



JAR Risk Register




Generated on: 02 December 2009








Haringey Council



Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
1. Failure to establish effective early intervention	Schools and Children Centres may fail to take appropriate action resulting in disproportionate level of referral to targeted and specialist services. Furthermore, schools and children centres may fail to identify children at risk and do not make referrals at all.	30 Nov 2009	3	2	6	✓	To include: a) Regular meetings with headteachers and other staff with responsibility for vulnerable children which confirms their responsibilities and the Council's expectations of them. For example, briefing Heads and Governors of the SCR implications b) Setting up Safeguarding forum for schools where Children's Services work schools on issues and this is a two way process c) Involving schools and Children's Centres in reviewing CAF d) Written guidance to all schools and Children Centre's confirming arrangements	27-11-2009 Jan Doust: No change in status.	Owner: Jan Doust (CYPS); Author: Jan Doust (CYPS)





Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
2. Failure to recruit and retain experienced and qualified staff in the medium to long-term.	There is currently a gap between demand and supply for high quality social workers with Haringey competing with other London boroughs. Within the referral and assessment service, there are currently no substantive team managers who are permanent appointments.	30 Nov 2009	5	4	20		To include: a) Development of the Haringey offer (includes professional and clinical supervision, CPD, technology supply and support) b) Re-designing social work in Haringey through Barkers, a specialist recruitment, marketing and advertising agency c) Developing and implementing social work competences as a recruitment and development tool d) Undertaking workforce mapping to enable targeted advertising e) On-the-job coaching which involves senior practitioners sitting alongside staff to drive work and improve performance f) Workload planning to ensure we have a clear understanding of the capacity issues	01-12-2009 Rachel Oakley. Risk status has been increased. USA Social Work recruitment campaign has recruited 18 social workers (to start Nov to Feb). UK recruitment 8 social worker made offers, 5 accepted, one started, 4 pre-employment checks being progressed. Team Managers - three appointments made. Role and remuneration for Team Managers & Senior Team Managers has been reviewed, new campaign being prepared to reflect new conditions/offer.	Owner: Rachel Oakley (CYPS); Author: Rachel Oakley (CYPS)
3. Failure to establish effective partnership working	Safeguarding children and young people across the borough is dependent on effective partnership working. One of the main findings of the JAR inspection report (Dec 08) identified insufficient partnership working as an area for improvement.	27 Nov 2009	3	2	6		To include: a) Interim governance arrangements around the programme are to be set up whilst the Children's Trust arrangements are being progressed. This includes a Children's Trust Performance Management Group made up of senior representatives from each partnership (e.g. Borough Commander, Director of Children' Service and the Deputy Chief Executive, Haringey NHS) b) A JAR Action Plan Steering Group will be established to manage the delivery of the plan and its composition will again reflect each partnership c) One Area for Improvement in the JAR action plan is to align services to facilitate integrated working and for further opportunities to be identified (AFI 3.4.1)	30-11-2009 Mark Gwynne: Mechanisms in place to improve partnership working at all levels through: Children's Trust, LSCB, joint CEMB / PCT management team, strategic project meetings and operational delivery meetings. There is active involvement of partners at grass roots level on a day-to-day basis in for example the multi-agency team pilot and development. Work is also underway to ensure greater involvement other areas of service delivery and development of partnership approaches.	Owner: Peter Lewis (CYPS); Author: Ian Bailey (CYPS)

