






Risk Register - Norfolk County Council																			
	Risk Register Name		Children's Service Risk Register													Red			
	Prepared by		Don Evans						High							Amber			
	Date updated		February 2017						Med							Green			
	Next update due		February 2017						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	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.	Monthly SEN Transport Budget Meeting now embedded to ensure frequent and consistent joint working between Transport/SEN commissioners in Children's Services and the Passenger Transport Unit; review of exceptional cases criteria, application of policy, early warning of legislation and case-law impact on costs. Travel time/cost reduction is key element of new Education Inclusion Strategy and its implementation is being supported by a dedicated project manager using DfE grant money and a new post for 'Transport Invest to Save' has been recommended for funding from this grant also; to reduce the number of children needing to access alternative specialist provision or, if necessary, then to attend local specialist provision, the impact of this is not likely to kick in until latter part of 2016/17. The LA continues to be fully engaged with the Chairs of the Headteacher Associations and the Chair of the Schools' Forum / Governor Association to ensure that the strategy is jointly developed, owned and implemented. SEN budget has been split down to lower levels and regular data is being sent to decision-makers in Children's Services to enable further transparency and better budget monitoring. While student numbers continue to decrease in secondary and Post 16 education, spend is reducing.	2	3	6	31/03/2017		Red	Chris Snudden	Richard Snowden and Michael Bateman	28/02/2017
C	Children's Services	RM14147	Potential failure to meet the needs of children in Norfolk.	CS Teams do not show the improved performance at the speed which is acceptable to DfE and Ofsted and subsequently, children and families do not receive a good/outstanding service.	01/12/2013	3	5	15	An experienced interim DCS has been recruited to see us through to our next Inspection. An interim AD for Improvment has been appointed Establishment of a new Improvement Board. Refresh of the children and young peoples startegic partnership. Essex CC have been recommissioned by the DfE to continue to support our improvement activity.	The Improvement Board has been launcehd and will oversee the delivery of the Improvement Plan. A Children's Services improvement plan and detailed action plans have been drafted. A new monthly performance and managment report has been produced. The draft Children & Young People's Plan will be finalised in March 2017	2	5	10	31/03/2017		Amber	Matt Dunkley	Don Evans	28/02/2017
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 BIPS capacity limitations	13/03/2014	3	5	15	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 processess for social workers have been streamlined and are being overseen by an experienced social work manager. A 'virtual team' for Chidlren's Services has been created within BIPS with additional resource added. Liquidlogic project is on and time and on budget	2	5	10	31/03/2017		Amber	Matt Dunkley	Don Evans	28/02/2017
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	3	5	15	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 opeartional 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 is being evaluated to understand its impact. Greater flexibility is being used around the deployment of NIPE workers. The social care academy has been launched. Agency retention is generally good in realltion to achieving sustainable performance but clearly this implications in relation to costs. IR35 implications are understood and have been widely communicated.	2	4	8	31/03/2017		Amber	Matt Dunkley	Don Evans	28/02/2017

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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	5	5	25	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/efectiveness and costs of residential placements. A review of the indivisual and collective effectiveness of LAC-related panels is being undertaken. All CS costs are rigorously and routinely scrutinised. Additional, targetted 'edge of care' services are being established	The projected LAC overspend for the current year has increased and currently stands in excess of £9 million. LAC numbers continue to increase.	5	5	25	31/03/2017		Red	Matt Dunkley	Don Evans	28/02/2017