
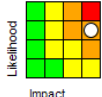

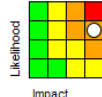

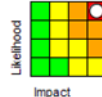

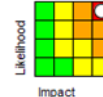



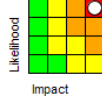

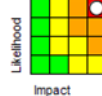

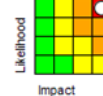

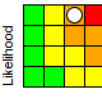

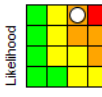



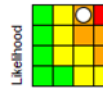
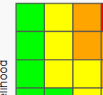


Appendix A1 – Children and Young People Committee - Corporate Risk Register Q1 2024-2025 as at June 2024




Threat Risk Performance Summary

Risk	Page Number	Q2 Rating (23/24)	Q2 Matrix (23/24)	Q3 Rating (23/24)	Q3 Matrix (23/24)	Q4 Rating (23/24)	Q4 Matrix (23/24)	Q1 Rating (24/25)	Q1 Matrix (24/25)
CRR9 - Possible Failure of Safeguarding Vulnerable Children	2	21 		21 		28 		28 	
CRR55 - Children placed in unregistered provision may be at risk	4	28 		28 		28 		28 	
CRR45 - Potential failure to deliver statutory duty in respect of Children	3	20 		20 		20 		20 	

Threat Risks Recommended for De-escalation


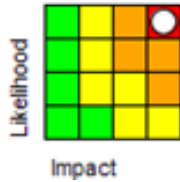
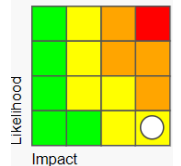
Risk	Page Number	Q2 Rating (23/24)	Q2 Matrix (23/24)	Q3 Rating (23/24)	Q3 Matrix (23/24)	Q4 Rating (23/24)	Q4 Matrix (23/24)	Q1 Rating (24/25)	Q1 Matrix (24/25)
CRR62 - Possible failure to manage the deficit of the Dedicated Schools Grant by March 2026 will have a severe impact on the council's funding of all services for the community.	5							21 New	

Risk Trend Key


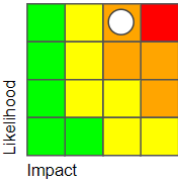
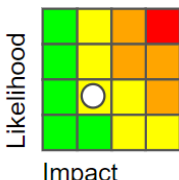
Arrow	Description
	The risk rating has improved from the previous quarter, having reduced in its severity.
	The risk rating has deteriorated from the previous quarter, having increased in its severity.
	The risk rating has not changed from the previous quarter.

Appendix A1 – Children and Young People Committee - Corporate Risk Register Q1 2024-2025 as at June 2024


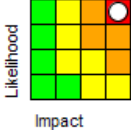
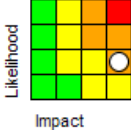
Threat Risks

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR9 - Possible Failure of Safeguarding Vulnerable Children</p> <p>Description: The council fails to prevent increased risk of harm to children, resulting in harm or death to a vulnerable child.</p>	<p>Constant</p> 	<p>28 Likelihood = 4 Impact = 7</p>		<p>7 Likelihood = 1 Impact = 7</p>		
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Demand for services exceeds service capacity and capability.; Inadequate controls result in harm. -Increase in child protection, complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation.; Hidden harm resulting from periods of lockdown, increased stress in families and service disruption during COVID -Placement failure due to COVID infection across children's home or fostering households. -An increase in demand of 6% evident across care population - specific pressures are clear for teenagers and unaccompanied children requiring our care 	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
<p>Risk Consequences:</p> <ul style="list-style-type: none"> -Harm - serious injury or death of a children -Regulatory enforcement action -Litigation -Other unpredicted financial cost to the Local Authority 	<p>DCS quarterly assurance report to Corporate Leadership Board Inspections and Peer Reviews</p> <p>Quality assurance and performance framework in place.</p> <p>Strategic Risk Assurance</p> <p>The Keeping Bristol Safe Board provides independent scrutiny of children's safeguarding and safer communities' arrangements in the city and holds BCC and partner agencies to account.</p>		Working with other Councils	March 2025	65%	
			Our Families Transformation Programme	March 2025	20%	
<p>Risk Owner(s): Executive Director Children and Education</p>	<p>Summary of Progress: The risk and score were reviewed May 2024 and has remained the same. This is due to the level of risk in the city continuing and actions continue to be undertaken to address this risk. We continue to work with Islington as PiP, neighbouring councils and DfE funded consultant and expect to complete work by March 2025.</p>					
<p>Committee: Children and Young People</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>						

