

Appendix 1 - Childrens, Education & Families (CEF) Risk Register (March 2024)

Risk 1		Unable to delivery statutory services within the financial allocation					
Likelihood	5						
	4				X		
	3						
	2						
	1						
		1	2	3	4	5	
		Consequence					
		Risk Owners	Martin Purbrick, Executive Director: Children, Education & Families			Current Score	16
						Target Score	
						Previous Score	16
		Triggers					
		There is a continued risk across children, education and families to manage budgets and deliver savings, as a result of:					
		<ul style="list-style-type: none"> - growing demand on services, and latent demand from covid being hard to forecast - significant inflationary and workforce pressures on the provider market, impacting on the cost of care - lack of availability of capacity, resulting in higher costs to place care - key partners are also under significant strain, which may lead to further increases in demand as other services that support families are ceased - Safety Valve failure 					

Controls	Adequacy	Critical Success
Education projects Educational arrangements around SEND transport is being considered to reduce expenditure in areas where the LA does not have a statutory duty to provide	Good	Education transport is provided top those that are eligible
Financial Control All temporary and permanent recruitment is subject to recruitment panels by the Director of Childrens, Education & Families (CEF) and the Chief Executive Officer (CEO)	Good	Recruitment of skilled social workers is prioritised
Managing demand Early help services are operating more effectively to meet demand Key improvements to the integrated front door have been identified and being implemented to meet demand	Good	Demand is being well managed
Transformation projects Safety valve programme is being developed with additional funding from Government -	Good	Delivery of key projects

Action Plans	Responsibility	Target Date
In-house foster carers Strong focus on in-house foster carers is starting to show signs of success, however still a number of children in unregistered placements	Service Director: Fostering, Adoption & Corporate Parenting	30/04/2024
Market Engagement Market engagement with providers has started and more joined up working with commissioning	Head of Service: Children's Commissioning	30/04/2024
Reducing the number of 'high cost' placements and care costs	Service Director: Fostering, Adoption & Corporate Parenting	30/09/2024
Residential Placement options Revising and exploring options for residential placements	Head of Service: Children's Commissioning	31/03/2024
Shared services for fostering & multi-agency safeguarding hubs ends with Peterborough City	Service Director: Fostering, Adoption & Corporate	29/02/2024

although this is currently adding to the risk currently SEND transformation project is in development Children's Improvement programme		
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Shared arrangements with Peterborough has ended and although additional resources will be required initially the workload will reduce and the focus on quicker and better quality turnaround of contacts should be seen		
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Parenting		
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Risk 2		Failure to meet statutory duty to provide sufficient education provision across Cambridgeshire within early years, schools & post 16 access to provision					
Likelihood	5						
	4				X		
	3						
	2						
	1						
		1	2	3	4	5	
		Consequence					
		Risk Owners	Fran Cox, Assistant Director: Education		Current Score	16	
				Target Score		Last Review	28/02/2024
				Previous Score	16	Next Review	28/05/2024
		Triggers					
		Lack of school places available within particular geographical areas or within age cohorts					
		Increase migration to a locality or exceptionally high birth rates.					
		Cost of building rising above budgeted levels leading to delays due to value engineering or seeking further funding.					
		Increased transport costs due to relocating pupils out of their nominated area in order to meet demand					
		National Policy changes which require the Local Authority to provide more capacity e.g. Early Years Reform					

Controls	Adequacy	Critical Success
Communications Discussions have taken place with the DfE over the issues in Cambridge and Wisbech in relation to their policy	Good	All parties have clear and updated communications
Effective Planning Ensure adequate forecasting and future planning for Education places including recognising current patterns of migration. Reviewing all PANs against capacity and ensuring school take all catchment children. Early review of admissions application to allow discussions with schools over numbers / sustainability.	Good	Sufficient provision is provided
Maintain good working relations with partners Continue good working relations with DfE,	Good	A continuous solid working relationship with partners

Action Plans	Responsibility	Target Date
Discussion with DfE Ongoing discussion with DfE over challenges around academies taking additional numbers and where policy decisions have impacted capacity (i.e. sixth form opening at Chesterton which have removed 2 FE).	Executive Director: Children, Education & Families	31/03/2024
Early Years reforms Delivering early year reforms approach agreed by CYP committee – governance arrangement set to deliver wraparound (as pathfinder) and new entitlement to 9 months old plus. Report back to Committee in June on progress.	Service Director: Education	30/06/2024
Review of Secondary Allocation Review of Secondary Allocation for September 24 intake early to ensure adequate provision.	Service Director: Education	29/02/2024

