

# Children & Families – Strategic Risk Monitoring Report

Quarter Q3, 2022/23

RISK	IMPACT / CONSEQUENCE				
LIKELIHOOD	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Critical (5)
Almost certain (5)	5	10	15	20	25
Highly likely (4)	4	8	12	16	20
Probable (3)	3	6	9	12	15
Possible (2)	2	4	6	8	10
Rare (1)	1	2	3	4	5

## Summary overview

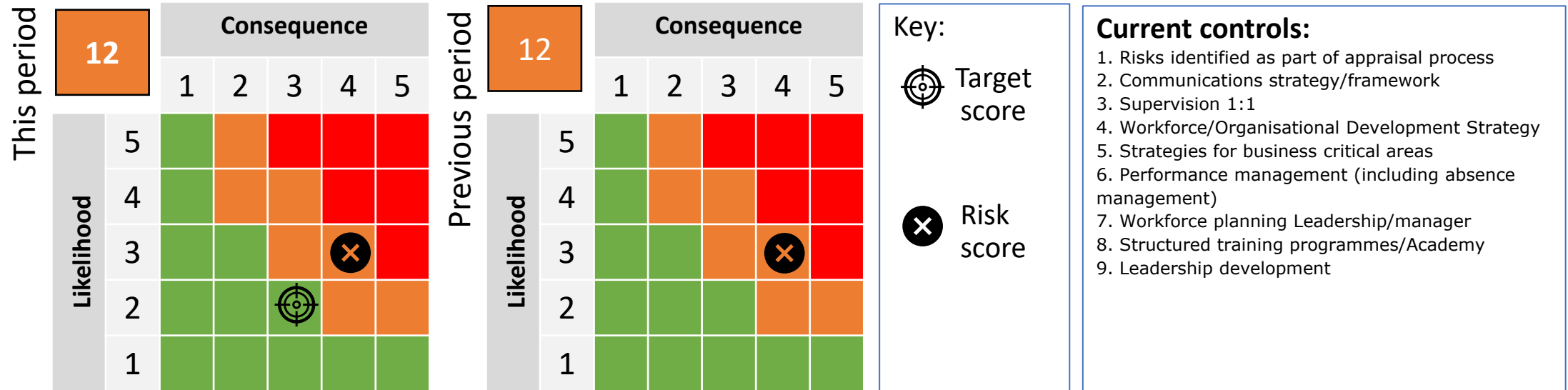
Ref	Risk Owner	Strategic Risks	Residual risk score	Direction of travel
SR 7.5	Chris Spencer	Insufficient workforce capacity in Children's services	Medium 12	⇒
SR 7.7	Chris Spencer	Failure to develop sufficient placement capacity	Medium 12	⇒
SR 7.4	Kirsten Harrison	Failure to Close the gap in Educational Outcomes	Medium 9	⇩
SR 7.2	Chris Spencer	Ineffective Social Care Practice	Medium 9	⇒

## SR 7.5: Insufficient workforce capacity in Children's Services

Insufficient workforce capacity and/or instability adversely impacting on pace and sustainability of improvement and contributing to discontinuity in social engagement with children and families

