

Implementation of High Risk Mitigation Measures (Children & Young People PPB) – Quarter 2 to 30th September 2014

The purpose of this report is to provide an update concerning the implementation of mitigation measures for those areas of high risk which are relevant to the remit of this Policy and Performance Board.

Business Area – Children’s Organisation & Provision

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
COP1	Failure to ensure sufficient childcare provision (including expanding provision for 2 year olds) within the authority leading to parents being unable to work and the Authority failing to comply with its duty under the Childcare Act 2006 to improve outcomes for young children and reduce inequalities between them, resulting in a requirement for the local authority to then ensure provision via the maintained sector at a cost to the LA.	4	3	12		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>Undertake a Childcare Sufficiency Assessment to ensure supply of places meets demand, and that the quality of places is good or better. Conduct in-depth market consultation with a range of childcare market stakeholders. Produce a Childcare Sufficiency Assessment Report to identify supply and demand. Align 2 Year Old Capital funding to meet demographic demand.</i>		Ann McIntyre	Quarterly	2	2	4

Progress update

Childcare Sufficiency assessment has been undertaken (June 2014) and an action plan drawn up. No significant supply issues. Capital for the 2 Year Old programme has been aligned against need.

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Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
COP2	Failure to match Basic Need and other capital funding streams against school accommodation demands across all sectors, leading to an inability to ensure statutorily required appropriate school organisation.	4	3	12		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>Termly monitoring of pupil numbers (actual and anticipated) and use of Basic Needs prioritisation matrix to identify those schools with the strongest need for Basic Need support.</i>		Ann McIntyre	Termly	3	3	9

Progress update

Update Monitoring meeting scheduled December 2014. No specific issues currently anticipated in either Primary or Secondary sectors.

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
COP3	Failure to demonstrate increased participation in education and training in line with the Local Authorities statutory duty regarding Raising Participation Age (RPA) requirements leading to an increase in children and young people not in education, employment and training (NEET).	4	3	12		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>Local 11-19 Partnership Raising Participation Age Strategy implemented which includes in-house data tracking, case working and multi-agency referral groups to reduce those not engaged in education and training, and those whose destination is not known.</i>		Ann McIntyre	Quarterly	4	2	8

Progress update

As at October 2014, the proportion of 16-18 year olds recorded with “Not Known” activities stands at 16.9%, which is artificially suppressing the proportion of young people recorded as NEET, which is 4.6%. This was an identified risk of implementing the new strategy and is expected to be temporary whilst young people were tracked into learning destinations. As planned, Halton Borough Council Canvassers have been commissioned to identify the Not Known cohort during October to December. Early figures received during the first two weeks of the exercise are positive.

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Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
COP4	Failure to identify and quality assure the provision for young people who are attending Alternative Provision (AP) leading to them becoming at risk of harm, Child Sexual Exploitation, and failure to achieve their full potential.	4	4	16		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>Alternative Provision Strategy implemented. Alternative Provision Group reviewing cohorts, identifying those not meeting expectations (rates of progress & attendance) and agree interventions. The Group also monitors any Children in Care in Alternative Provision as a priority, safeguarding Health and Safety. The process flags poor performing providers. Database held centrally in the LA detailing all young people attending alternative provision and a directory of Quality Assured Alternative Providers will be produced for schools.</i>		Ann McIntyre	Quarterly	3	3	9

Progress update

A database of all young people attending Halton schools who have been referred onto Alternative Provision is now maintained and monitored by the Alternative Provision Monitoring Group. A Directory of Quality Assured Alternative Provision has been published.

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
COP5	Failure to continue to see a reduction in teenage conceptions	4	3	12		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>Ensure any new or existing services are delivered and made available in locations where young people want them, and at an appropriate time.</i>		Ann McIntyre	Quarterly	3	3	9

Progress update

New and existing clinics are being provided in accessible locations and numbers of young people engaging remains consistent.

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Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
COP7	Failure to ensure compliance with inspection and regulatory frameworks from a performance management perspective and submission of statutory and regulatory returns for Children's Social Care Services.	4	3	12		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>Performance management systems and Directorate Business Planning frameworks are in place for Halton Borough Council, Children's Trust, and Halton Safeguarding Board. Performance Team to provide appropriate support to the Council and partnerships to review frameworks to ensure that they are fit for purpose.</i>		Ann McIntyre	12 Months	2	2	4

Progress update

Performance Management is in place and the C & E Performance Management Team provide appropriate support to HBC, Children's Trust, and Halton Safeguarding Children's Board.

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
COP8	Failure to support policy development for the Council's priorities, in relation to national and local initiatives, particularly: <ul style="list-style-type: none"> • Children's Trust; • Children's Social Care; • Employment, Learning and Skills. 	4	3	12		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>Provide Policy support to the Children's Trust and the Employment, Learning and Skills Partnership. Update policy and procedures for Children's Social Care. Support provided for unannounced and announced statutory inspections in the Children and Enterprise Directorate.</i>		Ann McIntyre	12 months	3	2	6

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Progress update

The Directorate's Policy Team are continuing to provide ongoing support.

