

Appendix B – Risk Reconciliation Report

Significant changes* to the Children's Services departmental risk register since it was last presented in May 2018 as part of the Risk Management report.

Since the last reporting of risks to the Children's Services Committee in May 2018, there has been a change to four corporate or departmental level risks, including one change to a risk score.. Significant updates are as follows;

- RM14284 - The increasing demand for SEND assessments coupled with the amount spent on home to school transport at significant variance to predicted best estimates
- Red Quadrant consultants were commissioned to review all elements of SEN transport and their findings and recommendations were reported to P&R Committee on 4 June 2018. P&R Committee have determined that these recommendations, that highlight potential savings in excess of £1.5million, should now be debated in full via this Committee (included in the Education section of the Performance Report)

RM14157 - Lack of Corporate capacity and capability reduces the ability of Children's Services to improve.

- Many of the expected improvements following significant investment into new recording system to be used by Children's Services, Finance and Adults have been achieved since 'go live'. It is still predicted that the functionality of this system will have a positive impact on the services previous reliance on the Intelligence + Analytics (I+A) service for regular reporting in as much as managers will be able to self -serve with reports. Unfortunately, albeit in the short term, this risk has heightened, as I+A have not been able to produce the required reports as initially agreed and estimate that it will be at least 6 months before they enter a business as usual period. Whilst the 2 departments are working closely together to identify priorities and contingencies, there remains considerable pressure on the business in relation to performance information being readily and easily available.
- The proposed support service made up of officers from across the 3 services using Liquid Logic including I+A will mean that IT, reporting, system training, system change and customer support will be integrated with service experts. The consultation for this is currently underway and it is expected that the model will be fully operational from September 2018.
- Functionality of the system will bring about efficiencies in worker time thus impacting on overall performance, this includes the ability for mobile working.
- Functionality of system is workflow led thus impacting positively on quality of data being produced.

RM14148 - Overreliance on agency social workers

- NIPE cohorts continue to impact positively on increasing workforce numbers.
- Initial cohorts have already seen some promotions to senior roles.
- Enhanced recruitment package to attract permanent social workers to Norfolk.
- Regular meetings with HR to better understand social work vacancy rates, reasons and long term absence. To be included in weekly report to DCS.

RM13906 - Looked After Children overspends

- Responsibilities for budgets moved to localities thus enabling Heads of Locality to have responsibility for and accountability of their local spend.
- Review of Locality Panels to better understand what has led to accommodation being requested at a point in time. This is now complete and is being used to inform future and more timely arrangements to a) request additional support to children where required and b) to robustly monitor the child's journey through care and wherever possible through to reunification or permanence.
- Development of intervention service to support families in crisis where only other alternative would be coming in to care for just a few days.
- Analysis of LAC cohort and their social care history.

New risks

Whilst no new risks have been identified, the lack of regular and routine report availability for front line operational managers is a new element of risk RM14157 - Lack of Corporate capacity and capability reduces the ability of Children's Services to improve.

Changes to risk scores

An increased risk score has been identified for risk RM14157 - Lack of Corporate capacity and capability reduces the ability of Children's Services to improve in relation to the availability of performance reports. The likelihood score has been increased from 2 to 3, with the prospects score moving from Green to Amber.

* A significant change can be defined as any of the following;

- A new risk
- A closed risk
- A change to the risk score
- A change to the risk title, description or mitigations (where significantly altered).