

Strategic Risk Monitoring Report – Children and Families

Quarter Q1, 2023/24

RISK LIKELIHOOD	IMPACT / CONSEQUENCE				
	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

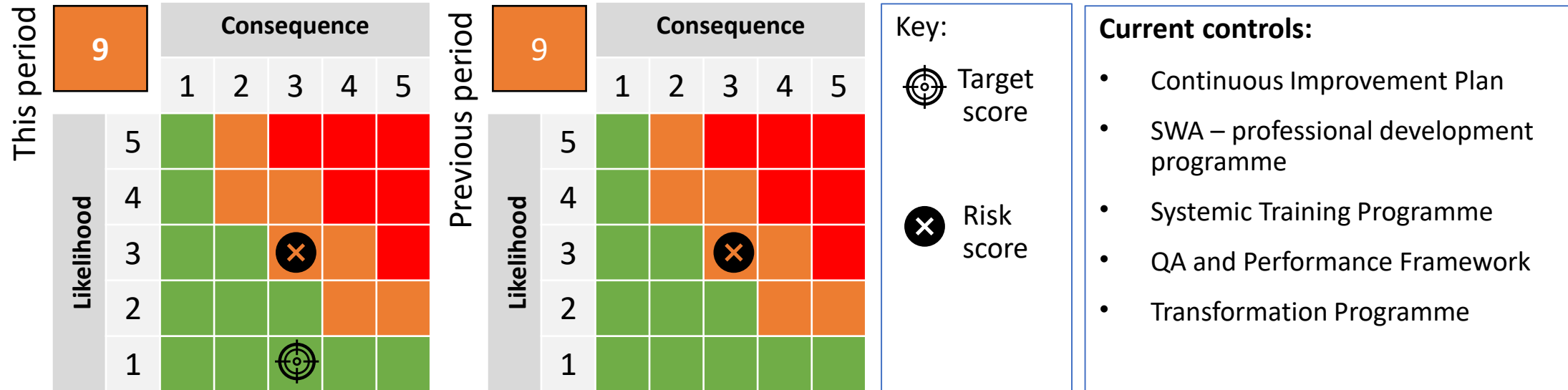
Ref	Risk Owner	Strategic Risks	Residual risk score	Direction of travel
SR 7.5	Ann James	Insufficient workforce capacity in Children's services	Medium 12	⇒
SR 7.7	Ann James	Failure to develop sufficient placement capacity	Medium 12	⇒
SR 7.4	Kirsten Harrison	Increasing EHCP demand and capacity threaten outcomes for vulnerable children (SEND)	Medium 12	↑
SR 7.2	Ann James	Ineffective Social Care Practice	Medium 9	⇒

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: Ann James, Exec. Director of Children's Services

Cabinet Member: Cllr Stephen Davies



Period comments:

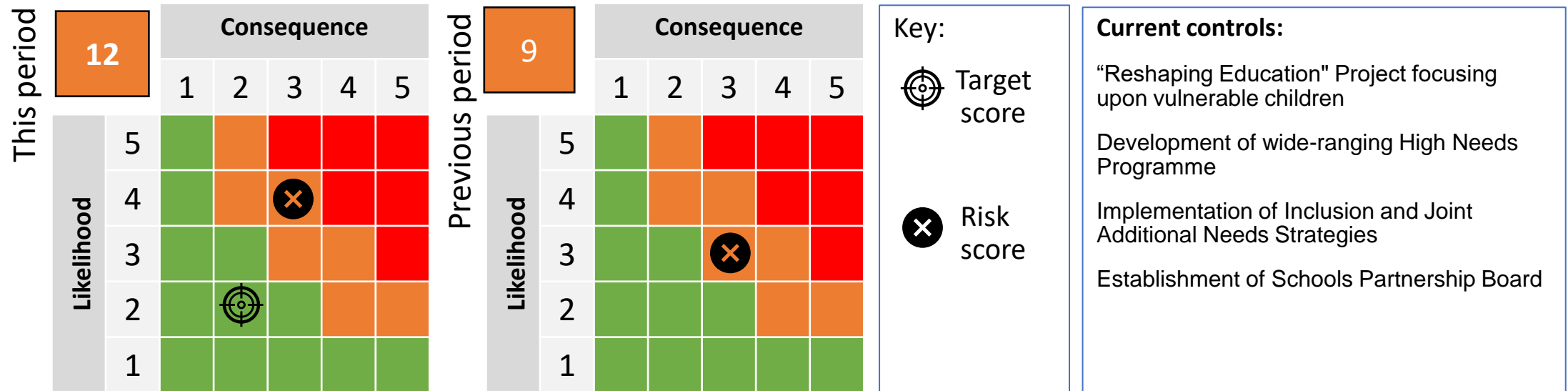
The Continuous Improvement Plan provides the framework for our improvement journey and was refreshed at year end (22/23) to reflect progress to date and focus on those areas yet to see tangible improvement. Our performance targets and QA framework have also been refreshed to align with or exceed our comparator group average. Our current data and QA activity evidences a mixed picture of improvement and variability that we are working hard to address. Those teams that are stable and have completed systemic are showing the greater and more stable improvements.

