






Risk Register - Norfolk County Council

Risk Register Name	Children's Service Risk Register				Red
Prepared by	Debby McKechnie			High	Amber
Date updated	December 2017			Med	Green
Next update due	March 2018			Low	Met

CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Target Likelihood	Target Impact	Target Risk Score	Target Date	Current Direction of Travel of Risk	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update
C	Children's Services	RM14284	The amount spent on home to school transport at significant variance to predicted best estimates	There is an increasing demand on services as our numbers of SEND are rising, this coupled with ensuring there is appropriate sufficient placement choice is having an impact on cost. Rising transport costs, the nature of the demand-led service (particularly for students with special needs) and the inability to reduce the need for transport or the distance travelled will result in a continued overspend on the home to school transport budgets and an inability to reduce costs.	04/11/2015	4	3	12	Continue to enforce education transport policy, and work with commissioners re school placements. Continually review the transport networks, to look for integration and efficiency opportunities. Work with Norse to reduce transport costs and ensure the fleet is used efficiently and effectively. Look for further, more innovative, ways to plan, procure and integrate transport. Overall risk treatment: reduce. Further updates will be included in the next committee report	Norfolk County Council have now progressed to the contract 'sign-up' stage with Hackney Community Transport to formally start the 'payment by results' initiative. The plan over the next 5 years, is for a cohort of 100 pupils per year to be targeted for this intensive work via Hackney Community Transport (HCT). There was a 'start up' meeting on 2 March between the Passenger Transport Unit, Education Inclusion Service, Special School Head teachers and HCT. First cohorts have been identified by special schools and HCT have been advised. Contract sign-off is imminent and implementation via HCT will progress through the current summer term. Impact and implementation will be from September 2017. The recent budget setting process for FY2017/18 has confirmed that the budget will be increased and, therefore, the risk to achieving a balanced budget has reduced for this reason also. We are, therefore, now forecasting to achieve a balanced budget within FY17/18 and recommend that the risk target score is reduced accordingly from 6 to 4.	2	2	4	31/03/2018		Amber	Chris Snudden	Michael Bateman	02/01/2018
C	Children's Services	RM14147	Potential failure to move out of intervention		01/12/2013	2	5	10	Quarterly stocktake meetings are undertaken by Essex, commissioned by the Department for Education. Responsive action plans are designed and delivered following each Ofsted monitoring visit/Essex stocktake. Our Improvement Plan is in place. An Improvement Board has been established to drive and monitor improvement activity. This Board is Chaired by the Managing Director and has a senior level Multi Agency	Feedback from the June 2017 monitoring visit was positive with Ofsted identifying progress and expressing greater levels of confidence in key areas of previous concern. As a result of our improvement, Ofsted have assessed that we do not require further monitoring visits and as a result, we will be subject to reinsertion in the next 6 months. Feedback from Essex stocktake meetings consistently evidence improvement. The Improvement Board is well established and is ensuring the requisite pace and focus is maintained. Currently awaiting publication of recent Ofsted	1	5	5	19/01/2018		Green	Sara Tough	Debby McKechnie	02/01/2018
D	Children's Services	RM14157	Lack of Corporate capacity and capability reduces the ability of Children's Services to improve.	Lack of NCC capacity and infrastructure to support the back-office functions that Children's Services needs in particular ICT and I&A capacity limitations	13/03/2014	3	2	6	Corporate sign-up to 'Children First' with all support Departments prioritising Children's Services Replacement Social Care Recording System (Liquidlogic) has been procured.	ICT prioritising Children's Services requests/repairs. Recruitment processes for social workers have been streamlined and are being overseen by an experienced social work manager. A 'virtual team' for Children's Services has been created within I&A with additional resource added. Streamlined performance reporting better aligned to business requirements. Liquidlogic project is currently on time and on budget working towards March 2018 implementation	1	3	3	02/01/2018		Green	Sara Tough	Debby McKechnie	30/09/2017

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D	Children's Services	RM14148	Overreliance on interim capacity	Overreliance on interim capacity in social worker teams leads to unsustainable performance improvement.	01/12/2013	2	4	8	Greater understanding of workforce data as it relates to geographical variation and the County as a whole. Review and update of our 'offer to social workers, to include the new social care academy. Where agency staff are working in operational teams, we will seek to retain the same worker in each role until a substantive replacement is secured.	HR Business partner is working with corporate colleagues on a suite of key workforce data. The NIPE programme has evidenced positive impact in relation to permanent Social Work retention. NIPE Social Workers are allocated immediately to Social Work teams upon appointment with protected caseloads but experiencing a more realistic experience of Social Work interventions. The social care academy has been launched. Agency retention is generally good in relation to achieving sustainable performance but clearly this implications in relation to costs. IR35 implications are understood and have been widely communicated. The introduction of smaller teams has positively impacted on the numbers of workers that Team Managers have responsibility for thus improving quality of oversight of individual case.	1	3	3	02/01/2018		Green	Sara Tough	Debby McKechnie	30/09/2017
D	Children's Services	RM13906	Looked After Children overspends	That the Looked After Children's budget could result in significant overspends that will need to be funded from elsewhere within Children's Services or other parts of Norfolk County Council	18/05/2011	3	4	12	The permanence panel and monitoring group are in place and are ensuring the right children are in the right placements. A residential placement panel has been established to ensure specific scrutiny is given to the appropriateness/effectiveness and costs of residential placements. A review of the individual and collective effectiveness of LAC-related panels is being undertaken. All CS costs are rigorously and routinely scrutinised. A centralised, coordinated approach to	New Directions edge of care service is now operational. Review of first 3 months intervention currently taking place to demonstrate initial impact to be concluded by February 2018. Current activity taking place analyse current cohort of Looked After Children against cost to better understand cost per head for each Looked After Child. Work is currently underway to implement Norfolk Futures programme with the aim of ensuring the right children receive the right services at the right time for the right cost. The Head of Service for commissioning is now in post. The numbers of children in residential care are reducing	2	3	6	02/01/2018		Amber	Sara Tough	Debby McKechnie	30/09/2017