

Family Services – Q2 2016/17

1. SUMMARY

1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance		Capital Actual Variance			
		507		(5,444)		

Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
• Indicators	75% (15)	15% (3)	0% (0)	10% (2)	80% (8)	20% (2)
• Key Actions	60% (3)	20% (1)	0% (0)	0% (0)		

Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased
		0% (0)	6% (1)	75% (12)	19% (3)	

1.2 KEY SUCCESSES AND CHALLENGES

Key Successes

Children's Service Practice Academy for Social Work Students first phase has now launched with 14 students now enrolled.

Award ceremony for Foster Carers – with 10 Foster Carers receiving an 'Outstanding Carer' Award and 6 Foster Carers receiving an award for long service (20 years+) as Barnet Foster Carers.

Parkfield Nursery received an Ofsted rating of 'Good'.

Key Challenges	Actions Required
<p>Ensuring that Barnet has high quality resilience based practice across Family Services</p>	<p>The Practice Improvement Plan continues to gain momentum, which focuses on three key aspects; practice quality, systems and tools, and recruitment and retention. The progress of actions is monitored using an agile project management methodology with regular reporting into the Social Work Improvement Board, including the Chief Executive and external challenge through our improvement partners, to ensure appropriate oversight. In Autumn 2016 our Signs of Safety practice model will be launching, the Resilient Families: Resilient Children staff conference took place on the 19th October focusing on the development of resilience based practice. Workshops/meetings around embedding resilience based practice with boards and partners are to take place in Q3.</p>
<p>Recruitment to social work posts to reduce the number of vacant posts and locum cover</p>	<p>The continuation of the recruitment campaign is ongoing, there are successes with our recruitment campaign but we will continue to focus on this area and the reduction of vacant and locum posts within Children’s Social Care.</p>
<p>Implementing the new libraries model</p>	<p>Delivery of the libraries strategy implementation plan across HR, IT and operations.</p>

1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

Practice improvement work continues to help ensure that the service is delivering as effectively as possible, including against the requirements of the Ofsted Framework and Evaluation Schedule for the Inspection of Services for Children in Need of Help and Protection, Children Looked After and Care Leavers. A Practice Improvement Plan is in place, focusing on quality of practice, systems, and workforce. Over the past quarter there has been progress in developing and starting to embed a resilience-based practice philosophy across the service, in line with the partnership Barnet Children and Young People Plan vision. Additionally a key framework to support resilient practice is being rolled out starting in October. Work is taking place with partners to improve the timeliness of health assessments for children in care and is overseen by the Corporate Parenting Advisory Panel.

Ongoing recruitment activity has resulted in a number of agency staff moving onto permanent contracts; helping to create greater workforce stability and manage budgets. A continued focus is needed in this area. The Practice Academy in partnership with Middlesex University has opened to the first cohort of social worker students and a Practice Academy to support learning and development for all staff is being created.

The new libraries model is in the process of being implemented across HR, IT and operations. This continues to be a key challenge for the service.

2. Finance

2.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q2 Forecast	Variation		
	£000	£000	£000	£000		
Family Services Management	1,097	348	171	(177)	Relates to the growth and inflation monies from 2015/16. The budget is held here to offset against social care pressures.	-50.8%
Social Care Management	1,175	1,744	1362	(382)	There is and overspend on legal and translation costs and there is further pressure from a head of service role being covered by agency. This is offset against the £500k agency staff budget that is being held here.	-21.9%
CSC 0-25	2,212	2,262	2155	(107)	Underspends in personal budgets, respite, home support, short breaks and direct payments budgets offset by S17 and S18 overspends.	-4.8%
Intake and Assessment	2,284	2,810	3321	511	Family service have been working with Capita to reduce the cost of agency staff. The service has seen a 10% reduction in the number of agency staff. The overspend relates to the ongoing cost of these changes.	18.2%
Intervention and Planning	2,832	3,490	4124	634	Family service have been working with Capita to reduce the cost on agency staff. The service has seen a 10% reduction in the number of agency staff. The overspend relates to the ongoing cost of these changes.	18.2%
Permanence Trns & CorParenting Placements	3,184	3,442	3788	346	As above per as well as an increase in asylum seekers.	10.0%
Safeguarding & Quality Commissioning & Business Imp.	17,468	17,616	17417	(199)	Overspend on demand led budgets such as special guardianships, residence orders, preparation for independence, family assessments and remand service. This is partly offset by income from joint funded placements in residential care.	-1.1%
Early Years	1,790	2,125	2041	(84)	Mainly due to vacant posts being filled later in the year.	-4.0%
Libraries & Comm.Engagemnt	3,025	3,678	3662	(16)	Underspend from early MTFS savings achieved.	-0.4%
Youth & Family Support	2,765	3,822	3941	119	Overspend mainly from an income shortfall within the childcare function.	3.1%
	5,426	5,654	5632	(22)		-0.4%
	3,223	3,559	3444	(115)	Part-year vacancies due to delayed recruitment.	-3.2%
Total	46,481	50,550	51,057	507		1.0%