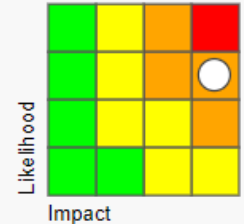
Appendix A1 – Children and Young People Committee - Corporate Risk Register Q1 2024-2025 as at June 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR45 - Potential failure to deliver statutory duty in respect of Children</p> <p>Description: Failure to deliver statutory duty in respect of the safeguarding of children resulting in harm or death to a child or other unmitigated risk to the local authority</p>	<p>Constant</p> 	<p>20</p> <p>Likelihood = 4 Impact = 5</p>		<p>6</p> <p>Likelihood = 2 Impact = 3</p>		
<p>Risk Causes: Staffing failure: recruitment and retention COVID failure: business continuity plans fail due to higher infection/isolation Management failure: failure to oversee and respond in a timely way to child protection concerns, leaving children at risk</p> <p>Risk Consequences: Harm or death of a child Inspection failure and regulatory action Litigation and reputational damage Other unpredicted costs to the LA</p>	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
	<ol style="list-style-type: none"> Benchmarking salaries with regional levels Investing in training and development Over-recruiting where required Reviewing system pressures and taking action on a weekly basis Systemic unit model and integrated locality arrangements Skilled and stable workforce with low use of agency workers - Continued low use of agency workers but turnover and vacancies have risen. Strong multiagency children's safeguarding partnership under Keeping Bristol Safe arrangements Scrutiny of statutory safeguarding partners 		Implement transformation programme of Children's service	October 2024	41%	
<p>Risk Owner(s): Executive Director Children and Education.</p>	<p>Summary of Progress: The Our Families Transformation Programme has identified strands to;</p> <ul style="list-style-type: none"> Improve recruitment and retention of social workers Address demand management by focussed work to prevent children coming into care and improve placement sufficiency. Respond to the findings within our Ofsted improvement plan. Work is being planned across Adults and Children to improve Transitions for our children and timeliness of Care Act assessments. DfE Grant to improve outcomes for children and linked to Our Families Transformation Programme has been approved and plan is in place to deliver against this over next 2yrs. Consultants appointed to work on models for adolescents, housing pathway and recruitment and retention of social workers and these are due to report recommendations by end March 2024. The progress against the DfE grant and Our Families Transformation programme is monitored through Our Families Board and CLB. The Directorate Improvement Plan encompasses actions against the risks. There have been delays in the new Operating Model but this is still being progressed. Progress has been made regarding workforce capacity. The first cohort of International Social Workers are due to start in May 2024. We have increased the number of student opportunities across the service. Regrading of social workers is being progressed through the pathway and has now been implemented. 					
<p>Committee: Children and Young People</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>						

Appendix A1 – Children and Young People Committee - Corporate Risk Register Q1 2024-2025 as at June 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR55 –Children placed in unregistered provision may be at risk</p> <p>Description: There is a possible high threat risk for the council regarding children placed in unregistered provision which is unlawful.</p>	<p>Constant</p> 	<p>28 Likelihood = 4 Impact = 7</p>		<p>14 Likelihood = 2 Impact = 7</p>	
<p>Risk Causes: The causes are placement sufficiency and increased numbers of children coming into care.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<ul style="list-style-type: none"> Oversight of Director of Children and Families 		Improve placement sufficiency	March 2025	60%
			Implementation of BCC Families Transformation Programme.	March 2025	75%
<p>Risk Consequences: Unlawful placements Negative Legal Impact Negative Ofsted Impact Risk to children placed in unregistered provision</p>					
<p>Risk Owner(s): Executive Director Children and Education</p>					
<p>Committee: Children and Young People</p>	<p>Summary of Progress: We have reviewed the risk score and it remains the same due to continued placement pressure and children being placed in unregistered placements. The Transformation programme being delivered over the next 12 months will increase placement sufficiency ie increase foster carers and children's homes.</p>				
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>					

Appendix A1 – Children and Young People Committee - Corporate Risk Register Q1 2024-2025 as at June 2024

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<p>Risk Title: CRR62 Possible failure to manage the Dedicated Schools Grant deficit by March 2026 will have a severe impact on the council's funding of all other services for communities</p> <p>Description: The Dedicated Schools Grant (DSG) deficit can currently be held separate from the Council's other reserves because a Statutory Override is in place. This Override is currently due to expire on 31 March 2026 and, if it is not renewed, this will mean that the DSG deficit will need to be added into the Council's other reserves on that date. This could result in the Council having insufficient reserves to continue normal operations and that would then require severe remedial actions to be undertaken.</p>	New	<div style="background-color: #FFD700; padding: 10px; border: 1px solid black;"> <p style="font-size: 24px; margin: 0;">21</p> <p style="margin: 0;">Likelihood =3 Impact = 7</p> </div> 	To be determined		
<p>Risk Causes Overspend in the High Needs Block over a number of years. Increasing demand of Education, Health and Care needs Assessments (EHCNAs). Increasing demand of Education, Health and Care Plans (EHCPs). Prior to May 2023, lack of Parent Carer Forum (this has now been rectified). Recruitment and Retention of Education Psychologists (National issue). Significant overspend of the High Needs Block during Covid-19. Significant delays and backlog of creating EHCPs. Lack of suitable state maintained specialist educational provision within the City.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. Report tri-annually (as a minimum) in writing to the Department (Funding Policy Unit) on its progress towards implementing the plan as per the conditions set out in controls 2 and 3.		Co-produce and implement a city-wide SEND Inclusion Strategy to improve partnership working, joint accountability, planning, commissioning, and delivery, ensuring that SEND services are needs led	March 2026	0%
	2. The monitoring reports should include progress against the conditions of grant and a financial dashboard detailing various metrics relating to demand and cost. DfE will provide a template for this.		Enhance early intervention, effective outreach, school improvement and targeted funding to enable increased numbers of children and young people with EHCPs to be successfully supported in mainstream settings	March 2026	0%
3. Inform the Department (Funding Policy Unit) of any unforeseen difficulties or impacts of carrying out the agreement, or any significant risks to reaching the agreed financial position as soon as they arise.		Use a 'Test and Learn' approach to support the development of creative and dynamic ways to retain young people in quality mainstream provision, meeting their needs, improving their educational	March 2026	0%	
4. Meet with the Department at any time when the Department deems it necessary to discuss progress towards the agreement.					

