

## Appendix A

<b>Risk Number</b>	RM014a		<b>Date of update</b>		19 February 2019					
<b>Risk Name</b>	The increasing demand for SEND assessments coupled with the amount spent on home to school transport at significant variance to predicted best estimates									
<b>Risk Owner</b>	Chris Snudden		<b>Date entered on risk register</b>		04 November 2015					
<b>Risk Description</b>										
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.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	5	3	15	2	2	4	Apr-20	Amber
<b>Tasks to mitigate the risk</b>										
<p>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.</p> <p>Overall risk treatment: Treat</p>										
<b>Progress update</b>										
<p>There remains ongoing budget pressure within the SEN transport element of the overall Transport Budget for Children's Services with a significant overspend now being forecast; latest budget monitoring for January 2019 shows a forecast of £4.1m. This has been caused by the increasing number of placements within special schools and exclusions, coupled with increased complex need resulting in requests for individual transport packages. The October 2018 P&amp;R Committee decision to invest £120million capital for more specialist provision will, in the medium to long term, mitigate these increases but in the short term the risk to budget has increased.</p>										

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<b>Risk Number</b>	RM13906		<b>Date of update</b>		19 February 2019					
<b>Risk Name</b>	Looked After Children overspends									
<b>Risk Owner</b>	Sara Tough		<b>Date entered on risk register</b>		18 May 2011					
<b>Risk Description</b>										
There is a risk that the Looked After Children's budget results in a significant overspend that will need to be funded from elsewhere within Children's Services or other parts of Norfolk County Council										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	4	16	4	3	12	Apr-20	Amber
<b>Tasks to mitigate the risk</b>										
<p>The panel review concluded. A revised governance structure is being implemented. Children coming in to care and who are already in our care are tracked weekly to better understand permanency destinations. A redefining exercise of what is needed form an edge of care service is underway. The Functioning Family Therapy service has been launched. Family Group Conferencing is being reintroduced. Quarterly analysis of the entire LAC cohort.</p> <p>Overall risk treatment: Treat</p>										
<b>Progress update</b>										
<p>In terms of our age cohorts, we are in line with our 17/18 figures, (and Stat Neighbour and National Averages), with only a slightly higher percentage of 1-4 year olds and slightly lower percentage of children aged 5-9 and 16 and over compared to last March. Analysis over the past year has shown circa 50% of children who started to be looked after had been on Child Protection (CP) plans at some point in the year prior to them becoming LAC. When 16 and 17-year olds are removed from the data this rises to circa 60%. 80% of those children had been on CP plans for neglect (or featuring neglect) which is much higher than the percentage of all children on CP plans (circa 55% are on plans for or featuring neglect). This could suggest there are difficulties in sustaining meaningful change in cases that feature neglect. To test this hypothesis, we need to explore outcomes for all children who have been on CP plans for neglect compared to other categories of risk, alongside looking at the primary reasons for all children coming into our care in a set period of time. To better understand our LAC cohort we need to be sure of not only the circumstances that bring children in to care, but the length of time they remain in our care. We also need to use history better to predict peaks in the year and plan for intervention prior to these points.</p>										

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<b>Risk Number</b>	RM14157		<b>Date of update</b>		19 February 2019					
<b>Risk Name</b>	Lack of Corporate capacity and capability reduces the ability of Children's Services to improve.									
<b>Risk Owner</b>	Sara Tough		<b>Date entered on risk register</b>		13 March 2014					
<b>Risk Description</b>										
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										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	3	3	9	1	3	3	Dec-19	Amber
<b>Tasks to mitigate the risk</b>										
Liquid Logic went live for both CSC and EH. Reporting and report build limited initially but monthly and weekly reports have been available since December 2018. Service area dashboards have been built. Team dashboards are being tested prior to release. Roll out of improved IT equipment and phase 2 of LL includes a mobile application that is currently being tested. Redesign of operational delivery model will enhance some Business Support tasks that will offer wider support to operational management.										
<b>Progress update</b>										
Reporting for the rest of children's business is in development. This will include Early Help. Report developers are still required as much of the work undertaken by the children's reporting team is still a manual function and as such resource intensive.										

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<b>Risk Number</b>	RM14148		<b>Date of update</b>	19 February 2019						
<b>Risk Name</b>	Over reliance on agency social workers									
<b>Risk Owner</b>	Sara Tough		<b>Date entered on risk register</b>	01 December 2013						
<b>Risk Description</b>										
Overreliance on interim capacity in social worker teams leads to unsustainable performance improvement.										
<b>Original</b>		<b>Current</b>			<b>Tolerance Target</b>					
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	2	4	8	1	3	3	Jul-19	Green
<b>Tasks to mitigate the risk</b>										
<p>Greater understanding of workforce data as it relates to geographical variation and the County as a whole.</p> <p>Review and update of our offer to social workers, to include the new social care academy.</p> <p>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. Trail blazer for new social work apprenticeships and continuing use of NIPE in addition to the reshaping of the operational delivery model that will support social workers with alternatively qualified workers. The social work delivery model has also been designed to ensure children have fewer hand off points enabling the workforce to develop enduring and lasting relationships.</p> <p>Overall risk treatment: Treat</p>										
<b>Progress update</b>										
<p>There is a detailed action plan to reduce the reliance on agency workers, if successful this will be within tolerance by July 2019, when we will only be using agency workers to cover maternity/paternity and sickness. In addition to the action plan, we are currently in a consultation period for the aforementioned operational model that once concluded will support achieving the July 2019 timeframe.</p>										