2.2 Capital

	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 Budget	Spend to date	2016-17 Forecast to year-end	Variance from Approved Budget	% slippage of 2016/17
	£000	£000	£000	£000	£000	£000	£000	%
Family Services	14,856		(5,444)	9,412	539	9,412	(5,444)	-36.6%
Family Services	14,856	-	(5,444)	9,412	539	9,412	(5,444)	-36.6%

3. Performance

3.1 Overview of performance for Corporate Plan and Service indicators

	RAG						Long-Term Direction of Travel			No. Indicators Reported in Quarter
	Green	Green Amber	Red Amber	Red	No. RAG Rated	Monitor	Improving / Same	Worsening	No. Direction of Travel	
CPI	4	1	0	0	5	5	3	2	5	10
SPI	6	0	0	0	6	2	5	0	3	8
MPI or KPI	5	2	0	2	9	4	0	0	13	13
Total	75% (15)	15% (3)	0% (0)	10% (2)	100% (20)	35% (11)	80% (8)	20% (2)		31

Key:

CPI	Corporate Plan Indicator
SPI	Commissioning Plan Indicator
MPI	Management Agreement Indicator
KPI	Contract Performance Indicator

3.2a Indicators

Managing demand for services (Fairness)

SAFEGUARDING - When children are at risk, by intervening early, the council will improve outcomes for children, young people and families, enabling them to thrive

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q2 2016/17 Target	Numerator / Denominator	Q2 2016/17 Result	Q4 2015/16 Result	DOT Short-Term (From Q4 2015/16)	Q1 2015/16 Result	DOT Long-Term (From Q2 2015/16)	Benchmarking
FS/S4	Number of referrals to social care (per 10,000 of the under-18 population)	Monitor	As at 30 Sept 2016	Monitor	Monitor	N/A	377.8	370	Worsening	407		Statistical Neighbours: 467.48 London: 477.9 England: 548.3 (2014/15, LAIT)
FS/S5	Number of children adopted	Bigger is Better	July-Sept 2016	10	Monitor	N/A	3	3	Same	6	Worsening	Benchmarking not available until end of Q4
FS/S6	Percentage of children in London Borough of Barnet foster care	Bigger is Better	As at 30 Sept 2016	42.5%	41.8%	146/328	44.5%	44.9%	Worsening	39.4%	Improving	Benchmarking data not available - this target is specific to Barnet
FS/S12	Number of new Common Assessment Frameworks opened in quarter	Bigger is Better	July-Sept 2016	112	112	N/A	231	182	Improving	195	Improving	Benchmarking data not available - this target is specific to Barnet

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q2 2016/17 Target	Numerator / Denominator	Q2 2016/17 Result	Q4 2015/16 Result	DOT Short-Term (From Q4 2015/16)	Q1 2015/16 Result	DOT Long-Term (From Q2 2015/16)	Benchmarking
FS/C14	Number of first time entrants to the Youth Justice System aged 10 to 17 (per 10,000 of the population).	Smaller is Better	Apr 15 - Mar 16	326	326	N/A	235	255	Improving	284	Improving	London: 416 National: 369 (Jan 15 – Dec 15, YDS)
FS/S16	Number of children in care per 10,000	Monitor	As at 30 Sept 2016	Monitor	Monitor	N/A	36.4	35.7	Worsening	New		Statistical Neighbours: 43.1 London: 52 England: 60.0 (2014/15, LAIT)
FS/C20	Number of Children Looked After	Monitor	As at 30 Sept 2016	Monitor	Monitor	N/A	328	312	Worsening	New		Statistical Neighbours: 255 (2014/15, LAIT)
FS/C21	Number of children in residential placements (internal and external)	Monitor	As at 30 Sept 2016	Monitor	Monitor	N/A	42	39	Worsening	New		Benchmarking data not available

