

Risk Number	RM14284		Date of update		26 April 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	4	3	12	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: reduce. Updates will be included in committee reports.										
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. £900k. Currently, the strategy to address this overspend pressure remains the same, i.e : Norfolk County Council have now progressed to the next stage of the Hackney Community Transport independent travel training initiative; following on from the formal contract sign-up the provider has now recruited a local manager and implementation is now underway with key NCC services and partners (Headteachers of Special Schools and parent/carer organisation) to increase independence travel training on a payment by results basis. The plan over the next 5 years, is for a cohort of 100 pupils per year to be targeted for this intensive work via Hackney Community Transport (HCT). Ongoing efficiencies will continue to be secured though the cycle of route reviews and re-procurement. New special school places are now coming on stream (3 schools being completed in the current academic year) and we continue to target placements that will reduce travel time and travel costs in addition to meeting pupil needs. The outcome of the consultants, Red Quadrant, review of SEN transport will be reported to CLT in May 2018 and action plans will be adjusted based on those agreed recommendations.										

Risk Number	RM14157					Date of update			24 April 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	2	6	1	3	3	Sep-18	Green	
Tasks to mitigate the risk											
Corporate sign-up to 'Children First' with all support Departments prioritising Children's Services Replacement Social Care Recording System (Liquidlogic) is due to go 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. LL and its proposed support model will mean a streamlined support service to all system users that will reduce the need for direct contact with I+A.											
Progress update											
ICT prioritising Children's Services requests/repairs. Recruitment processes for social workers have been streamlined and are being overseen by an experienced social work manager. A 'virtual team' for Children's Services has been created within I&A with additional resource added. Streamlined performance reporting better aligned to business requirements. Liquidlogic project is currently on time and on budget working towards March 2018 implementation . Implementation now April 2018 and mobile working tools being advanced. Children's services are re-introducing a Design Authority with membership from I+A., IT and LL to ensure requests for reports and system development can be prioritised against identified business need. To start May 2018.											

Risk Number	RM14148					Date of update			24 April 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	Jun-18	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.											
Progress update											
HR Business partner is working with corporate colleagues on a suite of key workforce data. The NIPE programme has evidenced positive impact in relation to permanent Social Work retention. NIPE Social Workers are allocated immediately to Social Work teams upon appointment with protected caseloads but experiencing a more realistic experience of Social Work interventions. The social care academy has been launched. Agency retention is generally good in relation to achieving sustainable performance but clearly this has implications in relation to costs. IR35 implications are understood and have been widely communicated. The introduction of smaller teams has positively impacted on the numbers of workers that Team Managers have responsibility for thus improving quality of oversight of individual case. Creative package to attract, recruit and retain experienced social workers to Norfolk underway. Overall average caseloads are reducing. DCS will receive weekly SW recruitment and retention performance information to highlight vacancy and long term absence.											

Risk Number	RM13906				Date of update				24 April 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 review of Locality Panels currently underway. A review of the New Directions Service is complete and an action plan being developed.										
A centralised, coordinated approach to commissioning is being established. A work stream of the transformation programme is dedicated to LAC analysis, spend and prediction of future spend and need. Weekly update report to DCS.										
Progress update										
Current activity taking place analyse current cohort of Looked After Children against cost to better understand cost per head for each Looked After Child. Work is currently underway to implement Norfolk Futures programme with the aim of ensuring the right children receive the right services at the right time for the right cost. The Head of Service for commissioning is now in post.										