

## Risk Register

Risk Ref	Risk Scenario		Assigned To	Existing Controls	Current			Future Controls	Future Risk Rating		
	Risk	Impact			Impact	L'hood	Total		Impact	L'hood	Total
EHSCSC0001  Pendry, Nick	<p>The number of unaccompanied asylum seeking children looked after by Croydon remains significantly higher than the national average leading to significant financial pressure on the Council.</p> <p><b>**The voluntary structure of the scheme means there is always vulnerability. Croydon is responsible for all new presentations to Lunar House as a locally based service**.</b></p> <p>Risk reviewed at DMT 09/07/2020.</p> <p>(Risk generated 25/06/2018)</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Impact on Council revenue budgets as a result of insufficient funding.</li> <li>• NTS continues to fail (transfer scheme).</li> <li>• Additional Home Office funding of £4m has been agreed.</li> </ul>	Henderson, Robert	<p>Additional Home Office funding of £4m has been agreed.</p> <p>Age Assessment Team, supported by the Controlling Migration Fund to fast track all age disputed cases.</p> <p>Continued use of the rota to place young people in other boroughs.</p> <p>Emphasis on wider negotiation of fair funding arrangements for Croydon.</p> <p>Ensuring compliance and ensure opportunities are utilised through a formal system for dispersing unaccompanied child migrants as introduced by central government.</p> <p>Implementation of the National Transfer Scheme.</p> <p>The Council continues to hold meetings with the Immigration Minister and others in Home Office. Ongoing correspondence, conversations and clarifications with Home Office taking place.</p>	5	5	25	<p>2020/21 Budget assumption of £9M</p> <p>Further engagement with Home office and Association of Directors of Children Social Services.</p> <p>Ongoing lobbying of the Home office until response received.</p>	5	4	20

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				<p>Working with London Council's and the LGA to raise awareness of the specific UASC pressures facing 'Port of Entry' locations (such as Lunar House).</p> <p>Working with the Association of London Directors of Children's Services and the Department for Education and Home Office to collectively support the National Transfer Scheme and the work of the Pan London Protocol.</p> <p>Working with the Home Office to ensure that only appropriate young people are placed.</p>							

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FIR0021  Taylor, Lisa	<p>Funding levels provided through the Government Grant are significantly lower than forecast or anticipated, resulting in severe limitations being placed on the Council's Medium Term Financial Strategy. The effect of the Covid-19 pandemic on the budget deficit has significantly hampered the ability of the Council to address the deficit gap between funding provided and forecast spend.</p> <p>**There has been great uncertainty in relation to the level of funding beyond 2020. Medium Term Financial Planning is taking place against a background of significant funding cuts for local government alongside government plans for major local government finance reforms and this uncertainty is making planning very difficult to manage. The Spending Review (2019) offered hope with additional funding being allocated in Local Government next year. The Local Government Finance Settlement has provided greater funding certainty for Croydon for one year 20/21. There remain a continued level of uncertainty beyond 20/21 as the settlement was only for 1 year.**</p> <p>Reviewed by owner 31/07/2020.</p> <p>(Risk generated 27/06/2019).</p>	<ul style="list-style-type: none"> <li>• Service disruptions or services ceased</li> <li>• Key manifesto / corporate objectives not achieved.</li> <li>• Resident dissatisfaction.</li> <li>• Media and political scrutiny.</li> <li>• Legal challenge and associated consequences.</li> <li>• Little time to strategically plan.</li> <li>• Staff reductions</li> <li>• Unable to manage a balanced budget</li> <li>• Issue Section 114 notice</li> </ul>	Taylor, Lisa	<p>Continued lobbying with Home Office on several occasions for fair funding.</p> <p>Continued maintenance of general reserve at current levels, with an ambition to increase the minimum level of reserves to 5% of the net revenue budget to cover any major unforeseen expenditure.</p> <p>Continuing approach to organisational efficiency including smart commissioning &amp; procurement strategies, and recruitment controls. Targeted approach to early intervention and prevention strategies (children's and adult's social care / Gateway Strategy) and exploitation of opportunities for working in collaboration with our partners.</p> <p>Continuous monitoring / scrutiny of all budgets and commitments.</p> <p>Diversification of organisational operating portfolio's (incl. asset investment / revenue generation opportunities).</p>	5	5	25	<p>Continued focus / investigation into effective approaches to managing demand.</p> <p>Continued strategic approach to identifying efficiencies and savings through changes to the way the Council works e.g. exploiting new technology, consolidation of buildings and processes.</p> <p>Further bids for Covid-19 funding are being formulated.</p> <p>Identification of new ways to strengthen the long term financial position through increasing income sources.</p> <p>Refresh of MTFS over Spring 2020 for Cabinet in July 2020.</p> <p>Strategies being developed to promote and stimulate new growth opportunities.</p>	5	4	20

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				Ongoing Covid-19 financial assistance is being provided by central government to all LA's.							