More resilient communities (Responsibility)

BUILDING RESILIENCE – In children, young people, families, and communities

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q2 2016/17 Target	Numerator / Denominator	Q2 2016/17 Result	Q4 2015/16 Result	DOT Short-Term (From Q4 2015/16)	Q2 2015/16 Result	DOT Long-Term (From Q2 2015/16)	Benchmarking
FS/S8	Percentage of the target groups that are registered with the children centre within the area it serves	Bigger is Better	As at 30 Sept 2016	65.0%	65.0%	3416/3875	88.2%	79.2%	Improving	93.0%	Worsening	Ofsted Children's Centre handbook: page 28 states that 65%+ of Deprived Children 0-5 should be known to be deemed as 'Good' or 'Outstanding'
FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training	Bigger is Better	As at 30 Sept 2016	55% Above our statistical neighbours	55.0%	61/104	58.7%	62.61%	Worsening	55.0%	Improving	Statistical Neighbours: 51.8% London: 53% England: 48% (2014/15, LAIT)
FS/C15	Young offenders in education, training or employment	Bigger is Better	As at 30 Sept 2016	Above London and National Averages	66.0%	12/16	75.0%	75.00%	Same	73.0%	Improving	London: 65.3% National: 58.4%
FS/S18	Proportion of care leavers age 19 – 21 in suitable accommodation	Bigger is Better	As at 30 Sept 2016	90.0%	90.0%	100/104	96.2%	96.5%	Worsening	94.8%	Improving	Statistical Neighbours: 79.8% London: 83% England: 81% (2014/15, LAIT)

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q2 2016/17 Target	Numerator / Denominator	Q2 2016/17 Result	Q4 2015/16 Result	DOT Short-Term (From Q4 2015/16)	Q2 2015/16 Result	DOT Long-Term (From Q2 2015/16)	Benchmarking
FS/C16	Percentage of families with children under 5 within the borough are registered and accessing services at children's centres	Bigger is Better	As at 30 Sept 2016	80.0%	80.0%	16760/19963	84.0%		Improving	76.1%	Improving	Page 28 of the Ofsted Children Centre Inspection handbook states "Most (ie 80%+) families should be known (i.e. registered)
FS/C37	Percentage of CLA who have had a timely initial health assessment in the last 6 months	Bigger is Better	Apr-Sept 2016	95.0%	95.0%	6/59	10.2%	30.4%	Worsening	New		Benchmarking data not available - this target is specific to Barnet
FS/C38	Percentage of CLA who have had a health timely assessment (under 5 6 months, over 5 annual)	Bigger is Better	As at 30 Sept 2016	95.0%	95.0%	167/202	82.7%	97.5%	Worsening	New		Return: Statistical Neighbours: 90.9% (2014/15, DfE 903)
FS/C39	Percentage with dental checks in the previous 12 months	Bigger is Better	As at 30 Sept 2016	85.0%	85.0%	117/202	57.9%	90.7%	Worsening	New		Return: Statistical Neighbours: 88.4% (2014/15, DfE 903)

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q2 2016/17 Target	Numerator / Denominator	Q2 2016/17 Result	Q4 2015/16 Result	DOT Short-Term (From Q4 2015/16)	Q2 2015/16 Result	DOT Long-Term (From Q2 2015/16)	Benchmarking
FS/C40	% of LAC giving their views at review	Bigger is Better	As at 30 Sept 2016	80.0%	80.0%	230/239	96.2%	98.1%	Worsening	New		Benchmarking data not available - this target is specific to Barnet
FS/C41	Number of young people participating in Role Model army and Young Role Model army in the quarter	Bigger is Better	July-Sept 2016	Monitor	Monitor	N/A	19	16	Improving	New		Benchmarking data not available

Transforming services (Opportunity)

QUALITY SOCIAL WORK PRACTICE - Developing national models of good social work practice

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q2 2016/17 Target	Numerator / Denominator	Q2 2016/17 Result	Q4 2015/16 Result	DOT Short-Term (From Q4 2015/16)	Q2 2015/16 Result	DOT Long-Term (From Q2 2015/16)	Benchmarking
FS/S1	Number of children made subject to Child Protection Plans	Monitor	April-Sept 2016	Monitor	N/A	143	79	Worsening	Monitor	143		Benchmarking not available until end of Q4

