

Risk Number	RM014a		Date of update		25 September 2018					
Risk Name	The increasing demand for SEND assessments coupled with the amount spent on home to school transport at significant variance to predicted best estimates									
Risk Owner	Chris Snudden		Date entered on risk register		04 November 2015					
Risk Description										
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.										
Original			Current			Tolerance Target				
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	Mar-19	Amber
Tasks to mitigate the risk										
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: Treat										
Progress update										
The year-end figure for FY2017/18 confirmed ongoing underspends for mainstream and post 16 transport and ongoing overspend for SEN transport; we anticipate a similar pattern of spend against budget for the FY2018/19 with potential pressure of approx. £450k. Currently, the strategy to address this overspend pressure remains the same, i.e : Norfolk County Council and HCT independent travel training joint initiative is now being implemented with a payment by results model, based on 100 pupils per year over 5 years to deliver a proportion of savings required. Recently (summer term) P&R Committee & CS Committee have received the outputs of the consultants, Red Quadrant, review of SEN transport and both committees have asked for these to be considered within the context of a commitment in principle to build 4 new special schools and 170 more specialist resource base places to increase special school capacity, reduce travel time and associated travel costs. A Member/Officer deep dive within Children's Services took place in August 2018 to further explore this element of current strategic planning.										

Risk Number	RM13906		Date of update		25 September 2018					
Risk Name	Looked After Children overspends									
Risk Owner	Sara Tough		Date entered on risk register		18 May 2011					
Risk Description										
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										
Original			Current			Tolerance Target				
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	3	4	12	2	3	6	Dec-18	Amber
Tasks to mitigate the risk										
A new locality panel to allocate resource earlier will commence within the month of October 2018. A centralised and integrated commissioning approach has now been established. A Social Impact Bond has been agreed to commence January 2019 providing intensive family therapy to keep families together. An extensive programme of transformation is focused on looked after children analysis spend and prediction of future need and spend.										
Overall risk treatment: Treat										
Progress update										
The plans to prevent the need to accommodate children and when accommodated to return them home when it is safe to do so are becoming established. We expect to see a decrease in numbers as these plans begin to have impact. Risks prevail as other agencies also see a decrease in funded activity which reduces available resources to support families.										

Risk Number	RM14157		Date of update		25 September 2018					
Risk Name	Lack of Corporate capacity and capability reduces the ability of Children's Services to improve.									
Risk Owner	Sara Tough		Date entered on risk register		13 March 2014					
Risk Description										
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										
Original			Current			Tolerance Target				
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-18	Amber
Tasks to mitigate the risk										
<p>Corporate sign-up to support Children's Services, with all support Departments prioritising Children's Services.</p> <p>Replacement Social Care Recording System (Liquidlogic) went live in May 2018. This will have a positive impact on the number and type of report available to managers with the ability to 'self serve'. It will also mean that with the ability to work remotely workers will have added efficiencies built into their day. Liquidlogic and its proposed support model will mean a streamlined support service to all system users that will reduce the need for direct contact with Intelligence & Analytics.</p> <p>Overall risk treatment: Treat</p>										
Progress update										
Liquidlogic system was implemented and has begun to embed into day to day practice, the workforce talk mostly positively about the new system. The data flowing from the new system is still somewhat limited in terms of reporting the reporting capability. The Intelligence & Analytics team are working to resolve this. Given the progress with initial mobilisation and roll out of phase 2 the risk continues to reduce with the exception of reporting.										

Risk Number	RM14148		Date of update		25 September 2018					
Risk Name	Over reliance on agency social workers									
Risk Owner	Sara Tough		Date entered on risk register		01 December 2013					
Risk Description										
Overreliance on interim capacity in social worker teams leads to unsustainable performance improvement.										
Original			Current			Tolerance Target				
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
Tasks to mitigate the risk										
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.										
Overall risk treatment: Treat										
Progress update										
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.										