SR 7.4: Increasing EHCP demand and capacity threaten outcomes for vulnerable children (SEND)

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



Period comments:

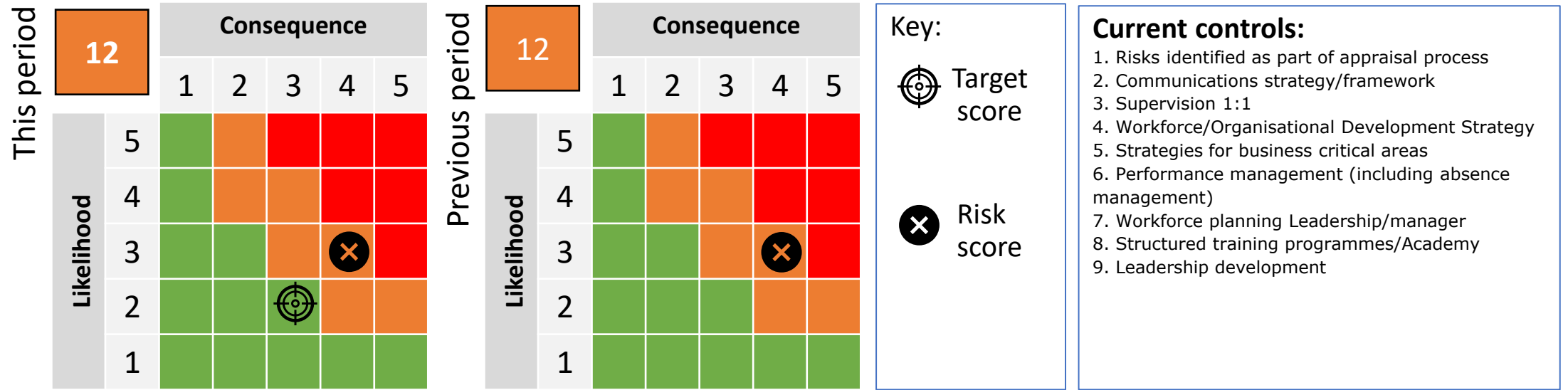
Children's Services undertook a SEND Local Area LGA Peer Review in April, the outcomes of which confirmed the SEND local area self-evaluation and identification of risks. Whilst there have been MTFs monies allocated for 2023-24, and an additional in-year sum allocated, resources and impact do not come together. Whilst service operation changes are made and additional staff capacity is recruited, the risks remain. Whilst Children's Services underwent a JTAI in June, this will only afford a 13 week window without inspection, and a Local Area SEND Inspection remains likely for September. Changes and investment will not yet be complete or be having the intended impacts on service delivery or statutory requirements despite consistently improving timeliness.

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: Ann James, Exec. Director of Children's Services

Cabinet Member: Cllr Stephen Davies



- Current controls:**
1. Risks identified as part of appraisal process
 2. Communications strategy/framework
 3. Supervision 1:1
 4. Workforce/Organisational Development Strategy
 5. Strategies for business critical areas
 6. Performance management (including absence management)
 7. Workforce planning Leadership/manager
 8. Structured training programmes/Academy
 9. Leadership development

Period comments:

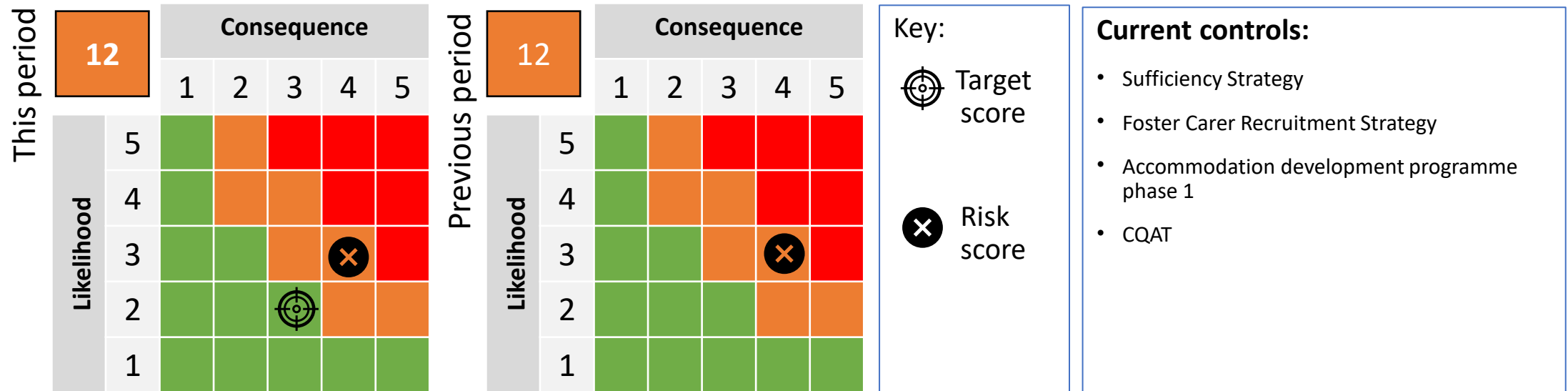
Having a stable workforce, that is well supported and confident in its practice, is key to our improvement journey. We continue to make use of a wide range of routes into social work as part of our 'grow your own' strategy, including maximising our ASYE cohort. Turnover and vacancies are showing signs of improvement however our agency proportion continues to be a challenge but should improve as we move our ASYE cohort into permanent positions. We are progressing with the implementation of systemic as our model of practice which will increase practitioner confidence. Our most recent data show that a greater % of our workforce are at our target of 18 children and most are receiving regular supervision. The recent workforce health check is evidencing a greater confidence in leadership and the overall direction of travel.

SR 7.7: Failure to develop sufficient placement capacity

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

Risk Owner: Ann James, Exec. Director of Children's Services

Cabinet Member: Cllr Stephen Davies



Period comments:

The provider market continues to be challenging in terms of both capacity and quality. There is also a continued upward pressure on children in care numbers - reflecting both national and regional trends. Our Sufficiency Strategy has been revised and initial work has been commenced to develop our own capacity which will begin to come on stream in the final quarter of 2023/24. Alongside this, there has been a change in leadership within Commissioning and a dedicated team working on placement capacity, unit costs and progressing step down/return home. Taken together these are providing a greater grip on placement commissioning, costs and quality although the impacts will take some time to realise.