

North Lanarkshire Council Report

Corporate Management Team

approval noting

Ref

Date 08/06/21

Risk Management Update: Key Corporate Risk – Public Protection

From Alison Gordon, Head of Children, Families and Justice Social Work/Chief Social Work Officer

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Executive Summary

The Corporate Management Team has identified a number of key corporate risks which are subject to periodic review by management to ensure that the risk is well understood and that adequate control measures are in place.

The purpose of this report is to provide CMT with an overview of the current assessment of the Risk: Public Protection with particular reference to how arrangements have performed and how this risk has been managed through the period of the pandemic.

The report highlights the key management processes and controls designed to mitigate this risk and in particular additional actions taken or planned to enhance and strengthen controls and to respond to the evolving landscape in the recovery period. Further detail is provided in Appendix 1 which reflects the most recent 'deep dive review' of this Corporate Risk.

Recommendations

It is recommended that CMT:

- (1) Consider whether there are any issues arising from this report on which they would like to receive further information;
- (2) Otherwise note the content of this report

The Plan for North Lanarkshire

Priority Improve the health and wellbeing of our communities

Ambition statement (14) Ensure the highest standards of public protection

1. Background

- 1.1 As part of the agreed approach to the management of key corporate risks, each risk has a nominated member of the Corporate Management Team as Risk Lead, responsible for ensuring ongoing assessment, monitoring and review. Reviews are completed on a frequency aligned to residual risk rating. Based on this the Public Protection Risk is reviewed on a quarterly basis.
- 1.2 Under the Risk Management part of its agenda and in order to properly fulfil its role, the Audit and Scrutiny Panel is seeking to receive more detailed reports on a number of key corporate risks. For this cycle it has been agreed that a report be submitted on the Corporate Risk: 'Public Protection'. This particular risk is aligned to the Head of Children, Families and Justice Social Work, reflecting also the specific responsibilities of the Chief Social Worker role.
- 1.3 The identification of Public Protection as a key corporate risk reflects the inherent complexity of the legislative and operational landscape within which the Council must deliver its responsibilities in this area. To deliver on this effectively requires the Council to have both robust internal arrangements and effective engagement and joint working across public agencies as well as to promote preventative activity and wider community awareness. The high residual risk scoring for this risk reflects the fact that not all the risks in this area are controllable or can be eliminated and that adverse incidents can result in serious harm and reputational damage. Further detail on the scope of this risk is detailed in the Deep Dive Risk Review document at Appendix 1.
- 1.4 This risk was last considered by Audit and Scrutiny Panel in December 2018, based on which the Panel requested further information on how learning from case reviews was disseminated and embedded in practice. This detail was provided in a supplementary report provided to Audit and Scrutiny Panel in June 2019.
- 1.5 The Council's assurance arrangements for Public Protection are currently being examined as part of the Internal Audit team's planned activity for 2020/21 and further improvement actions will be undertaken as required in respect of relevant findings.

2. Report

Public Protection Arrangements

- 2.1 The local authority plays a substantive role within the four key multi-agency groups which provide partnership oversight and co-ordination of public protection in North Lanarkshire, namely the Child Protection Committee (CPC), Adult Protection Committee (APC), Violence Against Women Group (VAWG) and the MAPPA Strategic Oversight Group (SOG). The latter operates on a pan-lanarkshire basis and is responsible for overseeing multi-agency arrangements in respect of high risk offenders, specifically registered sex offenders (RSOs) and those assessed as presenting a risk of serious harm (ROSH). Each of these four groups and associated functions are supported by multi-agency co-ordinators and report quarterly to the North Lanarkshire Public Protection Chief Officers Group (NLPPCOG) which is chaired by the Council Chief Executive and tasked with ensuring that all agencies work effectively both individually and collectively to protect the communities of North Lanarkshire.

2.2 Activity and performance in public protection importantly are reported and monitored both through individual service arrangements and also through the four key public protection groups and quarterly reporting to the North Lanarkshire Public Protection Chief Officers Group. A range of audit activity also takes place within this area including annual thematic audits of case records led by the Adult and Child Protection Committees which provide more detailed insights into practice in key areas. Practice is supported by a range of single and multi-agency training and learning events and in social work through individual supervision for practitioners, whilst within housing services there is an identified lead officer and support arrangements and in education the post of Child Protection Development Officer provides access to consultation and support. Multi-agency reflective practice reviews, initial case reviews and significant/serious case reviews are arranged in response to adverse incidents where potential practice learning or concerns are identified with dissemination of learning and relevant action planning progressed both through individual services and the multi-agency strategic groups. In the coming year is planned that a new national Learning Review process will be implemented in Child Protection aimed at enhancing current arrangements through facilitating proportionate reviews which bring learning more quickly into the system. A new Child Death Review process due to be implemented in October 2021 will also introduce a core level of review for all child deaths.

External Scrutiny

2.3 A number of external scrutiny bodies have a role in respect of the monitoring and inspecting of public protection arrangements including the Care Inspectorate, HMIE (for Education), HIS (for Health) and HMIC (for Police) and work together to undertake joint inspections of local service arrangements. North Lanarkshire has had no external public protection inspections over the last five years, planned scrutiny programmes having been paused over the pandemic period, however learning from inspections elsewhere, including a programme of adult protection inspections in six local authority areas have been shared to support continuous improvement, Key data and activity in respect of Adult Protection, Child Protection and MAPPA are also reported nationally and with a new core data set for child protection does provide for a degree of benchmarking with other areas. The VAWG also now reports annual activity and progress against the Equally Safe Standards.