**Risk Owner:** Chris Spencer, Exec.  
Director of Children's Services

**Cabinet Member:** Cllr Stephen Davies



### Period comments:

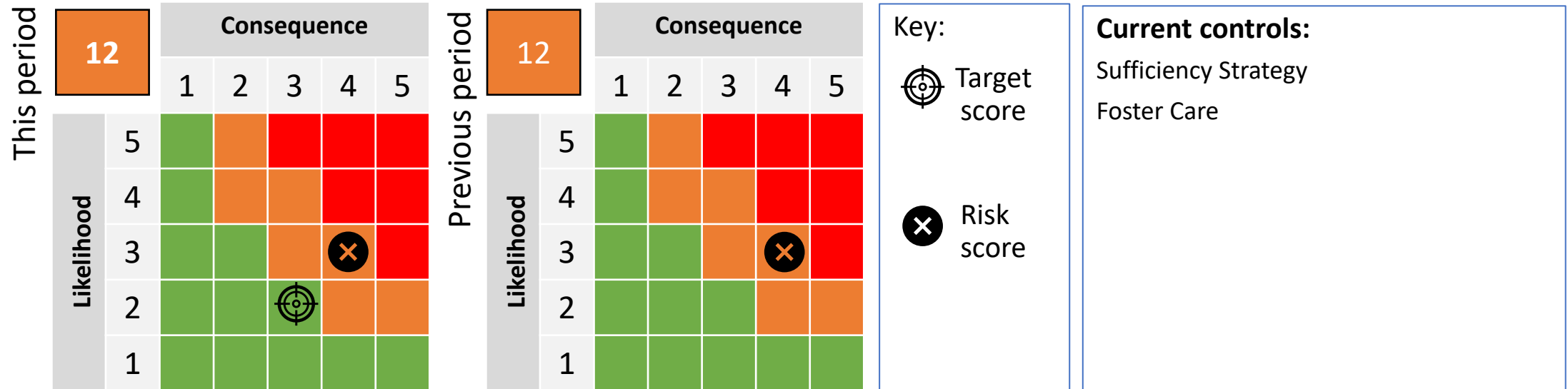
Turnover and vacancies are showing signs of improvement however the proportion of agency workers that we have continues to be a challenge. Our ASYE cohort have been assimilated in to our establishment and we continue to make use of a wide range of routes in to social work as part of our 'grow your own' strategy. We are progressing with the implementation of systemic as our model of practice.

## SR 7.7: Failure to develop sufficient placement capacity

Failure to develop sufficient placement capacity to meet the needs of children looked after

**Risk Owner:** Chris Spencer, Exec.  
Director of Children's Services

**Cabinet Member:** Cllr Stephen Davies



### Period comments:

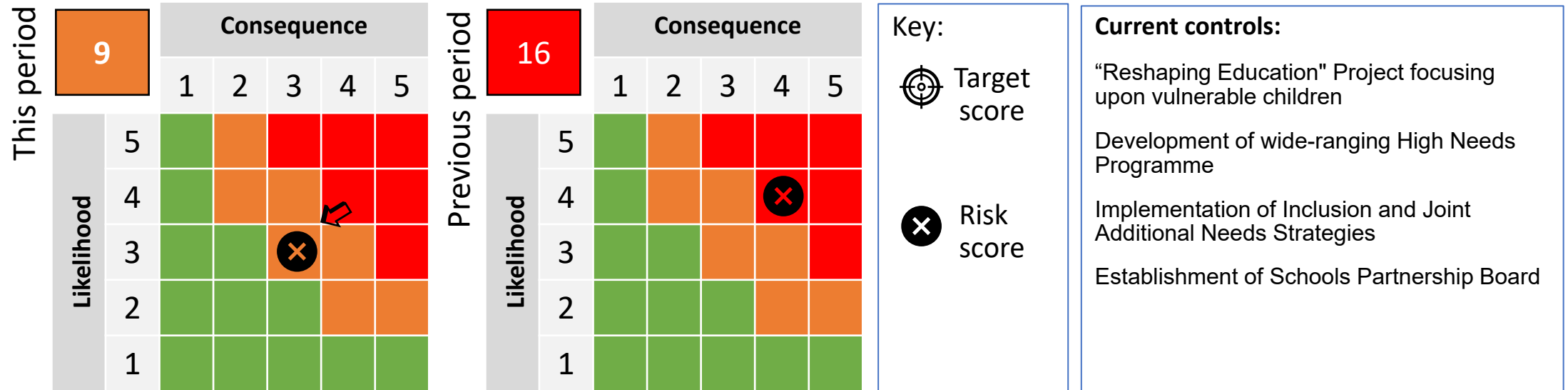
The placement provider market is fragile and lacking capacity, particularly for the most vulnerable and complex children. Our revised Sufficiency Strategy, which will be considered by Cabinet in January, sets out a programme to increase our influence in the market and develop capacity in co-operation with established, high quality providers.

