and future procurement options -Integration of Adult Services 				<p>Improved partnership work with SEN and Adult Social Care.</p> <p>New SEN Free School in New Addington to reduce demand for SEN transport across borough</p> <p>Review data to inform growth projections and future changes in demand and cost</p> <p>Tighter panel review and governance processes for all travel needs, with a particular focus on high cost cases</p>			