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
4. Ineffective management of internal and external communications	The impact and subsequent media attention of the Baby P case has had significant reputational consequences on Haringey Council. In light of the pending court case and serious case reviews, the need to manage internal and external communications effectively will be critical.	27 Nov 2009	3	3	9		To include a) Handling plan drawn up for whenever the Judicial Review result is announced, covering either result, i.e. for or against the council and have appropriate media lines to take. There is a Q&A brief to go with this. b) Plan drawn up in preparation for Ofsted inspection result.	25-11-2009 Charles Skinner: Previous countermeasures have been delivered and new countermeasures have been identified.	Owner: Charles Skinner (Haringey Council); Author: Kuldip Kaur (Haringey Council)
5. Failure to establish positive motivation and morale particularly among social care	Staff morale and motivation has been affected as a result of the Baby P case with subsequent changes to senior management, dismissal of staff where deemed appropriate and the instigation of disciplinary procedures where deemed appropriate. In addition, there are concerns that heavy workloads, media spotlight and general concerns resulting from this tragic case could result in stress and/or burn out.	27 Nov 2009	3	3	9		To include: a) The Tavistock intervention which is a year long programme of improving social work practice and developing practice confidence b) establishing processes to consult and gather staff use and encourage dialogue on the change programme (as per 6.4.2) of the JAR Action plan c) Developed the staff quality and change network and d) weekly e-bulletins for all CYPS staff to keep them informed of all developments d) Provide staff with access to a stress survey, in order to gauge how members of staff are feeling, in order to then decide if further action is needed to support people e) Support from occupational health to be provided for staff (if required)	27-11-2009 Peter Lewis: Recent evidence suggests that morale is moving in the right direction. Initial feedback from the IPSOS-MORI work reports a generally positive attitude amongst staff (further work is being done on this). Further, during external audit of files when staff have been interviewed by inspectors, the inspectors have reported favourably on the general morale and attitude of the staff they talked to.	Owner: Peter Lewis (CYPS); Author: Ian Bailey (CYPS)
6. Data protection and confidentiality constraints will limit / prevent vital information sharing between the various agencies.	There is a risk that data protection and confidentiality constraints will limit/prevent vital information sharing between the different agencies in relation to children and young people within Haringey.	30 Nov 2009	4	2	8		To include: a) Regular meetings with headteachers and other staff with responsibility for vulnerable children which confirms their responsibilities and the Council's expectations of them. For example, briefing Heads and Governors of the SCR implications b) Setting up Safeguarding forum for schools where Children's Services work schools on issues and this is a two way process c) Involving schools and Children's Centres in reviewing CAF d) Written guidance to all schools and Children Centre's confirming arrangements	27-11-2009 Jan Doust: No change in status.	Owner: Jan Doust (CYPS); Author: Ian Bailey (CYPS)

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
7. There is a risk that the new methodology in Referral & Assessment will not deliver the necessary improvements required to cope with demands on R&A and avoid further backlog build up of cases	Moving from two separate teams dealing with Initial and Core Assessments to a single, integrated process is designed to make sure that there is no breakdown in the processing of assessments. It will also improve the quality of experience for service users to deal with fewer social workers as they progress through the systems.	01 Dec 2009	4	3	12		To include a) Regular and careful monitoring of workflow (i.e. Intensive prioritisation and scrutiny of work) b) Quality assurance of the process by managers c) Monitoring by DDC&F and Director d) Ongoing recruitment activities (in UK and abroad) e) Introduction of new team of newly qualified Social Workers in R&A	01-12-2009 Eleanor Brazil: Some new Social Workers have started to deal with outstanding work as well as new work coming in to the service. The First Response Multi-Agency Team (MAT) is in place and will assist with prioritisation of cases and the quality of work.	Owner: Eleanor Brazil (CYPS); Author: Peter Lewis (CYPS)
8. There is a risk that the R&A telephony system and supporting infrastructure is not stable enough to support R&A	There is a risk that the R&A telephony system and supporting infrastructure is not stable enough to support what is a high priority and sensitive area of work, despite being reconfigured recently, which if problems arise will add further problems to the backlog of Referral & Assessment cases.	01 Dec 2009					To liaise with the IP Telephony project to determine if the project can offer a solution to the R&A Team and if the project can be flexed to prioritise the R&A team in the medium term.	01-12-2009 Eleanor Brazil: Risk closed. Telephony system in place.	Owner: Eleanor Brazil (CYPS); Author: Rachel Oakley (CYPS)
9. There is a risk that the second trial will have a negative impact on C&YPS services and the reputation of the service as a whole.	There is a risk that the second trial will have a negative impact on C&YPS services and the reputation of the service as a whole.	27 Nov 2009	4	3	12		To include: a) Interim governance arrangements around the programme are to be set up whilst the Children's Trust arrangements are being progressed. This includes a Children's Trust Performance Management Group made up of senior representatives from each partnership (e.g. Borough Commander, Director of Children' Service and the Deputy Chief Executive, Haringey NHS) b) A JAR Action Plan Steering Group will be established to manage the delivery of the plan and its composition will again reflect each partnership c) One Area for Improvement in the JAR action plan is to align services to facilitate integrated working and for further opportunities to be identified (AFI 3.4.1)	27-11-2009 Peter Lewis :There was no significant or material impact from the outcome of the second trial that affected service delivery.	Owner: Peter Lewis (CYPS); Author: Kuldip Kaur (Haringey Council)