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PH0001  Flowers,Rachel	<p>All statutory obligations are not fulfilled by the Director of Public Health as required by the 1938 Public Health Act.</p> <p><b>**Effective and appropriate activities are in place in respect of the Council wide activation (March 2020) of it's emergency preparedness protocols / response activities in respect of an excess death's event (COVID-19)**.</b></p> <p>Risk reviewed 31/07/2020.</p> <p>(Risk generated 16/11/2017)</p>	<ul style="list-style-type: none"> <li>• Central government control implemented (civil control removed).</li> <li>• Political scrutiny.</li> <li>• Inability to ensure operational delivery in relation to the Council's ability to respond.</li> <li>• Reputational damage.</li> <li>• Financial loss.</li> <li>• Media interest and scrutiny.</li> <li>• civil unrest due to inadequate / inappropriate response.</li> </ul>	Flowers,Rachel	<p>Activation of LBC Coordination Group &amp; Business Continuity Steering Group meeting on alternative days during working week and as necessary at weekends.</p> <p>BECC activated 16th March 2020.</p> <p>Council GOLD meeting weekly to monitor and review situation.</p> <p>Excess Death's Scenario 'Task &amp; Finish Group' participation.</p> <p>Ongoing collaborative working with Corporate Resilience Team to ensure regular review and update of Council's Pandemic Plan.</p>	5	5	25	<p>Director of Public Health influence in respect of non-assurance with Exec Management. - incorporates liaising with relevant Directors and HoS to ensure clarity around plans in place and receive assurance as to organisational preparedness.</p> <p>Q2 (2020/21) Anticipate more information / learning published re: Council &amp; Multi-Agency approach to responses e.g. COVID-19</p>	5	3	15

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ASC0001  McPartland, Annette	<p>Social Care market supply disruption leading to market failure and inability to fulfil statutory requirements.</p> <p>Risk jointly owned with Commissioning &amp; Procurement.</p> <p>Risk reviewed 31/07/2020.</p> <p>(Risk generated 24/08/2017)</p>	<ul style="list-style-type: none"> <li>• Reduction in choice.</li> <li>• Failure to meet service user needs.</li> <li>• Delayed discharge from hospital.</li> <li>• Increase budget pressure.</li> <li>• Reduced quality of provision.</li> <li>• Increase in safeguarding concerns.</li> <li>• Increase number of providers within the provider concerns process.</li> <li>• Increases in delays or overpayments to providers.</li> <li>• Increase pressure on all internal services.</li> </ul>	McPartland, Annette	<p>ADASS Pan London minimum standards programme adopted.</p> <p>Brokerage and Placements Quality Assurance.</p> <p>Croydon Dynamic Purchasing and e-market system commissioned September 2018.</p> <p>Inflation strategy in place to manage fees paid.</p> <p>Insourcing commenced on 04/01/2020 to help improve services to residents.</p> <p>Integrated Framework Agreement extension in place.</p> <p>Market management by Contract monitoring team.</p> <p>Monitoring of the provider market on a daily basis to ensure Care Homes and Domiciliary settings / providers are operating at appropriate levels following all statutory guidance.</p> <p>One Croydon Alliance Commissioning strategy ongoing implementation.</p> <p>Pan London provider concern's process managed by safeguarding team.</p>	5	4	20	<p>Bring Services 'in-house' where appropriate. (enhance on case by case basis / review and ensure compatability).</p> <p>Co-Production of new Placements and Brokerage Service to start Feb 20 and be in place by Summer 2020.</p> <p>Creation of more 'Supported Living' capacity. Completion December 2020.</p> <p>Micro-commissioning arrangements via new DPS for Dom Care to be in place by April 20 and Residential/Nursing by Summer 2020.</p> <p>Ongoing participation with corporate Brexit Working Group to develop resilience (BCP's) to ensure continuity of service.</p> <p>Reablement in South of borough - Review ability for provision within area. Completion December 2020.</p> <p>Refreshed Market position statement.</p> <p>Restructured contract &amp; market management function with increased number of monitors.</p>	5	3	15

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				Provider Failure Policy upated with C-19 Chapter.							

