



CHILDREN'S (March 2021)

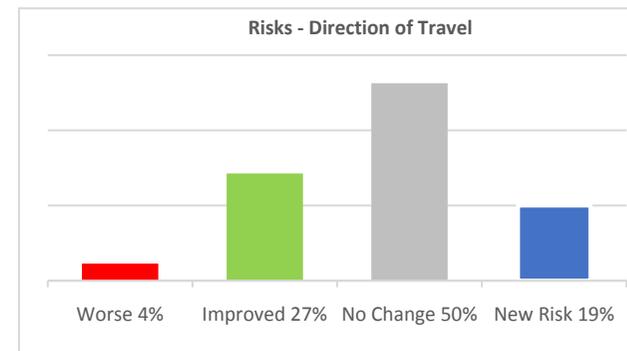
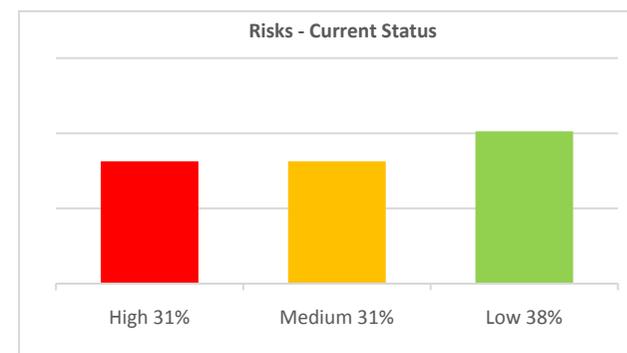
The continual development and promotion of risk management will ensure that the Council is well placed to demonstrate that objective and informed decisions are taken and that the Council is ultimately in a strong position to successfully face and address the challenges ahead.

Children's Service Risk Profile					
		Likelihood			High Risks 8 in total
		L	M	H	
Impact	H	4	5	2	Number of Risk: 26
	M	6	4	1	
	L	2	2		

Score IMPACT	Financial	Legal / Compliance	Strategic	Safety, Wellbeing & Safeguarding	Reputation	Service Delivery
HIGH	Over £500k	Non-compliance with legislation or regulatory breach Significant regulatory impact	Complete failure of a strategic priority Major impact on a strategic priority	Fatality or life-changing injury / illness; Significant safeguarding breach Major injury / illness; moderate safeguarding breach	Complete failure in confidence (local or national) Long term media attention (local or national)	Complete failure to deliver critical services (safeguarding; urgent statutory responsibilities etc) Major impact on delivering critical services (safeguarding; urgent statutory responsibilities etc)
MEDIUM	£300k to £500k	Moderate regulatory impact	Moderate impact on a strategic priority	Moderate injury / illness	Medium term negative impact on public memory	Serious disruption to less critical services
LOW	£0k to £300k	Minimal regulatory impact No legal or regulatory impacts	Minor impact on a strategic priority Negligible impact on a strategic priority	Injury or illness requiring minimal intervention / treatment No health and safety impact	Short term negative impact on public memory Minor complaints or rumours	Minor disruption to services Negligible disruption to service delivery

Version 1 – 25 March 2021

Score	LOW	MEDIUM	HIGH
LIKELIHOOD	0 to 40%	41% to 60%	61% to 100%
Description	Unlikely	Possible	Likely



CHILDREN'S SERVICES - Overall

		Likelihood			Commentary: High Risks = 8
		L	M	H	
Impact	H	4	5	2	The new format for risk reporting was agreed by Audit and Governance Committee at its May meeting. It was requested that closer links are enabled between the risk and performance measures. Also, members wanted to be able to see what updates more clearly have been made to the risk since the last report. Changes have been incorporated into reports together with links with the control environment.
	M	6	4	1	
	L	2	2		

Children's Care and Protection

		Likelihood			Child protection helps protect children and young people from bad things that are happening in their lives.
		L	M	H	
Impact	H	1	3	1	It helps everyone understand who is doing what to help keep children safe. It's a way to get help and make things better. It helps to make sure that children are eating healthy food, have clean clothes, are protected from abuse, have good physical and emotional health, and have a good education.
	M	1	2		
	L		1		

High Risk: 104) A lack of sufficiency and resilience (placements/residential/foster care) impacts negatively on the demands led budget for children in care Accountable Officer – Assistant Director for Care & Protection	Direction of Travel	New
	Last Reviewed	23 March 2021

Ensuring sufficient local placements for our children in care, closer to their families and communities, is a priority within our Strengthening Services for Children and Families Plan. We are continuing focused initiatives during Spring and Summer 2021 to further enhance our campaigns to promote Foster Care in Dorset, this has included social media and radio campaigns. We have an active group of Foster Carers who are continually helping us to shape our services and support. We are also continuing to deliver our Looked After Children Reduction Strategy. This strategy explicitly states our commitment to reducing the number of children in our care.

Current Controls: Early help strategy; commissioning strategy for placements; performance management; prevention is a priority within the Children & Young Peoples plan ensuring partner engagement; budgetary controls set within monthly tracking and performance meeting; FT for Children's Services includes a "Sufficiency (Care)" workstream.

High Risk: 105) Failure to keep children safe that are known to, or in the care of, Dorset Council - Accountable Officer – Assistant Director for Care & Protection	Direction of Travel	No Change
	Last Reviewed	17 March 2021

We are undertaking work to further strengthen practice and services through our Strengthening Services for Children and Families Programme.

Current Controls: Participation in sector improvement programme, self-assessment processes, improvement plans; Supervision processes; case file audits; performance management with report to CLT/Safeguarding Overview and Scrutiny Committee; policies and process; case audits by peer groups/senior managers.

