

# Strategic Risk Management Arrangements

# Appendix A

Strategic Risk	Management arrangements	Timelines	Notes
<p>16/17 SR 09 (L&amp;O:CYP) Children and Young People do not achieve in line with national expectation</p>			<p><b>Current position:</b></p> <p>The rapid improvement strategy is continuing and in addition to this a new reading strategy is now in place as an additional focus in this area.</p> <p>A new Raising Achievement Strategy has also been developed in draft form.</p> <p>National data for GCSE results is due to be released on January 19th and an update on these results will be provided next quarter.</p> <p>It is intended that the provision of an Ofsted Leadership Network will facilitate schools having an increased understanding of the Ofsted framework.</p> <p>A Secondary Teaching School Alliance has also been commissioned to deliver a Key Stage 4 Secondary Improvement Strategy</p> <p><b>Mitigating Actions:</b></p> <ul style="list-style-type: none"> <li>• Continue to deliver School Improvement 3 year Post Ofsted action plan, which has now been signed off by HMI</li> <li>• Challenge Schools Commissioner and Sponsors of Academies on underperformance</li> <li>• The School Improvement Strategy is being delivered and a revision is due out in January</li> <li>• Improve pupil attendance via enhanced early help</li> <li>• Deliver the aspects of the report of the education and skills commission (full response to be published in February) to include: <ul style="list-style-type: none"> <li>○ KS2 and KS4 improvement initiatives</li> <li>○ Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi-Academy Trusts</li> <li>○ Revision support in the community for students and parents</li> <li>○ Leadership succession and recruitment support initiatives in partnership with the Teaching</li> </ul> </li> </ul>

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			<p>School Alliance</p> <p><b>Risk Score:</b> Impact - 4, Likelihood - Possible 3</p>
<p>16/17 SR 10 (L&amp;O;CYPS)</p> <p>Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of Children's services across the wider partnership system</p>			<p><u>Current Position:</u> The Children and Families Partnership Board is the forum for the arrangements to discharge the S10 statutory responsibility which is now led by a new core group of leading partner members - the Interim Executive Group which is driving forward the actions needed with pace and direction, which had hitherto been lacking.</p> <p>For future development – need to recognise contribution to Stronger Families Programme, financial and reputational risk of failing to deliver against this, which presents an emerging risk.</p> <p><u>Mitigating actions:</u> The IEG is directing implementation of the Governance review so that an appropriate number and remit of sub groups will be established to support the Board including a new Chairs' group. The IEG is also directing the development of a new JSNA which will be a more dynamic document and a consequential Children's plan for 2017-2020, as well as significant development of participation and engagement of CYP.</p> <p>The publication of the three key documents JSNA; CYPP and P&amp;E strategy will considerably mitigate this risk as well as the implementation of a fit for purpose governance structure both underpinning the board and laterally in relationship to other strategic boards ,which will enhance the functionality of the Children and Families Partnership Board as the keystone in the oversight and management of the children's strategic partnership across the entire 'estate'</p> <p>The Governance sub structure to be aligned with and reflect CYPP is on track for the Feb 2017 CFPB. A new</p>

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		<p>Participation &amp; engagement sub group has been in place since Dec 2016. Consultation events with children, families &amp; partners arranged for February and March 2017.</p>
<p>16/17 SR 14 (L&amp;O:CYP)</p> <p>Failure to obtain assurance as to the safeguarding of children in the borough Failure to meet children's safeguarding performance requirements which could lead to an 'inadequate' inspection judgement by Ofsted</p>		<p><b>Current Position:</b> The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust are believed to provide assurance to this risk and go beyond contractual requirements. Overall the safeguarding indicators specific to children are now performing better than last year. Ofsted did not raise any concerns as to the safety of children in the borough, but did recommend improvements to social work practice which are being addressed through the Ofsted Improvement Plan. This is regularly challenged with the Trust and at individual HoS level.</p> <p>The first Ofsted Monitoring visit took place in August 2016 and concentrated on management of demand at the front door and quality of practice and found that significant progress is being made to improved services for children and that no children were deemed to be at risk of significant harm. The quality of provision was found to be better and that prompt and appropriate action is taken to address safeguarding concerns this is evident in the quality of assessments and ensuring children are seen alone and their views heard. However, there remain inconsistent quality of assessments and timeliness is deemed variable. In addition, more work is needed to ensure that thresholds for social care intervention are understood across the partnership. The Q2 monitoring visit took place in October 2016 with a focus on quality of practice in particular the quality and effectiveness of plans for CIN of help and protection reviews and work to reduce risk to this cohort; the quality of pre – proceedings work. The conclusion of the</p>

			<p>visit was that the Trust had made 'significant progress' in improving the quality of work since the inspection in November 2015. Inspectors highlighted the continued pace of improvement and reaffirmed the conclusion of the previous visit that no children were found to be in situations of unassessed, unmanaged or unacceptable risk. The next monitoring visit is expected in Spring 2017.</p> <p><b>Mitigating actions:</b> Social work practice is challenged with the Trust at each meeting and at individual HoS level. The Joint strategic Inspection Group regularly reviews the Improvement Plan as to actions required to improve quality of practice and attendant progress. The High level challenge meetings review specific audits and all challenge meetings review the basket of contractual PIs, which include bellwether PIs in respect of CIN plans; the care pathway – especially front door management; assessment completion and quality of audits. In addition, reference is made to volumetric measures and the wider context in order to provide reassurance as to caseload management; geographical / team pressures; deployment of staffing resources etc.</p> <p>DMBC is clear that the two most pressing impediments to this risk remain demand management and quality of practice and is pleased that Ofsted is addressing this via the Inspection monitoring visits. DMBC focus continues to be to ensure that quality of practice and assessment completion is more consistent and embedded and that a sustainable financial and operating model is in place</p>
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