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ASC0012  McPartland, Annette	<p>Demand on social care exceeds available resources leading to the Council being unable to meet it's statutory responsibilities.</p> <p>*Where there has not been a real spending power increase in adult social care, non recurrent funding is being used to support budget(s). To mitigate these budgetary pressures in Adult Social Care in 2019/20, additional in year savings targets of £3.6m have been identified through the 2019 autumn Sprint sessions**.</p> <p>Risk reviewed by owner 07/05/2020..</p> <p>(Risk generated 03/04/2017)</p>	<ul style="list-style-type: none"> <li>• Unable to meet statutory responsibilities.</li> <li>• Financial loss.</li> <li>• Reputational damage.</li> <li>• Avoidable death or serious injury of older person under Council led care.</li> </ul>	McPartland, Annette	<p>£1.3m investment through iBCF for Out of Hospital Business Case inc development of Discharge to Assess Model with further £2m in 19/20 and 20/21</p> <p>2% precept for social care. Better Care Fund (BCF).</p> <p>Clients are provided with more support earlier through Gateway provision.</p>	4	5	20	<p>Awaiting Government's White paper (no due date given).</p> <p>Developing of ICN Plus supporting greater integration. Completion September 2020?</p> <p>Implementation of 'Localities Working' will allow greater levels of service provision and support. 4 out of 6 localities operational financial year 2020/21. All older peoples will be completed by start of new financial year (2020/21).</p> <p>Implementation of Liquid Logic will ensure effective transition for client Case Management. 20 September 2020 target date.</p> <p>Moving towards locality working with Gateway &amp; Housing completion September 2020.</p> <p>Risk Mitigation Methodology.</p> <p>Sprint &amp; Efficiency Programmes ongoing to identify efficiency savings for the current and next financial years.</p>	4	3	12



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C190004  Negrini, Jo	<p>Unable to deliver the 20/21 savings or achieve the additional income targets and therefore not able to balance the 20/21 budget, further exacerbated by the impact of Covid-19.</p> <p>Risk updated by owner 31/07/2020.</p> <p>(Risk generated 01/04/2020).</p>	<ul style="list-style-type: none"> <li>• Damage to reputation and service delivery risk.</li> <li>• Reduction in financial resources.</li> <li>• Erosion of reserves.</li> <li>• Insufficient resources will lead to inability to meet needs and political aspirations.</li> <li>• Bankruptcy / S114 notice.</li> </ul>	Taylor, Lisa	<p>Corporate Plan aligned to MTFS to ensure priorities align with resources.</p> <p>Development of detailed workstreams on all aspects of income and expenditure including immediate actions.</p> <p>Finance Review panel in place to identify and review measures to address financial pressures. Finance Review panel in place to identify and review measures to address financial pressures.</p> <p>Immediate expenditure controls implemented covering staffing, non-staff costs and capital programmes.</p> <p>Lobbying of Central Government, as a Council but also through London Councils and the LGA.</p> <p>Refresh the MTFS to aid delivery of the 2020/21 budget and identify at an early stage projects and programmes that won't deliver, working closely with CLT / ELT and Cabinet to achieve this.</p> <p>Regular review of income.</p> <p>Staffing review to further reduce staff related costs.</p>	5	4	20	<p>Enhancement to expenditure monitoring processes.</p> <p>Implement results of workstreams.</p> <p>Review of 20/21 budget savings and income options underway to identify the areas that will no longer be deliverable.</p> <p>Use data from our monthly submission to MHCLG (setting out anticipated costs of COVID-19 and lost income) to closely monitor the overall impact on the Council's financial position and inform conversations with central government.</p>	5	3	15