Providers, contractors and planners. We are working with the Academy Trust CEO forum to ensure jointly all available provision is available		
New policies Effective horizon scanning of new policies to ensure locally we respond e.g. early years, potential VAT on private school places etc	Good	Ensure all new policies are considered and in place
New provision to timescale & budget Ensure continuous improvement of new provision within set timescales and to funding availability. Continue to consider DfE Free School Programme to deliver new schools. New delivery models are also being considered including developer built, other frameworks to save funding and time	Good	Continuous improvement which is accommodated to time, cost and quality
Provider of last resort Act as provider of last resort for early years to maintain provision where provision closes due to financial viability or adverse Ofsted judgements	Good	Provides assurances
Small School Strategy Support schools that are strategically needed in the short and medium term whilst intakes are low (in line with strategy shared at CYP in November)	Good	Schools are supported in terms of intake and provision.

Risk 3		Financial risks for non-delivery of the DfE Safety Valve Agreement for Cambridgeshire							
Likelihood	5						Risk Owners Martin Purbrick, Executive Director: Children, Education & Families	Current Score 16 Target Score Previous Score 16	Last Review 29/02/2024 Next Review 29/05/2024
	4			X					
	3								
	2						Triggers DfE withholding payments from the Safety Valve Agreement Failure to deliver safety valve plan identified through monitoring. Unsustainable demand for Education, Health, Care Plans (EHCP's) meaning the financial carry forward becomes unsustainable Insufficient capacity within school system which leads to higher cost placements		
	1								
		1	2	3	4	5			
		Consequence							

Controls	Adequacy	Critical Success
Delivery of additional school places Continue to ensure DfE to deliver on timescale on the new Special Schools at Gamlingay and March. Continue to calculate the impact of delay on the SV modelling	Good	School provision is in place and meets needs
Management and delivery of the SEND Transformation Programme Effective management and delivery of the SEND Transformation programme over the next 3 Years	Good	SEND Transformation is successfully delivered to time, cost and quality
Monitoring of Safety Valve requirements Monthly review of position through the Education Finance and Performance Board and reporting to the SEND Executive Board. Financial forecasts continue to reported corporately and updated regularly	Good	Requirements are reported regularly and meets expectations
Partnership with DfE	Good	Good working relationship are established

Action Plans	Responsibility	Target Date
Revision of Safety Valve Model Revised Safety Valve Model to be discussed with DfE including re-phased savings / potential extension of period of safety valve deal	Service Director: Education	29/03/2024
Revision of Transformation Programme Transformation Programme has been refreshed and will be monitored as part of new governance arrangements	Service Director: Education	30/09/2024

Continue to work closely with the DfE as part of the Safety Valve monitoring so they are aware of the pressures locally and the impact on our safety valve model.

established

Risk 4						Services are unable to manage caseloads sufficiently within children, education and families due to the lack of appropriate workforce skills and capacity					
Likelihood	5					Risk Owners Martin Purbrick, Executive Director: Children, Education & Families	Current Score 16	Target Score	Previous Score 16	Last Review 29/02/2024	Next Review 29/05/2024
	4			X							
	3										
	2										
	1										
		1	2	3	4						
Consequence						Triggers					
						Increased number of workforce vacancies in critical services such as Multi-agency Safeguarding Hub (MASH), front door services etc Increase cost and reliance on agency workers Gaps in recruitment as seen across national labour workforces Unmanageable caseloads within key teams Increase in staffing sickness levels					

Controls	Adequacy	Critical Success
ASYE Scheme & Apprenticeships Continue to recruit and support the newly qualified social care workforce and encourage in-house apprenticeships	Good	Established developed workforce who are newly qualified
Recruitment & Retention Strategy The development of a clear recruitment and retention strategy	Good	Permanent workforce is place with minimal use of agency staff
Recruitment International Social Worker A number of international social workers started in January 2024 in CEF. Development of an approach to recruit international social workers in the future	Good	International social workers are recruited and supported across Cambridgeshire
Social work academy Cambridgeshire's Academy in Reaching Excellence (CARE) to deliver across all Children, Education & Families (CEF) service areas from 2024 has been launched and a phased approach in delivering this to the workforce.	Good	All staff are trained through the CARE academy

