

Children's Services Committee

Report title:	Risk Management
Date of meeting:	12 March 2019
Responsible Chief Officer:	Sara Tough Executive Director Children's Services
Strategic impact One of the Children's Services Committee's roles is to consider the management of Children's Services risks. Assurance on the effectiveness of risk management and the Children's departmental risk register helps the Committee undertake some of its key responsibilities. Risk Management contributes to achieving departmental objectives, and is a key part of the performance management framework.	

Executive summary

This report provides the Committee with the Children's departmental risk register, as at March 2019, following the latest review conducted in February 2019. The reporting of risk is aligned with, and complements, the performance and financial reporting to the Committee.

Recommendations:

Members are asked to consider and agree:

- a) **The corporate and departmental risks reported on the Children's Services departmental risk register, in the risk register report (Appendix A);**
- b) **whether the recommended mitigating actions identified in Appendix A for the risks presented are appropriate, or whether risk management improvement actions are required (as per Appendix B);**
- c) **The background information on risk management (Appendix C).**

1. Proposal

- 1.1 The recommendations for Members to consider are set out above.

2. Evidence

- 2.1. The Children's Services Committee risk data detailed in this report reflects those key business risks that are managed by the Children's Services Leadership Team, and Senior Management Teams of the services that report to the Committee including Early Help and Prevention, Social Work, Education, and Performance, Planning and Quality Assurance. Key business risks materialising could potentially result in a service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Children's Services departmental risk register is regularly reviewed and updated in accordance with the Council's Risk Management Policy and Procedures.

2.2 The latest progress against the risks on the Children's Services departmental risk register can be viewed in the context of the full risks at **Appendix A**. In summary:

- For **RM014a - The increasing demand for SEND assessments coupled with the amount spent on home to school transport at significant variance to predicted best estimates**, 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 of £4.1m. The P&R Committee decision in October 2018 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 continues to increase.
- For **RM14157 - Lack of corporate capacity and capability reduces the ability of Children's Services to improve**, Liquid Logic went live for both CSC and EH. Reporting and report build have been 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 Liquid Logic includes a mobile application that is currently being tested. The redesign of the operational delivery model will enhance some Business Support tasks that will offer wider support to operational management. For **RM14148 - Over reliance on agency social workers**, there is a detailed action plan to reduce the reliance on agency workers, and if successful this will be within tolerance by July 2019, when we will only be using agency workers to cover maternity/paternity and sickness.
- For **RM13906 - Looked After Children overspends**, The panel review has concluded, and a revised governance structure is being implemented. A redefining exercise of what is needed from an edge of care service is underway. The Functioning Family Therapy service has been launched and the Family Group Conferencing is being reintroduced. This risk has moved from a score of 12 to 16.

2.3 To assist Members with considering whether the recommended actions identified in this report are appropriate, or whether another course of action is required, a list of such possible actions, suggested prompts and challenges are presented for information in **Appendix B**.

2.4 A note of the criteria used to determine which risks sit at which level can be located at **Appendix C** of this report.

3. Financial Implications

3.1. The financial implications for the risks identified in this risk report relate to SEND transport spend and increasing demand for EHCP's, the increase in children becoming looked after and the cost of agency social workers versus the cost of a permanent children's social work workforce. These financial implications continue to be addressed and are noted within the risks, with strong action plans in place to address.

4. Issues, risks and innovation

