

SEND Strategic Partnership Risk Log

11/9/22

Ref	Risk Description	Date Raised	Raised by	Risk Category	Current Likelihood	Current Consequence	Risk Score	Risk Category	Mitigating Actions to Reduce Risk	When was risk last reviewed / updated?	Risk Owner(s)
SEND Partnership											
1	Limited SEND Partnership resources to deliver BAU and drive continuous improvement	01/07/2021	GB/CM	Workforce	4 Likely	4 Major	16	High	Core team capacity review completed, business case submitted for additional resource at partnership and team levels. Not approved in full however Business transformation request submitted in August awaiting approval for additional fixed term capacity in SEND Service. Local Offer Team have provided key capacity to support Strategy but still risk to business as usual activities such as board meetings, SEF, Q&A Framework without requested project support. Affect of Business Support Review on minute taking of board meetings unclear. Additional capacity issues caused by Director vacancy and CCG reorganisaion to ICB.	Sep-22	Gary Bloom
2	Available specialist skills and expertise to progress key areas of work including Communications, Voice of Child/Co-Production and Business Intelligence expertise.	01/10/2021	GB/CM	Workforce	4 Likely	3 Moderate	12	Moderate	Consideration has been given to the requirement for specialist skills within the core team capacity review. Working with existing (non SEND specific) resources to support the workstreams but their workload determines capacity to engage, a more sustainable solution would be beneficial. Broader co-production and engagement work is developing across the wider system which may lend some support. Appointments to the SEND Local Offer team has increased their capacity to lead and be involved with SEND comms work.	Sep-22	Gary Bloom
3	Limited Parent Carer Forum capacity to engage fully in all programmes/projects	01/07/2021	GB/CM	Communications and Engagement	3 Possible	3 Moderate	9	Moderate	SSIF is firmly engaged in Partnership activity and sighted on all key areas of work, SSIF are prioritising and reorganising their offer so they can best contribute and reflect the needs of children and families in Southend and working hard to recruit more 'active' members to join workstreams. Work is ongoing to secure an effective office space for SSIF, SEND Service to provide staff to support every SSIF coffee morning. Additional resource to support SSIF activity as part of capacity review has not been secured.	Sep-22	Gary Bloom
5	Health transition to newly formed ICS in 2022 (merger of 5 CCGs) and potential changes to Place based Executive and SRO positions	01/10/2021	CM	Governance	4 Likely	3 Moderate	12	Moderate	Arrangements for transfer of SRO responsibilities not yet confirmed, hand over arrangements to be put in train.	Mar-22	Caroline McCarron

6	Staff turnover within SEND Team increasing due to challenges of role and ongoing requirement to work from home leading to vacancies whilst new staff are recruited	01/01/2022	GB	Workforce	5 Almost Certain	5 Critical	25	High	Request to use Agency staff to cover vacancies. Continue to invest as a partnership in the recruitment processing focussing on the required values and behaviours for the role. There are currently a number of vacancies that are taking longer to fill due to enhanced business processes (Workforce Panel).. Fixed Term cover for SEND Service Manager now in place. Historically Southend has been good at recruiting and retaining EPs but an increase in leavers recently and our inability to recruit trainees and the impending retirement of the PEP has left us at risk of not having sufficient staff to cover the work contracted with and paid for by schools. PEP to discuss with HR recruitment and retention package for EPs. The risk identified of not having sufficient staff to cope with the significantly increased demand over the past 18 months has now been realised and performance against KPIs is dropping significantly and the number of complaints and tribunals continue to rise. The second interim SEND Service Manager has left having struggled with the demand and complexity of the role particularly around the legal and tribunal work. A business transformation reserve allocation has recently been granted to recruit additional staff to reduce the backlog of EHCPs to be written and reviewed and WTP have granted permission to fill the Service Manager role but there remain a number of vacant posts being recruited to, tribunal cases to be managed, complaints to be responded to. The management capacity across the SEND service remains an issue and needs to be considered whilst respecting the financial position of the LA.	Nov-22	Gary Bloom
17	Available commissioner capacity for Southend SEND work programme, draft structure released for consultation with scaled down resource for CYP functions	22/03/2022	CM	Governance	3 Possible	4 Major	12	Moderate	Consultation to formally launch on 4th April, concluding early June 2022	Jun-22	Caroline McCarron
Strategic Priorities											
8	Delay in consultation and publication of the Southend SEND Partnership Strategy to accommodate any potential outcome from the Members Peer Review.	01/07/2021	GB/CM	Governance	5 Almost Certain	2 Minor	10	Moderate	Strategy development and action planning is progressing well, consultation to begin in June following the completion of local elections (purdah). Support from Local Offer Team now proving invaluable. Weekly session during the school holidays to incorporate feedback from the consultation has meant the strategy is scheduled to be finalised in September	Sep-22	Gary Bloom
10	Potential disruption to the Community Paediatrics Provision (Lighthouse) during the transfer to alternative provider	01/07/2021	CM	Clinical Service Delivery	3 Possible	3 Moderate	9	Moderate	Contract transfer completed 1st March 2022, service to continue 'as is' in the immediate term. Transformation plans to be put in place supported by additional investment in skills and capacity. Communication plan in place with communication cascaded to families, staff and wider stakeholders.	Mar-22	Caroline McCarron
11	The reprocurement of Livewell Southend will not provide sufficient attention to the unique requirements of the SEND Local Offer Website	01/06/2021	GB/KR	Communications and Engagement	2 Unlikely	3 Moderate	6	Low	New Local Offer lead recruited with wealth of experience with LO platforms. Senior Leadership now participating in key workstreams to ensure the profile of SEND and the Local Offer is recognised. New project lead appointed for Livewell reprocurement who has agreed to work closely with SEND staff at all stages of the project.	Sep-22	Gary Bloom
Joint Commissioning											
12	Timeline extended for the Balance System therapies programme - complexity of the programme initially understated (Essex wide programme) and acute system pressures limiting active provider participation	01/09/2021	CM	Clinical Service Delivery	5 Almost Certain	3 Moderate	15	High	Provider mapping completed and development of a 'common' specification underway, focus on inequality and outcomes. Place based implementation to ensure nuances for local demographic and infrastructure.	Mar-22	Caroline McCarron
13	Public launch of Neu Approach Pathway delayed due to waiting list backlog complexities at the Lighthouse	01/11/2022	CM	Clinical Service Delivery	4 Likely	3 Moderate	12	Moderate	Soft launch in train for CYP and families coming through Early Help and the Lighthouse, joint MDT triage of referrals due to commence on April 7th. Demand has exceeded expectations, adapting and flexing the pathway to accommodate demand and support the request for additional capacity.	Mar-22	Caroline McCarron
Communication & Engagement											

15	Not gathering pupil voice sufficiently to influence strategy or service improvements	01/12/2021	GB/CM	Communications and Engagement	4 Likely	3 Moderate	12	High	The work within the Local Offer and Voice of the Child workstreams are gaining pace and momentum. A Co-Production Charter has been developed alongside new surveys and which will support the gathering of pupil and parent/carer voice. A young man with SEND has been appointed on work experience to assist with the gathering of pupils voice, SEND surveys to be published in September.	Sep-22	Gary Bloom
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