

# Risk Register

Project name: London Secure Children's Home with PLV



ID	Date raised	Risk description	Likelihood of the risk occurring	Impact if the risk occurs	Severity Rating based on impact & likelihood.	Owner Person who will manage the risk.	Mitigating action Actions to mitigate the risk e.g. reduce the likelihood.	Contingent action Action to be taken if the risk happens.	Progress on actions	Status
1	17/10/2022	Failure to achieve expected occupancy levels	Low	Medium	1	PLV Joint Committee	The shortfall in provision in London and nationally makes this a very unlikely risk, although it could be experienced temporarily such as in the initial operating period or other scenarios highlighted below. Lower occupancy in the initial operating period has been modelled. Governance, management oversight and staffing will be key to ensuring good occupancy and these are built into current plans.	Operational Team will escalate to the Board of Directors any forecasts of lower occupancy. Joint Committee to be informed with a plan of action going forward		Open
2	17/10/2022	Unsatisfactory outcome from statutory inspections	Low	Medium	1	PLV Joint Committee	Recruitment of experienced Registered Manager and other managers with experience of managing a similar provision. Regular monitoring and quality reviews will reduce this risk. Robust management and swift turnaround would be required if an inspection was less than satisfactory.	The Board of Directors will meet with the Joint Committee with an agreed plan of action going forward		Open
3	17/10/2022	Child serious injury or death	Low	High	2	PLV Joint Committee	Robust risk management policies, procedures and training. Strong practice model, safeguards, rigorous performance reviews and effective oversight, with experienced managers and staff who will be in place to minimise this risk. Robust risk management policies, procedures and training. Strong practice model, safeguards, rigorous performance reviews and effective oversight, with experienced managers and staff who will be in place to minimise this risk.	The Board of Directors will meet with the Joint Committee with an agreed plan of action going forward		Open
4	25/10/2022	Permanent closure of the provision	Low	High	2	PLV Joint Committee	Ofsted use enforcement powers proportionately and there are a range of options open to them before the closure of a provision. Closure happens only in exceptional circumstances.  Mitigation actions include: robust safeguarding and child protection arrangements, policies, and training; recruitment of suitably qualified staff and robust quality assurance and monitoring arrangements. In the unfortunate and unlikely event that permanent closure happens robust business continuity arrangements will outline the steps to be followed with regards to children placed at the provision.	Should the PLV be wound up: PLV members will agree to be liable for the debts of the PLV up to a nominal amount e.g., £1. Prior to the launch of the PLV, members will agree, with legal advice, what will happen to the SCH and other related assets, and this will be included in the articles of association		Open
5	17/10/2022	Adverse publicity/Reputational damage from failure of the centre linked to the above or other factors	Low	High	2	PLV Joint Committee	Proactive communications, strong practice model, safeguards, rigorous performance reviews and effective oversight, management and staffing will be implemented to minimise this risk.	The Board of Directors will meet with the Joint Committee with an agreed plan of action going forward		Open
6	28/10/2022	First year operating losses	Medium	Low	1	PLV Joint Committee	Mitigation options for the forecasted first year operating losses are currently being explored with the project SRO and Steering Committee. Options include a phased approach to implementing the service that will align operating costs to the amount of revenue that can reasonably be expected and securing a set-up grant to help cover the period until optimum occupancy can be achieved.	If this, or an alternative solution are not found prior to opening, Haringey will have the opportunity to withdraw its membership of the PLV.		Open

7	17/10/2022	Lack of specialist/skilled staff or choice of provider to be able to provide the SCH service given its highly specialist nature and the majority of existing SCHs being directly owned and run by individual LAs. <b>No direct financial risk but a risk in terms of opening timescales and local sufficiency.</b>	Medium	High	3	PLV Joint Committee	A stakeholder engagement exercise is recommended early on once the PLV is established to get a good appreciation of which organisations may be interested in taking on the SCH service provision. If a decision is made to approach the design and build stage in collaboration with a provider this will reduce the risk further. Any potential provider should also be asked to provide a business resilience plan that details how it would mitigate against staff/skills shortages	The Board of Directors will meet with the Joint Committee with an agreed plan of action going forward	<b>NOT IDENTIFIED AS A RISK BY THE PLV BUT HIGHLIGHTED BY HARINGEY to LIIA</b>	Open
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