Action Plans	Responsibility	Target Date
Assessment Team proposals Assessment Team in East Cambs, developing proposal to become permanent	Service Director: Childrens Social Care	30/03/2024
Increasing capacity of the Multi-agency safeguarding hub (MASH) Additional resources have been agreed and recruitment for MASH has started	Service Director: Childrens Social Care	30/03/2024
Recruitment campaigns Sanctuary recruitment company commissioned on a 12-month contract for attracting social workers into Cambridgeshire and have started to see additional resources	HR Lead	30/01/2025
Workforce action plan Workforce action plan has been developed on key areas to focus on to embed good practice and attract workforce into Cambridgeshire		30/12/2024

<p>Social Worker recruitment</p> <p>Increase in permanent workforce, particularly in front-door services has recently been successful which should see improved practice and consistency and therefore greater efficiency within the workforce</p>	<p>Good</p>	<p>Permanent workforce in place and embedded across Cambridgeshire</p>
<p>Workforce Development framework and action plan</p> <p>The implementation of a clear outline the workforce framework for children, education and families for all staff has been updated and reflect revised practice and standards. This also includes the support elements for existing workforce. A need to allow time to embed into services.</p>	<p>Good</p>	<p>The action plan is fully delivered</p>

Risk 5						Failure of the council's arrangements to safeguard vulnerable children & young people					
Likelihood	5					Risk Owners Martin Purbrick, Executive Director: Children, Education & Families Current Score 15 Target Score Previous Score 15	Last Review 29/02/2024 Next Review 29/05/2024	Triggers High caseloads in Children's Social Care. Lack of financial resilience. Non-compliance with safeguarding processes and procedures. Inability to recruit and retain experienced Social Workers. Lack of placement sufficiency to meet the needs of complex children and young people. Major incident results in inability to access Council systems, records or buildings.	Consequence 1 2 3 4 5	X	
	4										
	3										
	2										
	1										
		1	2	3	4						5

Controls	Adequacy	Critical Success
Clear processes for reporting concerns Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice.	Good	Effective processes for reporting concerns ensure that the response to concerns is timely and effective, with the involvement of appropriate partners
Comprehensive and up-to-date safeguarding Policies, procedures and Practice standards. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Case Reviews	Good	Several practice and processes have recently been reviewed and revised to ensure they are robust and includes; Our Practice Standards, Guidance and Toolkit (Big Spotlight 6); our Threshold document; Multi-agency Safeguarding Hub (MASH) Manual and Guidance etc
Family Safeguarding Approach	Reasonable	Family safeguarding as a

Action Plans	Responsibility	Target Date
Children's placement sufficiency Work to manage the local market with support from Commissioning services is underway to support placement sufficiency for Cambridgeshire. This action is likely to remain ongoing. Market engagement happened during January 2024 and Social Care & Commissioning working more closely together as a strong focus on recruiting in-house foster, showing early signs of success, however, there are still a number of children in unregistered placements	Head of Service: Children's Commissioning	29/06/2024
Corporate response to Ofsted focused visit Previous outline of establishing a strengthening services board, however there was little appetite	Executive Director: Children, Education & Families	29/03/2024

Family Safeguarding involves multi-disciplinary teams in children's social care, to keep families together and ensure children and adults services work jointly for the best outcome for the family.		practice model is currently under review
Full leadership team recruitment A permanent and stable leadership team is in place and established to provide crucial leadership across Children, Education and Families	Good	Permanent team is in place and established
Information-sharing and coordinated work between multi-agency partners, providers, and regulators. In particular, the Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the Safeguarding Boards. Regular monitoring of social care providers and information sharing meetings with other local organisations.	Reasonable	A review by Essex sector led improvement partner has identified key areas of strengths and development. Recommendations are being added to the action plan tracker along with other key areas
Multiagency safeguarding Boards Provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity specific safeguarding situation between partners.	Reasonable	The Local Authority (LA) improvement board started in October 23 and continues to provide independent scrutiny
Quality assurance framework Robust process of internal Quality Assurance (QA) framework including case auditing and monitoring of performance.	Reasonable	Recently revised and implemented new practice governance ensuring performance information is more accessible and training has been provided to ensure performance is monitored more closely. In addition, an audit schedule has been reviewed, updated and is underway