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ED0001  Davies, Shelley	<p>Increasing population with complex learning needs and parental expectations leads to rising demand and financial pressure on SEN fixed budgets including pressure on High Needs DSG budget, which can't be funded from General Fund reserves.</p> <p>** The DfE has confirmed the provisions in The School and Early Years Finance (England) Regulations 2020 establishing a statutory requirement for any DSG deficit balance to be held within the local authority's overall DSG, meaning authorities cannot fund deficit from general fund without Secretary of State approval**.</p> <p>Reviewed at DMT 21/01/2020.</p> <p>(Risk generated 27/06/2017).</p>	<ul style="list-style-type: none"> <li>• Children and families do not receive the advice and support they would expect.</li> <li>• Increased costs due to tribunals and complaints leading to reduced reputation.</li> <li>• Inability to achieve outcomes for children and families in Croydon.</li> <li>• LBC over reliance on 'independent sector'.</li> <li>• Increase in Education, Health &amp; Care (EHC) Plans issued with no additional funding provided.</li> </ul>	Davies, Shelley	<p>Continue to use Council Members / MP's to lobby Central Government for a review of the model that funds higher needs to reflect the actual demand for Croydon.</p> <p>DSG Recovery Plan (balanced budget 2024/25) approved by Schools forum.</p> <p>Further senior management review of existing plans.</p> <p>High Needs Funding Review planned.</p> <p>Implement strategies for managing demand for more effective mainstream school placements.</p> <p>Implementation of SL DPS to reduce placement costs.</p> <p>Improved forecasting and reporting of demand led spend to manage overall budget position.</p> <p>Improved projections for school places.</p> <p>July 2019 5 yr deficit recovery plan submitted to DfE.</p> <p>Modelling of Locality Based Working &amp; Staged Approach supporting mainstream schools meeting SEN needs.</p>	5	4	20	<p>0-25 SEND Strategy Implementation Plan to deliver change across the system – in five areas below. The SEND Strategy implementation plan Governance is through SEND Working Group; which reports into Children &amp; Families Partnership Board. Review the Deficit Recovery Plan quarterly and expectation to be in a 'balanced budget' by 2023/24.</p> <p>Early Identification and Intervention –improved HV assessment, identify needs, work with families early. Support for EY education providers, personalised inclusion funding until the end of EY Foundation Stage. Review the Deficit Recovery Plan quarterly and expectation to be in a 'balanced budget' by 2023/24.</p> <p>Free School being constructed which will relieve pressure in spend in non-mainstream sector. Review the Deficit Recovery Plan quarterly and expectation to be in a 'balanced budget' by 2023/24.</p>	5	3	15

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			<p>New SEN strategy 2019 / 22 present to cabinet March 2019 following consultation. Plans to improve impact of service and measure to mitigate against cost.</p> <p>Provision of more Post 16 specialist placements in borough by Sept 2019 with a further 244 school placements to come on stream by Sept 2020.</p>				<p>Graduated response – right support, right time. Meeting needs locally in local schools at SEN Support level; reduced reliance on alternative education.</p> <p>Review the Deficit Recovery Plan quarterly and expectation to be in a 'balanced budget' by 2023/24.</p> <p>Joint Working – children's needs are met locally in Croydon (cost avoidance in inn sector), through co-ordinated and coherent pathways which are achieved through collaborative work with parents and YP; across education, health and care.</p> <p>Review the Deficit Recovery Plan quarterly and expectation to be in a 'balanced budget' by 2023/24.</p> <p>Post 16 pathway development so that there are effective local education, care and health pathways to adulthood, and EHC Plans are caesed in timely way (currently 40% HNB spend is post 16).</p> <p>Review the Deficit Recovery Plan quarterly and expectation to be in a 'balanced budget' by 2023/24.</p>			

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								<p>South London Partnership SEN Commissioning Programme for commissioning residential and day placements for children and young people with Special Education Needs.</p> <p>Review the Deficit Recovery Plan quarterly and expectation to be in a 'balanced budget' by 2023/24.</p> <p>Utilisation of the additional funding allocated in the 2019 'Spending Review'. Review the Deficit Recovery Plan quarterly and expectation to be in a 'balanced budget' by 2023/24.</p> <p>Workforce development – practitioners have the skills and knowledge to meet needs locally. Parents are confident. Review the Deficit Recovery Plan quarterly and expectation to be in a 'balanced budget' by 2023/24.</p>			

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ED0002  Davies, Shelley	<p>That a 'Local Area (OFSTED) Inspection' could issue a letter detailing improvement requirements / concerns in respect of the SEND Service.</p> <p>The SEND Service is one element of the Ofsted Inspection curriculum which also includes Children's Social Care and Adult Social Care . LBC and the CCG have overall joint responsibility.</p> <p><b>**The Education Directorate is co-ordinating the Council's approach but overall responsibility does not sit with the Directorate**</b></p> <p>Risk reviewed at DMT 21/01/2020.</p> <p>(Risk generated 05/01/2018).</p>	<ul style="list-style-type: none"> <li>• Reputational damage.</li> <li>• Government intervention.</li> <li>• Financial cost of implementing wide ranging changes</li> <li>• Legislative action arising.</li> <li>• Difficulty in recruiting and retaining experienced and effective workforce.</li> <li>• Media scrutiny.</li> <li>• Political scrutiny and activity.</li> <li>• Increased referrals into SEND service and associated financial pressures.</li> <li>• Judicial Review.</li> </ul>	Davies, Shelley	<p>Governance structure introduced to oversee delivery and implementation of the Improvement Strategy.</p> <p>SEN Improvement Board established &amp; meeting monthly to monitor SEN improvement plan and strategy.</p>	4	5	20	<p>Implement plan to ensure 'Local Area' is Inspection ready. The SEND strategy is a three year strategy, we have a five year DGS recovery plan and in terms of inspection readiness we are awaiting the inspection call in either the Summer or Autumn term(s) (2020).</p> <p>Implementation of 0-25 SEND strategy.</p>	4	4	16