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q2 2016/17 Target	Numerator / Denominator	Q2 2016/17 Result	Q4 2015/16 Result	DOT Short-Term (From Q4 2015/16)	Q2 2015/16 Result	DOT Long-Term (From Q2 2015/16)	Benchmarking
FS/S2	Children made subject to Child Protection Plan for a second or subsequent time	Smaller is Better	As at 30 Sept 2016	Perform in line with statistical neighbours (currently 15.6%)	15.6%	42/265	15.8%	15.7%	Worsening			Statistical Neighbours: 15.64% London: 13.8% England: 16.6% (2014/15, LAIT)
FS/S3	Number of children subject to Child Protection Plans for two or more years	Monitor	As at 30 Sept 2016	Perform in line with statistical neighbours (currently 3.31%)	Monitor	N/A	7	7	Same	7		Statistical Neighbours: 9 (2014/15, CIN Census)
FS/S11	Percentage of children in external residential placements	Smaller is Better	As at 30 Sept 2016	9.2% 29/311	9.6%	31/328	9.5%	8.3%	Worsening	11.2%	Improving	Benchmarking data not available - this target is specific to Barnet
FS/C17	Number of Children Missing from Care (during reporting period)	Monitor	July-Sept 2016	Monitor	Monitor	N/A	44	29	Worsening	New		Benchmarking data not available
FS/C18	Percentage of children in care with three or more placements during the last 12 months	Smaller is Better	As at 30 Sept 2016	10.0%	11.5%	37/328	11.3%	10.3%	Worsening	New		Statistical Neighbours: 11.33% London: 11% England: 10% (2014/15, LAIT)

Ref	Indicator	Polarity	Period Covered <i>Timeframe data has been measured</i>	Annual 2016/17 Target	Q2 2016/17 Target	Numerator / Denominator	Q2 2016/17 Result	Q4 2015/16 Result	DOT Short-Term (From Q4 2015/16)	Q2 2015/16 Result	DOT Long-Term (From Q2 2015/16)	Benchmarking
FS/C19	Number of Children in Care further than 20 miles from Borough	Monitor	As at 30 Sept 2016	Monitor	Monitor	N/A	70	59	Worsening	New		Benchmarking data not available
FS/C22	% of assessments completed within 45 working days	Bigger is Better	July-Sept 2016	In line with statistical neighbours (84.5%)	84.5%	1055/1161	90.9%	91.8%	Worsening	New		Statistical Neighbours: 84.5% London: 80.1% England: 81.5% (2014/15, LAIT)
FS/C23	Number of unallocated cases (CIN / CP / CLA)	Bigger is Better	July-Sept 2016	Monitor	0	N/A	0	0	Same	New		Benchmarking data not available - this target is specific to Barnet
FS/C24	Number of children subject to a CP Plan (per 10,000)	Monitor	As at 30 Sept 2016	Monitor	Monitor	N/A	29.7	31.6	Improving	New		Statistical Neighbours: 39.1 London: 40.6 England: 42.9 (2014/15, LAIT)
FS/C25	% Child Protection visits within timeframes	Bigger is Better	As at 30 Sept 2016	95.0%	95.0%	257/265	97.0%	97.8%	Worsening	New		Benchmarking data not available - this target is specific to Barnet
FS/C26	% of CLA visits taken place within timeframes	Bigger is Better	As at 30 Sept 2016	95.0%	95.0%	296/328	90.2%	84.6%	Improving	New		Benchmarking data not available - this target is specific to Barnet
FS/C27	% of CLA Reviews within timeframes	Bigger is Better	As at 30 Sept 2016	95.0%	95.0%	328/328	100.0%	95.2%	Improving	New		Benchmarking data not available - this target is specific to Barnet