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
10. Insufficient resources and budget to successfully manage JAR Programme	There is a risk that the JAR Action Plan programme does not have sufficient resources and budget to successfully manage the delivery of the programme – possibility of further resource and budget requirements	30 Nov 2009	4	2	8		To include: a) Business case submitted to the Director of Children Services for a Performance Manager b) Recruitment in place to appoint Programme Management support c) Enquiries made into programme management training for current support officer d) Communications Support identified and resourced e) Sizing and scoping of work managed on a regular basis f) Meetings with C&YPS Head of Finance and Action Leads to determine any additional resource requirements	30-11-2009 Mark Gwynne: a) Smaller Safeguarding Plan being delivered minimising programme management support required. Experience programme manager and programme support secured to manage programme delivery until end March 2010. b) Some support provided by DD, School Standards & Inclusion to help with alignment of CYPP. c) Graduate trainee support officers have attended Prince 2 practitioner course to enhance programme management skills and are providing direct support to some key projects within the programme to support their delivery.	Owner: Peter Lewis (CYPS); Author: Peter Lewis (CYPS)
11. Increasing workload for R&A when communication campaign is launched	There is a risk that the comms activity will increase the number of referrals made, impacting on the work and resources within R&A and resulting in an increased backlog in the short term	01 Dec 2009					To include: a) Careful consideration given to desired behaviours and communication messages needed to cause the behaviour change b) Messages tested with staff to get their views first c) Messages timed not to happen before staff are able to cope with issues d) Consideration to be given to individual contact details rather than First Response contact number being used	01-12-2009 Eleanor Brazil: Communications campaign has been completed. The number of referrals has increased however it is unclear as to whether this was as a result of communications. Risk closed and will form part of business as usual.	Owner: Eleanor Brazil (CYPS); Author: Mark Gwynne (CYPS)

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
12. New inspection arrangements for schools increases emphasis on safeguarding	There is a risk that the new inspection methodology for schools, which places greater emphasis on safeguarding, could identify issues which have not yet been addressed, impacting on the school's assessment and feeding directly into the JAR / CAA	24 Nov 2009	5	4	20		<p>a) Information sent to all schools on the new Ofsted framework and in particular the focus on safeguarding</p> <p>b) Training and briefings offered to all governing bodies and headteachers on the new Ofsted framework</p> <p>c) Ofsted preparation sessions for schools thought to be due an Ofsted inspection</p> <p>d) Checklist for schools on evidence requirements and support offered</p> <p>e) Sharing of the lessons learnt from those who are inspected over the next few weeks</p>	<p>24-11-2009 Janette Karklins:</p> <p>We have had 9 Ofsted inspections since September 2009. One inspection found safeguarding to be inadequate on a technicality but the remaining 8 have been at least satisfactory for safeguarding with some good and one outstanding. Good support is provided for schools prior to an inspection, additional training is in place and sessions to share the findings from inspections.</p> <p>The Ofsted guidance on safeguarding has been refined as inspections have taken place and updated information/guidance has been provided to schools.</p>	Owner: Janette Karklins (CYPS); Author: Janette Karklins (CYPS)
13. Failure to satisfy Ofsted's requirements at the inspection scheduled for January 2010	An Ofsted inspection is scheduled for January 2010 in order to assess improvement activity towards 'safeguarding children and young people' in the borough. The improvement activity is being managed through the delivery of the Safeguarding Plan for Haringey, which provides the borough with a final chance to make the required improvements in safeguarding.	27 Nov 2009	5	3	15		<p>To include:</p> <p>a) More focused Safeguarding Plan developed in place of JAR Action Plan now incorporating improvements from Serious Case Reviews</p> <p>b) Clear programme and milestones with spot checking and evidence of completed actions developed</p> <p>c) Streamlined programme management arrangements allow time to be spent on delivery</p> <p>d) Small Safeguarding Steering Group established in place of AFI Leads group to drive change programme forward</p> <p>e) Theme leads at most senior level established to co-ordinate themes and provide extra leadership / drive to the actions</p> <p>f) More hands on roll from Programme Management Team and strengthened linkage with NHS Haringey performance management</p>	<p>27-11-2009 Peter Lewis:</p> <p>Further external audit on work of the Department and partners took place at the end of October and end November to take stock of the current state of the work. The outcomes from those audits have been factored into the improvements being made and further review/stock-take in December will try to show where those issues have been addressed.</p>	Owner: Peter Lewis (CYPS); Author: Mark Gwynne (CYPS)