for this from partners. Therefore, the children's improvement board will be focused on the key areas for development. Updated self-assessment is now complete (end Jan-24) and the improvement plan has been drafted and is underway		
Recruitment of permanent workforce As part of the children's improvement work, there is a focus on ensuring the recruitment and support of children's workforce. Successful recruitment within management areas with over 90% of permanent Directors, Heads of Services, Service Managers and Team Managers. Over 70% of Social Workers are now permanent	Executive Director: Children, Education & Families	29/03/2024
Review of key areas of children's, education and families services' Essex is supporting Cambridgeshire with a sector led improvement review of key frontline services to help understand their strengths and key areas for development. Stage1 has now been completed and a further request for further DfE funding for additional SLI funds for stage 2.	Executive Director: Children, Education & Families	29/04/2024

<p>Safeguarding Training & Development</p> <p>Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice.</p>	<p>Good</p>	<p>Effective training and development ensures all staff understand and can implement key safeguarding processes. Social care academy launched on 20th November with new ASYE and International workers in January 2024.</p>
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Risk 6		Unable to meet the appropriate accommodation (placement) provision required for children and young people, particularly those with high and complex needs					
Likelihood	5						
	4						
	3					X	
	2						
	1						
		1	2	3	4	5	
		Consequence					
		Risk Owners	Martin Purbrick; Denise Revens		Current Score	15	
				Target Score		Last Review	29/02/2024
				Previous Score	15	Next Review	29/05/2024
		Triggers					
		Demand out-stripping supply of placements, particularly those with high needs and complex Lack of affordable and sustainable housing options for placements across Cambridgeshire Lack of appropriate accommodation options for those with high and complex needs Lack of appropriate provision with the skills to manage those with high and complex needs					

Controls	Adequacy	Critical Success
Child and young people's voice Considering children and young people feedback is included when developing accommodation proposals and options. Currently being explored.	Good	The voice of children and young people is heard and reflected in our service development and improvement
Contract Management Continuous improvement through contract management with providers and market engagement.	Good	Providers continue to make improvements
Inflation Strategy Developing an inflation strategy which is fair and transparent aligned to all our providers.	Good	Inflation uplifts are clear, transparent and fair to providers
Multi-agency partnership working with other services	Good	Partnership working is well established

Action Plans	Responsibility	Target Date
Exploring in-house options Scoping the in-house property options further to consider both external and internal provision.	Head of Service: Children's Commissioning	31/07/2024
Provider Meetings Provider meetings are arranged and will be regular to ensure co-consideration of housing proposals and needs collaboratively.	Head of Service: Children's Commissioning	30/04/2024

<p>Continued working with partners to provide a multi-agency approach of the needs for the child / young person.</p> <p>Working with statutory health partners for the risk pathways for self-harm</p> <p>Multi-agency monthly meetings to review cases and provide multi-agency support on where cases can be worked on together when needed (JASP, 0-25 complex cases)</p>		
<p>Provider Communications</p> <p>We are widening our communications within our services to local and national provider bases across all of children services.</p>	Good	Providers feel well informed
<p>Provider training & development</p> <p>Providing training, support and development to upskill providers working with more young people with high and complex needs.</p>	Good	Providers are well supported and suitably trained to work with those with high and complex needs.
<p>Residential Strategy</p> <p>The development of a residential strategy to further explore the residential accommodation across Cambridgeshire including in-house provision, working better with providers and greater partnership working.</p>	Good	Sufficient residential accommodation available across Cambridgeshire
<p>Sufficiency Strategy</p> <p>The development of the sufficiency strategy to identify areas of capacity and future needs</p>	Good	Sufficient capacity and future needs can meet demand

Risk 7						Inability to deliver within the financial allocation due to demand and cost pressures on education and social care transport						
Likelihood	5						Risk Owners	Martin Purbrick, Executive Director: Children, Education & Families	Current Score	15	Last Review	29/02/2024
	4					Target Score						
	3					X	Triggers	<p>Increase in the number of children and young people with complex SEND requiring and EHCP and specialist transport eg a tail-lift vehicle capable of accommodating one or more children in a wheelchair or ambulance transport has impacted on the budgeted cost for this service.</p> <p>Increase in the number of children and young people whose behaviour as a result of their complex SEND means that it is unsafe for them to travel with other children or young people.</p> <p>Requests from schools and/or parents for transport assistance due to concerns over safeguarding risks in respect of a child or young person's ability to walk to and from school even accompanied by an adult.</p> <p>Increase in the number of contract handbacks has resulted in higher cost contracts and demand on staff capacity to manage procurement processes</p> <p>Increased operation and overhead costs eg fuel, insurance</p> <p>Operators having insufficient numbers of drivers and/or passenger assistants to be able to fulfil contracts</p>				
	2											
	1											
		1	2	3	4	5						
Consequence												