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
COP9	Failure to effectively deliver Joint commissioned provision across Halton Local Authority and Cheshire West and Chester Local Authority through the shared service.	4	3	12		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>Undertake equality impact assessments and full consultation on all commissioned services and ensure that any identified areas will be addressed within the developments of any new framework for delivery of commissioned services.</i>		Ann McIntyre	12months	3	2	6

Progress update

Commissioning framework developed and agreed. Equality impact assessments and consultation with key stakeholders carried out to ensure future provision meets identified needs.

Business Area – Children and Family Services

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
CFS1	Failure to ensure the continued development of Carefirst6 which supports and enhances the effectiveness of frontline practice in response to changing legislative and performance requirements, and ensures readiness for inspection.	4	4	16		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>User group feeds in to front line management and practitioners involved in Carefirst6 Strategy</i>		Tracey Coffey	Quarterly	3	3	9

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Progress update

The Carefirst6 system continues to be developed with the User Group providing valuable assistance with the process.

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
CFS3	Failure to improve education and employment opportunities for Care Leavers	4	3	12		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
A revised Council Care Leavers Employment Policy allows for priority to be given to Care Leavers for Council vacancies. The number of care leavers in traineeships and the menu of accommodation for care leavers has been increased. This may be affected by the current financial limits in the Council and the economy reducing the number of opportunities and is kept under review.		Tracey Coffey	6 monthly	4	3	12

Progress update

Application of the Policy continues to be monitored with any issues being discussed at SMT.

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
CFS4	Failure to ensure all Children's Centres are prepared for inspection by Ofsted and are able to demonstrate that reach data is used effectively to target vulnerable families, and that every Children's Centre is graded as Good or better	4	3	12		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>Children's Centres are managed in groups of two centres with one Advisory Board overseeing all 4 Runcorn centres and another overseeing the 4 Widnes centres with good engagement from all key partners. One group of centres has been inspected under the new Ofsted inspection framework and achieved Good. Reach and engagement for all centres remain high, especially with the most vulnerable groups, and centre managers, Advisory Boards and the Divisional Manager have access to good data for Performance Management purposes on a quarterly basis.</i>		Tracey Coffey	Quarterly	3	2	6

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Progress update

Performance Management data is regularly provided and is being used appropriately. Recent inspection outcomes have resulted in a grading of “Good”.

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
CFS5	Failure to ensure continued recruitment in sufficient numbers of social workers and front line managers to meet statutory duties and requirements	4	4	16		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
Open advert for social workers and managers in place. Introduction of 12 month contracts to cover maternity leave and revision/remodelling of service. Revised structure has increased the number of practice lead posts which has presented a challenge to recruit to, but this has been managed through ongoing recruitment via the HBC website and through specialist media if necessary.		Tracey Coffey	Quarterly	3	3	9

Progress update

Vacancies are continually monitored and appointments are progressing accordingly. The remodelled service will ensure the appropriate number of social workers and front line managers.

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
CFS6	Continued increase in number of Children in Care	4	4	16		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>Revised structure has focused on Early Intervention to prevent children requiring care. Where they do, the realigned social worker services should build capacity to deal with individuals but financial pressures associated with identifying placements for children continues to be a challenge.</i>		Tracey Coffey	Quarterly	3	3	9

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Progress update

Senior Managers continue to monitor the impact of Early Intervention and the realigned social worker services are now providing capacity.

Business Area – Learning and Achievement Services

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
LAS1	Failure to provide sufficient resources to ensure required levels of support for schools and settings as a result of changes to the Ofsted inspection framework and central government policy	4	3	12		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>Explore models for future school improvement including the potential for collaboration with Teaching Schools. Build capacity for support within settings and schools by using the capacity within Teaching Schools.</i>		Steve Nyakatawa	March 2015	3	2	6

Progress update

Models are currently being explored and discussions are being held with Teaching Schools to identify capacity.

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
LAS2	Failure to have Link Officers for all schools may increase risk of schools going into categories of concern	4	3	12		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>Continually monitor pupils attainment and achievement and apply appropriate interventions if required and ensure link officers are assigned to each school including academies and free schools</i>		Steve Nyakatawa	March 2015	3	2	6

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Progress update

Data is regularly monitored and issues are being identified and progressed. Examples include phonics at Key Stage 1.

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
LAS3	Failure to ensure the SEND reforms are implemented across the authority may result in failure to meet Ofsted requirements and the LAs statutory duties	4	3	12		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>SEND Local Offer Officer appointment made, SEND Strategic Task and Finish Group now in place. Divisional Manager Inclusion & SEN 0-25 to continue to monitor progress</i>		Steve Nyakatawa	August 2015	3	2	6

Progress update

The SEND Local Offer Officer is now in post and is working collaboratively with schools and partner agencies to ensure the reforms are implemented as statutorily required.