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ED0003  Davies, Shelley	<p>Increasing number of Council maintained schools moving into a financial deficit leading to default and arrears.</p> <p><b>**As at end of Q4 (2019/20) there were 12 of our 50 maintained schools in deficit. The total deficit amounted to £5.4m (January 2020 returns figure) however two of the schools are in a loan arrangement with the LA. It is noted that approximately 72% (£3.9m ) of the deficit is attributable to two schools**.</b></p> <p>Updated 01/07/2020.</p> <p>(Risk generated 08/08/2017).</p>	<p>• Financial loss to LBC.</p>	Davies, Shelley	<p>Deficit schools are required to report financial outturn monthly.</p> <p>Regular update meetings with the Governing Body's / SLT's of schools with the highest levels of debt.</p> <p>Schools are met with by senior finance and education officers to discuss their deficit and their action plan for setting a balanced budget in the future.</p> <p>Schools are requested to set a licence deficit plan – this includes a 3 year budget plan as to how the school will return to a balanced position.</p> <p>We have input into the school's 3 year business plan to shape repayment terms and included a formal letter of agreement. Termly finance meetings for all maintained schools sharing best practice etc.</p>	4	5	20	<p>Implementation of new strategies following Independent Fincancial Review of 'Schools in Deficit' funded from DSG schools block. Visits to 'Schools in Deficit' to comence by September 2020.</p>	4	5	20

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				<p>Where appropriate the Council is using its statutory powers to investigate installing an Interim Executive Board (IEB). Powers are limited in terms of financial benefit to the LA but could steer the school towards a form of collaboration with another education body.</p> <p>Output from the independent Financial Review to inform the LA of next steps.</p> <p>Target date of September 2020.</p>							

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RCS0018  Harris-Baker, Jacqueline	<p>The Council is unable to deliver services (including all of its statutory requirements) should the UK and the EU not reach a mutually acceptable 'trading arrangement' by the end of the withdrawal agreement period (31 December 2020).</p> <p><b>**This risk is closely monitored in terms of impact however the outcome of the trade negotiations and final settlement arrangements cannot be determined at an organisational level. The Council will continue to react to the issues arising as a result of the status of the ongoing negotiations**.</b></p> <p>Updated 20/02/2020.</p> <p>(Risk generated 25/06/2016).</p>	<ul style="list-style-type: none"> <li>• Wider uncertainties about the UK's economy and trade arrangements could potentially impact development plans and inward investment that are vital for the borough's regeneration.</li> <li>• The UK Economic performance will impact local authority budgets and grants. Currently there are unknowns about whether further grant cuts will be imposed and how Croydon's budget may be affected.</li> <li>• Croydon's business rates income could be impacted by any loss of confidence in investment in the UK economy.</li> <li>• A 'No- trade deal' has a high likelihood of causing disruption to supply chain with delays and higher costs which may impact on consumers. This may cause shortages in supplies, including critical areas such as medicines, food and fuel.</li> </ul>	Harris-Baker, Jacqueline	<p>A cross-organisational Brexit Working Group (with SRO) to coordinate the Council's response in operation. The groups activities include the sharing of information / intel, the identification of risks and their impact, corporate resilience and scenario planning, communications strategies and a corporate action plan delivery. This work is being coordinated with partners.</p> <p>Cabinet have endorsed a statement to say that Croydon values and welcomes EU citizens and is open for business and plans are in place to safeguard our growth.</p> <p>LBC is contributing to Regional Communications Structure through representation at London Council's.</p> <p>The Council is working together with it's partners to be vigilant to identify any hate crime and take vigorous action against perpetrators.</p> <p>Using funding from MHCLG to ensure robust planning in place.</p>	5	4	20	<p>The Council will continue to monitor pension fund investments, consider options and viability as volatility levels and markets change.</p> <p>The Council will continue to monitor resources to enable delivery utilising the MHCLG grant as appropriate.</p> <p>The Council will continue working with developers and investors to encourage and enable suitable projects within the borough</p>	5	4	20