Controls	Adequacy	Critical Success
<p>Additional capacity on SEND 0-25</p> <p>Funding secured to appoint additional members of staff who will focus on reducing the number of single occupancy taxis and work with colleagues in the SEND 0-25 teams and in Social Care to ensure that consideration of transport requirements and the cost of these is embedded into the annual review process and conversations with parents/carers and educational establishments.</p>	Good	
<p>Transport transformation strategy</p> <p>Transport transformation strategy adopted by Committee and being monitored by Passenger Transport Board. Savings targets directly linked to strategy activity</p>	Good	

Risk 8		Lack of capacity and threshold within the wider partner system is insufficient to protect children					Risk Owners		Martin Purbrick, Executive Director: Children, Education & Families	Current Score		15	Last Review		29/02/2024
										Target Score			Next Review		29/05/2024
										Previous Score		15			
Likelihood	5						Triggers Increase in demand complexity of threshold Vacancies within the Multi-agency Safeguarding Hub (MASH) & front door services Partnership engagement in attendance of conferencing (Children in Need & Child Protection) Partners unable to attend face-to-face, alternative arrangements								
	4														
	3					X									
	2														
	1														
		1	2	3	4	5									
		Consequence													

Controls	Adequacy	Critical Success
Data collection and sharing Improvement to data and sharing of information on those children with complex needs with partners. Performance meetings are being rescoped and revised.	Good	Sharing information is more efficient, effective and fully understood
Diagnostics of improved practice Essex sector led improvement (SLI) programme of key areas to identify key areas of strengths, areas for development and recommendations for areas of focus.	Good	Cambridgeshire are clear on the areas for focus for improving practice
Intervention work Improvement to identifying and responding to those at risk of edge of care (acute) children to reduce risk and supporting families earlier.	Good	Reducing the number of children in care
Mapping child's journey Mapping of the child's journey and reviewing elements to improve the process and practice following MASH/Assessment	Good	Pathways are efficient, consistent and effective

Partnership working Improve partner pathways particularly with Health earlier as part of the MASH partnership arrangements	Good	Clear partnership pathways which are transparent and fully understood
Reduction of contacts and referral rates Reducing the number of contacts and referrals by preventative measures through further development work	Good	Workload is manageable and the outcomes are more effective

Risk 9		Organisational change within children, education and families impacts on service delivery				
Likelihood	5					
	4					
	3				X	
	2					
	1					
		1	2	3	4	5
		Consequence				
Risk Owners		Martin Purbrick, Executive Director: Children, Education & Families			Current Score	12
					Target Score	
					Previous Score	12
					Last Review	29/02/2024
					Next Review	29/05/2024
Triggers						
Decoupling of services between Cambridgeshire and Peterborough Emerging changes from children service requirements Preparation and the outcome for Ofsted inspection Changes in practice and approaches						

Controls	Adequacy	Critical Success
Communications Communication with the workforce is regular and has recently been reviewed to ensure a better variety and frequency of communications to staff, including a fortnightly newsletter, virtual staff forums', drop-in sessions in offices with staff etc.	Good	Staff feel well informed
Decoupling service plan MASH & Fostering service have decoupled between Cambridgeshire County Council & Peterborough City Council in January 2024.	Good	Good working relationships continue with PCC.
Improvements The self-assessment has been completed (end Jan-24) and the action plan tracker has been developed to monitor progress and activity	Good	The self-assessment priorities for the next 12 months are delivered
Leadership	Good	A permanent leadership team established and embedded

<p>Permanent CEF Leadership is fully recruited too and majority now in post (Dec 23). New Service Director for Education currently being recruited too. An interim will be starting during February 2024.</p>		<p>established and embedded</p>
<p>Workforce Workforce development framework and action plan has been developed to ensure all strengthen based practice is implemented and is being monitored.</p>	<p>Good</p>	<p>All elements on the workforce action plan is delivered</p>