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
14. There is a risk that the judicial review will have a negative impact on C&YPS services and the reputation of the service as a whole.	There is a risk that the judicial review will have a negative impact on C&YPS services and the reputation of the service as a whole.	27 Nov 2009	3	3	9		To include: a) A partnership approach to communication has been developed regarding the case and Serious Case Reviews b) Communications programme being developed with key messages to support Executive Summary, to be rolled-out across partners c) Communications messages designed to look forward at improvements being made and to support changes in ways of working	27-11-2009 Peter Lewis: Communications Strategy for the Children's Trust is being presented to the December meeting of the Trust.	Owner: Peter Lewis (CYPS); Author: Mark Gwynne (CYPS)
15. Supervision is not made effective, or does not happen consistently to a high standard for Social Workers.	There is a risk that due to staffing changes or gaps that supervision does not happen, or is not made to happen effectively and consistently for all social workers.	01 Dec 2009	5	4	20		To include: a) Supervisors trained in supervision b) All supervision sessions diarised and monitored c) Audits check records of supervision	01-12-2009 Eleanor Brazil: Workshops held in November/December for all supervisors. All supervision assessments have been diarised and are monitored to ensure that they take place.	Owner: Eleanor Brazil (CYPS); Author: Ita O'Donovan (Haringey Council)
16. Records are not sufficiently well maintained, updated and recorded within any organisation.	There is a risk that records and casefiles are not maintained consistently to a high enough standard within any organisation or school, demonstrating weaknesses in the quality of work or recording of evidence.	01 Dec 2009	4	4	16		To include: a) Creation of audit tools and training of managers b) Auditing of case files within CYPS and NHS Haringey c) Multi-agency audit of 10 cases	01-12-2009 Eleanor Brazil: Comprehensive auditing of files has taken place on over 100 files during October and November. Results evidenced that there has been improvements in records.	Owner: Eleanor Brazil (CYPS); Author: Ita O'Donovan (Haringey Council)
17. New social workers do not arrive in time to provide the required capacity to deliver improvements in the service and safeguard our children.	There is a risk that new social workers being recruited do not arrive in time to sufficiently increase capacity and lead to demonstrable improvements in performance ahead of the inspection.	01 Dec 2009	5	4	20		To include: a) Use of agency cover until staff are in post b) Plan for arrival and induction programme c) Regular monitoring of staffing position	01-12-2009 Eleanor Brazil: We have kept agency staff in place. Nine American Social Workers have begun working in Children & Families with a further eight starting in January/February. Three Team Managers have been appointed as a result of the national recruitment campaign.	Owner: Eleanor Brazil (CYPS); Author: Ita O'Donovan (Haringey Council)