High Risk: 106) Failure to understand and respond to the changing nature of exploitation results in a safeguarding failure - Accountable Officer – Assistant Director for Care & Protection	Direction of Travel	Improved
	Last Reviewed	1 February 2021

Our new Pan-Dorset Safeguarding Partnership arrangements are now in place including the appointment of a highly regarded and experienced national sector leader as Independent Scrutineer. We, along with partners across Dorset County have published our new Child Exploitation Strategy 2020-2022 setting out how together we will ensure an effective and coordinated response to children and young people at risk of, or linked to exploitation, identifying potential risk early to reduce risk and harm. Multi-agency strategy agreed and tactical group in place to oversee this work

High Risk: 107) Inadequate evidence bases (including Partnership data) to determine service need for children’s care and protection - Accountable Officer – Assistant Director for Care & Protection	Direction of Travel	Improved
	Last Reviewed	18 March 2021
We are undertaking significant work to further strengthen practice and services through our Strengthening Services for Children and Families Programme. The developments in Business Intelligence are supporting us to understand and model service need and we will continue to develop this approach.		
Controls - Business Intelligence Team is improving the approach to collection and sharing information; Joint Strategic Needs Assessment currently being undertaken		

Children's Commissioning and Partnerships					
Impact	Likelihood			Early action, both early in life and early in a challenging episode for a child, young person or family is the most cost-effective way to address emerging issues. Services need to make sure they provide a targeted intervention according to need and that service users receive personalised packages of support. This will ensure that we efficiently provide the right amount of service to bring about change. We need to commission the right services, delivered at the right time and in places where people can use them, and Family Partnership Zones are integral to making this happen.	
		L	M		H
	H	1	2		
	M	2	1		1
	L	1			
High Risk: 281) Financial viability of nursery and after school provision unaffordable - Accountable Officer – Corporate Director for Commissioning & Partnerships				Direction of Travel	Worse
				Last Reviewed	23 March 2021
The position of schools and early years settings is such that full DFE grant income continues to be made available irrespective of opening status. There are some pressures on school budgets that are covered by exceptional DFE grants. Early years settings are commercial settings and have in some cases responded by closure and furlough. Other settings are working closely with the Council to ensure they remain viable. The financial viability of settings has been further impacted by Covid and there is some uncertainty over demand because of furloughing. There is new support coming from the DfE on Holiday Provision and Wrap around support, so we are undertaking some further analysis of the requirements and impact of this. A review of nursery provision is on the Work Programme for the Commissioning service in 2021.					
High Risk: 277) Insufficient availability of local placements and supported accommodation to meet local needs - Accountable Officer – Corporate Director for Commissioning & Partnerships				Direction of Travel	Improved
				Last Reviewed	23 March 2021
Ensuring sufficient local placements for our children in care closer to their families and communities and ensuring sufficient accommodation options for young people leaving care and other vulnerable young people is a priority within our Strengthening Services for Children and Families Plan. We have developed and published the Dorset Young People’s Protocol between Housing and Children’s Services, this is a joint protocol that describes how Housing and Children’s Services will work together jointly to address the needs of 16- and 17-year olds. Planning permission has been secured to build additional local residential provision. The placement sufficiency strategy was approved by Cabinet in January 2021 and is a 3-year plan for delivery of additional placements.					
Controls - Development of local provision internally through the building of new children's residential provision. Development of local provision internally through the repurposing of existing council premises for the provision of residential care. Working with external providers to encourage the opening of new provision locally through offering lease arrangements on DC buildings. Working with external providers to encourage the opening of new provision locally through sharing local intelligence on needs and supporting registration and consideration of block contracts where appropriate. Developing our in-house fostering provision - increasing the timeliness of assessment and the quality of support.					

High Risk: 278) Major safeguarding failure by placement providers - Accountable Officer – Corporate Director for Commissioning & Partnerships	Direction of Travel	No Change
	Last Reviewed	23 March 2021
Regular contract management is in place as part of regional and local frameworks. Due diligence on providers takes place prior to making a placement through checking of Ofsted reports and location risk assessments. We have appointed a QA officer to work with operational services to identify early warning signs that can be addressed with providers. Ofsted Assurance visits have increased and are identifying poor practice.		
Controls - Due diligence checks prior to making placements. Regular contract review meetings. Visits by social workers, IROs and other professionals. QA of Reg 44 visits. Monitoring of Ofsted assurance visit reports and notifications of restrictions and closures		

Children's Schools and Learning						
		Likelihood			All children have a right to an education. Schools must provide each child with the help they need so that they can do well. This helps them to become confident adults. Schools can help all children by making sure that they provide high quality teaching, assess children's progress often and target areas of difficulty and adjust work for children who are struggling. Schools must also help children and young people with disabilities or medical conditions .	
		L	M	H		
Impact	H	2	1	1		
	M	3	1	1		
	L	2				
High Risk: 272) Failure to stabilise the budget for the High Needs Block - Accountable Officer – Corporate Director for Schools & Learning					Direction of Travel	No Change
					Last Reviewed	18 March 2021
Failure to stabilise the pressures in the HNB budget will result in a further increase in the deficit in the DSG. Legally this deficit sits with the DSG and is not part of the LAs budget, however, this does not absolve the LA of working with all schools to support actions to create an inclusive culture of support for pupils with additional and special educational needs in all Dorset schools.						
Work is being undertaken to move to early intervention and support for families across Dorset; to identify pupil needs earlier so that remedial support can be put in place quickly and thus try to stop expensive support later; to create specialist support in all schools and highly specialist support in local schools to reduce the need for pupils to be placed in the independent sector.						