3.2b Comments and proposed interventions for indicators that have not met target

Ref and Indicator Title	Comments and Proposed Intervention
<p>FS/S2 Children made subject to Child Protection Plan for a second or subsequent time</p>	<p><u>Intervention Level – 1</u></p> <p>The total number of Children on a Child Protection Plan for a second or further time is going down; the previous quarter saw a total of 49 children compared to Q2’s number of 42. A focused piece of analysis is currently being conducted on these children and will be monitored by Heads of Service on a weekly basis to aid in the continued reduction of this cohort.</p>
<p>FS/C26 % of CLA visits taken place within timeframes</p>	<p><u>Intervention Level – 1</u></p> <p>Head of Service is following up on a weekly and daily basis and holding surgeries for those social workers who have any out of date visits recorded on the system. The 16 and 17 year old Looked After Child cohort have been identified as the majority of looked After Children who are visited outside of timeframes and new practices are being implemented to target this cohort.</p>
<p>FS/C37 Percentage of CLA who have had a timely initial health assessment in the last 6 months</p>	<p><u>Intervention Level - 1</u></p> <p>Meetings with our Health partners have now taken place around the recording of Initial Health Assessments within 28 days of coming into care and we expect to see rapid and significant improvements to this indicator moving forward.</p>
<p>FS/C38 Percentage of CLA who have had a health timely assessment (under 5 6 months, over 5 annual)</p>	<p><u>Intervention Level – 1</u></p> <p>An investigation is currently taking place with our Health partners to understand the recent decline with health assessment and dental recording. Measures will be put into place to ensure that health assessments and dental visits take place within timeframes and health information recording for Looked After Children is improved upon for the following quarters.</p>
<p>FS/C39 Percentage with dental checks in the previous 12 months</p>	<p><u>Intervention Level – 1</u></p> <p>An investigation is currently taking place with our Health partners to understand the recent decline with health assessment and dental recording. Measures will be put into place to ensure that health assessments and dental visits take place within timeframes and health information recording for Looked After Children is improved upon for the following quarters.</p>

4. Key Actions

The tables below provide an update on progress in delivering the strategic and commissioning priorities, as set out in the refreshed Corporate Plan and Street Scene Commissioning Plan for 2016/17.

4.1 Overview of Key Actions

RAG Ratings					No. of Key Actions
Green - Met	Green Amber - delayed, Low Impact	Red Amber - delayed, Medium Impact	Red - risk of not delivering or High Impact	Not Rated (not due or N/A)	
60% (3)	20% (1)	0% (0)	0% (0)	20% (1)	5

Key

RAG	Description
Green	Action Met
Green Amber	Action delayed, Low Impact
Red Amber	Action delayed, Medium Impact
Red	Risk of Not Delivering Or High Impact

4.2 Progress on Key Actions

The section below outlines the Key Actions which were due to be completed this quarter.

Transforming services (Opportunity)

QUALITY SOCIAL WORK PRACTICE - Developing national models of good social work practice

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
	Building the quality approach to develop and implement a new model of social work practice, evaluating models such as “Signs of Safety” as a basis for continuous improvement.	Green	<p>Strong governance in place to monitor progress against practice improvements including daily touchdown meetings and fortnightly updates on each workstream of the plan.</p> <p>A Resilience Task and Finish Group with partners brought together a coordinated approach to presenting resilience to the wider partnership; this commenced in September and coincided with the EIP Roadshows.</p> <p>Signs of Safety has been identified as the framework to support social work practice. The first senior management session has been held and scheduling of training for Family Services Staff, BSCB and partners has commenced. First training and briefing sessions commence mid-November 2016.</p>
	Lead the London adoption regionalisation programme	Green	The Regionalisation of Adoption programme is a London-wide project run under the auspices of the Association of London Directors of Children’s Services (ALDCS). The project is chaired by Barnet’s DCS, Chris Munday and the two options for consideration have a good strategic fit with Barnet.
	Implement the government’s regionalisation agenda for adoption		The RAA project in London has completed its initial development work and the ALDCS have now whittled down the ideas to two options. These will be presented to CELS in early November for in principal support and approval to move to the next stage of the project. As part of the CELS preparation, the emerging ideas from ALDCS will be shared and discussed with staff. The project is on track to meet the Government’s deadlines.

LIBRARIES – Exploring alternative models to deliver services

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
	Develop agreed Council Libraries Strategy	Green	A number of alternative options were considered as part of the Strategic Review of the Library Service. Some of these options were put out to wider public consultation, which resulted in a firm proposal being submitted to the Children’s, Education, Libraries and Safeguarding Committee in March 2016. The CELS Committee subsequently referred the proposal to Full Council, who approved the Implementation of the Library Service Review (ILSR) on 4 April 2016. Although a reference was made to exploring an alternative delivery model (ADM) in the CELS report, this was taken out of the scope of the ILSR.
	Reshape library provision to deliver CELS savings in line with agreed Library Strategy	Green Amber - delayed, Low Impact	Following Full Council on 4 April 2016, the Library Service Proposal was approved to be implemented. This became the Implementation of the Library Service Review (ILSR) Programme. Whilst a separate programme, it forms part of the wider FF2020 programme. The ILSR Programme Team submit monthly Highlight Reports.