Appendix A1 – Children and Young People Committee - Corporate Risk Register Q1 2024-2025 as at June 2024

<p>Risk Consequences: Significant number (approx 260) awaiting EHCPs to be generated Significant number of CYP waiting for an EHCNA Increased use of Independent Non Maintained Special Schools Mainstream settings unable to meet needs of CYP with EHCPs lack of trust of families in the system and processes of SEND.</p>		outcomes and reducing the risk of exclusion		
		Co-design, with schools, a standard practice of excellence in supporting children and young people with SEND through LA-commissioned SEND School Improvement Officers	March 2026	0%
		Improve the EHCP process through measures including speeding up time taken for assessments, plans and reviews	March 2026	0%
		Ensure effective joint governance of SEND improvement across the city, including improving quality and use of data for management performance and service planning, leading to improved accountability and speed of change	March 2026	0%
		Build provision to meet current and future demand with a focus on creating a flexible education estate that can adapt to changes in need	March 2026	0%
<p>Risk Owner(s): Director – Education and Skills</p>				
<p>Committee: Children and Young People</p>	<p>Summary of Progress: The Safety Valve was entered into in March 2024 to support the pressures regarding the Dedicated Schools Grant (DSG), specifically, the pressures amounting from several years of overspend in the High Needs Block. The current in -year deficit is £18.5m with an accumulated deficit of £56m. The Safety Valve is a financial intervention programme from central government to support local authorities who are at risk of insolvency due to the deficits created in their DSG budget. The safety valve programme for BCC will be an intervention programme over 6 years rather than the normal 5. The DfE will look to provide £53.8m of additional DSG, BCC will contribute £46.5m over 6 years until 31 March</p>			
<p>Strategic Theme: Our Organisation</p>				

Appendix A1 – Children and Young People Committee - Corporate Risk Register Q1 2024-2025 as at June 2024

Risk Scoring Matrix

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)						
Threat Likelihood	Almost certain	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	4	Opportunity Likelihood	Almost certain	
	Likely	3 (Low)	9 (Medium)	15 (High)	21 (High)	21 (High)	15 (High)	9 (Medium)	3 (Low)	3		Likely	
	Unlikely	2 (Low)	6 (Medium)	10 (Medium)	14 (High)	14 (High)	10 (Medium)	6 (Medium)	2 (Low)	2		Unlikely	
	Rare	1 (Low)	3 (Low)	5 (Medium)	7 (Medium)	7 (Medium)	5 (Medium)	3 (Low)	1 (Low)	1		Rare	
		1	3	5	7	7	5	3	1				
		Minor	Moderate	Major	Critical	Exceptional	Significant	Modest	Slight				

Threat Level	Opportunity Level	Level of Risk	Actions Required
1-4	1-4	Low	May not need any further action / monitor at the Service level.
5-12	5-12	Medium	Action required, manage and monitor at the Directorate level.
14-21	14-21	High	Must be addressed - if Directorate level consider escalating to the Corporate Risk Report, if Corporate consider escalating to the Cabinet Lead.
28	28	Critical / Significant	Action required - escalate if a Directorate level risk, escalate to the Corporate Level, if Corporate bring to the attention of the Cabinet Lead to confirm action to be taken.

Appendix A1 – Children and Young People Committee - Corporate Risk Register Q1 2024-2025 as at June 2024

LIKELIHOOD AND IMPACT RISK RATING SCORING

Likelihood Guidance

Likelihood	Likelihood Ratings 1 to 4			
	1	2	3	4
Description	Might happen on rare occasions.	Will possibly happen, possibly on several occasions.	Will probably happen, possibly at regular intervals.	Likely to happen, possibly frequently.
Numerical Likelihood	Less than 10%	Less than 50%	50% or more	75% or more

Severity of Impact Guidance (Risk to be assessed against all of the Categories, and the highest score used in the matrix).

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
Financial Loss / Gain	Under £0.5m	Between £0.5m - £3m	Between £3m - £5m	More than £5m
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends. No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project. Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation. Dissatisfaction reported through council complaints procedure but contained within the council. Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure. Higher levels of local or national interest. Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention. Viral social media or online pick-up. Public enquiry or poor external assessor report.