

ID1	Identification	Impact	Owner	Raw Impact	Raw Likelihood	Raw Risk Score	Existing Controls	Sources of Assurance	Net Impact	Net Likelihood	Net Risk Score	Further Actions	Movement Indicat	Deadline	Responsible Officer
C&YP1	Failure to meet demand for school places	Council unable to discharge statutory duty to provide education. Reputation damage, legal challenge, increased health and safety risks	Interim Operational Director Early Help & Education Division Children and Young People	6	5	30	New School Place Planning Strategy approved October 2014 and updated approved by Cabinet November 15. Funding for basic need secured from central govt to provide additional school places; strengthen partnership working with EFA to maximise influence over Free Schools programme and reduce costs to Council; strengthen partnership working with Regional Schools Commissioner to maximise influence over secondary expansion, use of Fair Access Protocol to place pupils above published numbers; Temporary expansions and Projects established to address shortfall; Regular reports to CMT & Cabinet to agree prioritisation of use of capital funding; Strategy Board meets on a regular basis. Lobbying and work with London Councils, Education Funding Agency, Department for Education and Schools	Regular monitoring by CMT & Cabinet.	6	4	24	None.	↔	N/A	Interim Operational Director Early Help and Education Division
C&YP2	Vulnerable children not adequately safeguarded.	Abuse, Death or injury of vulnerable persons. Reputational damage to Council.	Operational Director, Children Social Care	6	4	24	Safeguarding of Children Teams deal with child protection and safeguarding issues; Brent Local Safeguarding Children's Board; Safer Recruitment & Training; Whistleblowing; publicity; raising of awareness at schools & community in general; Children & Young People Plans; Child Protection Arrangements; Strong partnership working with relevant agencies; High level monitoring meetings with Chief Executive; Corporate Parenting Committee; Auditing arrangements; Range of monitoring arrangements to track progress; Overview & Scrutiny; Performance Information (quarterly scorecards); Timely reviews of Looked After Children. Continuous Monitoring & Development; Safeguarding & Looked After Children Inspection Action Plan; Continued collaboration with relevant agencies.	Ofsted Inspection deemed that children were safe. Internal Service User Surveys; Internal Audit.	6	2	12	None.	↔	N/A	Operational Director, Children Social Care
C&YP3	Increase in demand for social care services resulting from welfare reforms (more families with no recourse to public funds, more families declared intentionally homeless, more children looked after)	Increase in number of looked after children or greater demand for housing services for vulnerable children and young people, NRPP and IH families. Pressures translate into increased financial pressures.	Operational Director, Children Social Care	5	6	30	Improved budgetary controls; robust budget monitoring; improved commissioning arrangement. Children being are being supported to remain at home where safe. Services will be re-prioritised to meet the needs of the most vulnerable. Improved commissioning arrangements including cross borough work with WLA. Early help services are targeting vulnerable and disadvantaged families and showing success in preventing escalation of problems. NRPF and homelessness pressures being monitored.	Management information reports track activity and identify trends, to which management are able to respond	4	5	20	Closer working relations between housing and social care have been put into place, with best practice being identified from Lewisham. Scoping on a systems review (to explore the efficiency of the current model and identify options for improvements) across housing and children's social care is due to start.	↔	Oct 2015	Operational Director, Children Social Care
C&YP5	Disproportionate reduction to Council's general fund arising from academy conversions.	Impact on Council's ability to improve attainment of children & young people.	Interim Operational Director Early Help & Education Division Children and Young People	5	5	25	Participated in joint action with several other local authorities to challenge General Fund top slicing by Central government. Continue to take robust approach to leasing issues to minimise risk from transfer of liabilities on academisation. Modelling of schools budgets based on proposed new funding formula and continuing to make 'pessimistic' assumptions about an increased number of academies. Improving approach to negotiating transfers. Services to schools remodelled to ensure fulfilment of statutory duties within smaller financial envelope. School Effectiveness Service now 95% funded by DSG.		5	4	20	None	↓	N/A	Interim Operational Director Early Help and Education Division

C&YP7	Major fraud or financial mismanagement in schools.	Reputational damage; removal of financial delegation; increase resources required from LA to support school.	Interim Operational Director Early Help & Education Division Children and Young People	6	4	24	There is a rolling-programme of school audits in place which is thorough and robust. Where significant financial issues and risks are identified then the Council has and will continue to take robust action. When issues are identified all schools are informed of major learning points and are offered support to put in place an action plan to address any major issues. Although the audit function is robust - work is being undertaken to ensure that measures are being implemented within schools to ensure financial issues and risks are being addressed. Several cases have been forwarded to the internal fraud team to investigate any suspicions or misaccounting or fraudulent behaviour and this is sending a strong message out to all schools.	Internal Audit.	6	3	18	None.	↔	N/A	Interim Operational Director Early Help and Education Division
C&YP8	Failure to recruit sufficient numbers of permanent social workers and the related higher level of social work turn-over	Inconsistency in case analysis and planning. Instability for the family.	Operational Director, Children and Young People	5	5	25	Range of recruitment activity in place. Consistency of management Longer term agency staff Audit and QA mechanisms	Auditing and quality assurance programmes. Robust management oversight	4	5	20	Wider range of recruitment activities being pursued. Recent successful recruitment.	↔	30 November 2015	Operational Director. Children Social Care