5. Customer Experience

Customer Experience Description	Comments and Proposed Intervention
<p>Residents' Perception Survey Spring 2016</p>	<p>Of the 492 people surveyed within the 2016 Spring Resident's Perception Survey, 86% of residents agree that Barnet is a family-friendly place to live.</p>
<p>Compliments and Complains July 1st – September 30th 2016</p>	<p>During Q2, we formally recorded 31 compliments from across the service (17 for Early Intervention and Prevention, and 14 for Social Care). SEND Information Advise and Support Service (SENDIASS) received a number of compliments, and there was a small increase in the number about front line teams (Intake & Assessment and Intervention & Planning).</p> <p>We formally recorded 35 Stage 1 complaints in Q2. Of these, 23 were about Social Care Teams, and 12 were about Early Intervention and Prevention Team (8 of these were about Libraries, which is a decrease from last quarter).</p>

6. Risk The 5 X 5 matrix (heat map) below shows the residual risk assessment (probability and impact scores) for each risk.

		LIKELIHOOD					
		1	2	3	4	5	
		Rare	Unlikely	Possible	Likely	Almost Certain	
IMPACT	5	Catastrophic					
	4	Major		3	2	3	
	3	Moderate		1	7		
	2	Minor					
	1	Negligible					

The table below lists all risks rated 12 and above.

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
FS010	Inability to achieve savings targets	An increase in demand for social care services could lead to the Delivery Unit being unable to achieve the social care demand savings target resulting in financial consequences across the rest of the delivery unit services, reduction in performance of the delivery unit	Asst. Director, Social Care	Financial	Our Family Friendly 2020 programme, and Practice Improvement Plan, help control this risk.	4	5	4	3	12	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
FS001	Significant child safeguarding incident	Inappropriate response or poor decision-making around a case leads to a significant children's safeguarding incident, resulting in increased risk of significant harm or death of a child, and reputational damage.	Asst. Director, Social Care	Health & Safety	<p>Elements of the Practice Improvement Plan have been implemented (including training). Delivery of the plan is monitored regularly and overseen by a Board chaired by the Chief Executive</p> <p>Supervision and practice standards help to control this risk, as well as quality assurance activity.</p> <p>We provide assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Social Work Improvement Board, to ensure scrutiny and oversight. The lead member meets monthly with service leads to provide oversight.</p>	5	5	4	4	16	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
FS004	Serious gang-related incident	As a result of inappropriate decision making, which could be exacerbated by a lack of timely access to information, a gang related incident could occur involving one or more young people within the borough resulting in a child death and reputational damage.	Head of Youth & Family Support	Health & Safety	Our Gangs and Serious Youth Violence Strategy is overseen by the Community Safety Partnership Board and Youth Offending Partnership Board. We also have a gang's operational group, and a gangs, missing and child sexual exploitation strategic group. Our gang's operational protocol and screening tool helps control this risk, as well as the Keeping Young People Safe preventative project.	5	5	4	4	16	Treat
FS007	Data Protection Breach	The high quantity of sensitive information handled by the Family Services DU could lead to a significant data protection breach, resulting in risk to individuals, reputational damage, legal challenge, financial penalty	Head of Service Commissioning & Business Improvement	Information Governance	The Information Management and Governance Group meets monthly, and reviews policies and procedures . There is mandatory data protection training for new starters. Data protection refresher training is also on offer. We also circulate lessons learned through newsletters.	5	5	4	3	12	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	
FS011	Inability to recruit and retain qualified staff	A challenging job market could lead to an inability to recruit and retain sufficiently qualified permanent staff resulting in reliance on agency workers, impacting on budget, inability to carry out quality work, lower morale, significant safeguarding incident	Asst. Director, Social Care	Staffing & Culture	Our Practice Improvement Plan includes a workforce recruitment strand. There is also an organisational development workforce board, and a market factors supplement is available. An innovative model is in place which is successfully converting agency social workers to permanent contracts..	5	5	4	4	16	Treat

7. Equalities

Equalities Description	Comments and Proposed Intervention
Children & Young People's Profile	https://www.barnet.gov.uk/citizen-home/children-young-people-and-families/profile-of-children-and-young-people-in-barnet.html