# SR 7.4: Failure to Close the gap in Educational Outcomes

The ability to meet statutory timelines for EHCP assessments, plan issue and annual amendments and the associated budgetary commitments, affecting the educational outcomes of vulnerable children, is at risk: financially, legally and reputationally through ever-increasing EHCP requests, workforce capacity to process these requests and the implications for the outcomes of future local area SEND inspections.

**Risk Owner:** Kirsten Harrison, Director of Education

**Cabinet Member:** Cllr Philip Robinson



**Current controls:**

- “Reshaping Education” Project focusing upon vulnerable children
- Development of wide-ranging High Needs Programme
- Implementation of Inclusion and Joint Additional Needs Strategies
- Establishment of Schools Partnership Board

**Period comments:**

EHCP cumulative timeliness has improved April 22 to December 22 and there has been a reduction in the number of plans outside of statutory timeframes - with no plans now going over 52 weeks and no increase to plans running over 30 weeks. Service development plans, linked to the MTFS bid, identifies how further improvements can be made through ceasing trading of the Educational Psychology Service, the roll out of the non-statutory funding model, the new Banded Funding model going live and the new EHCP pathway and digital portal going live. Focused work on retaining the current casework workforce is aimed at maintaining service capacity to maintain and further raise these improvements in timeliness. External assessment of the service's improvement journey will be assayed through a Local Government Peer Review scheduled for the end of March in anticipation of a Local Area SEND Inspection under the newly signed off inspection framework in 2023.

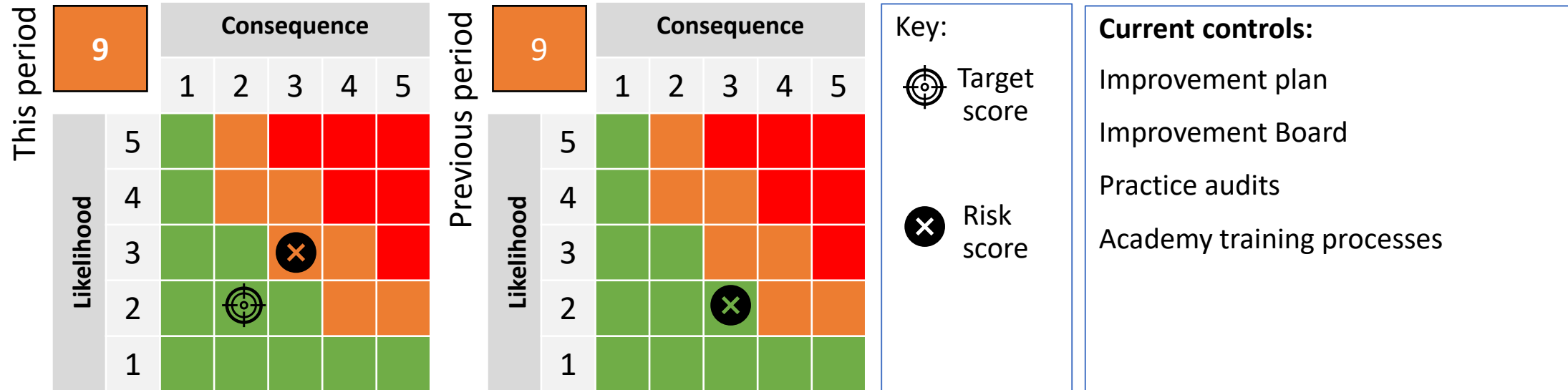
Demand for EHCP assessment remains high. Pressures on the service and workforce remain high. The trend of increased Ombudsman cases and Tribunals is sustained. The longer term work targeting increasing inclusive practices in schools is ongoing, but is a challenging culture change. This will also be dependent on work to change parental attitudes and confidence in mainstream settings to meet need.

## SR 7.2 Ineffective Social Care Practice

Ineffective social care practice, management oversight and review processes resulting in drift and delay for children and young people in situations of harm.

**Risk Owner:** Chris Spencer, Exec.  
Director of Children's Services

**Cabinet Member:** Cllr Stephen Davies



### Period comments:

The Continuous Improvement Plan continues to provide the focal point for improvement activity. Operating conditions continue to be challenging - reflected in our performance which is a mix of stability, improvement and regression. Turnover and vacancies are marginally improved however agency % remain above target.