2.4 Following a recent announcement of the restart of the Adult Protection inspection programme it is anticipated that services within North Lanarkshire will be externally inspected within the next 18 months. Further information is awaited on the restart of the national joint inspection programme for children's services and on whether there will be any change in the scope or inspection model, previously focussed on arrangements for child protection and children and young people experiencing care.

Impact of COVID 19 Pandemic

- 2.5 The period of the COVID 19 pandemic created substantial challenges in the delivery of the Council's public protection duties leading to a significant revision of the Public Protection Risk on the Corporate Risk Register. During this period a number of factors contributed to an increase in risk in all areas of public protection. These included the direct impact of increased pressures on individuals and families as well as the reduced visibility of risk/increase in hidden harm due to COVID related restrictions such as closure of community services, the partial closure of schools and the significant limitations on face-to-face contacts. Additionally, there is some evidence that conditions created the opportunity for increased online, financial and criminal exploitation both locally and nationally. The slow down in criminal processes via the courts also had an impact on safeguarding, particularly in the area of Domestic Abuse. Moreover key elements of public protection processes such as case conferencing arrangements were impacted by restrictions.
- 2.6 In response to both the increase in inherent risk and the impact on control measures during the pandemic period there was a significant and consistent focus by the Council and partners on prioritising public protection functions. Supplementary national and local guidance was put in place to support practice. A pan- Lanarkshire Public Protection Chief Officer Group with a broadened remit met weekly during the early period of the pandemic to ensure oversight of both core public protection functions and to monitor and address emerging areas of risk , standing down only once assurance was in place regarding arrangements. Weekly reporting on key public protection activity measures was also put in place following early agreement between SOLACE and Scottish Government. Resourcing of public protection functions was prioritised including through the RAG rating of social work caseloads and new arrangements within Education and Families supporting the tracking of support arrangements for children and families identified as being vulnerable as a result of a range of circumstances. Additional assurance arrangements were also put in place with respect to key areas with adult protection issues within care homes monitored both by the APC and the Care Home Assurance Team, Access to teleconferencing and subsequently digital platforms to support public protection case conferencing was prioritised and direct face-to-face assessment and intervention supported by relevant safety measures has continued throughout. Corporate Communications colleagues have also supported a range of activity over the period aimed both at increasing awareness of public protection issues and the continued availability of supports.
- 2.7 Whilst public protection referrals fell significantly during the early stages of the pandemic these have now recovered and in some areas are exceeding pre-pandemic levels and whilst some areas of additional risk and sub-optimal controls eg restrictions to group work and face-to-face case conferencing remain, the reduction in restrictions and additional controls have meant that the risk scoring for the Public Protection Risk, elevated during the height of the pandemic, is now assessed at its pre-pandemic level.

Improvement Activity

- 2.8 A number of improvement actions have been put in place in the period since a self-evaluation exercise by the NLPPCOG in 2017. This has included strengthening arrangements for the supporting Lead Officers Group (NLPPLOG), a new tracking arrangement to ensure improved NLPPCOG oversight of all case review activity and an annual review of the resourcing arrangements for the multi-agency public protection functions which most recently led to enhancement of administrative support for the VAWG. Following the previous CMT and Audit and Scrutiny Panel review of the Public Protection Risk, the requested annual reporting on public protection has continued to be fulfilled through the Annual Chief Social Work Officer Report and through relevant reports to the Adult Health and Social Care and Education and Families Committees.
- 2.9 Throughout the period of the pandemic service developments in the arena of public protection have also continued to be driven forward. One example of this has been the involvement with South Lanarkshire Council and Police Scotland as first area in Scotland to pilot the new Scottish Child Interview Model. This aims to provide an enhanced model of joint investigative interviewing through skilled trauma informed and child centred practice whilst also enhancing the evidential value of interviews and thus safeguarding. The pilot was initiated in February 2020 with early evaluation indicators very positive. A further development progressed over this period has been the introduction of the contextual safeguarding approach to enhance the effectiveness of the service response to extra-familial harm, following evidence both of emerging risks in this area and findings from local case reviews that practice with respect to safeguarding of older children required strengthening. North Lanarkshire are the first area in Scotland to commit to implementing the model at Level 2. This means a commitment to work across services to address the wider contextual risks that can impact on our young people.
- 2.10 Prior to the pandemic and following review activity, including a session with the Improvement Service, proposals were brought forward to strengthen the structures of the Violence Against Women Group by moving to a two tier structure of a strategic and operational group, Whilst this was paused in favour of more frequent meetings during the pandemic, it is planned to progress this during the remainder of this year, a development which aligns closely with the Council's commitment to its programme of work (P0W 45) to tackling domestic abuse through a whole system approach. To support continuous improvement the NLPPCOG has also committed to a further self-evaluation in August 2021

3. Public Sector Equality Duty and Fairer Scotland Duty

- 3.1 There is no requirement for any impact assessment specific to this report however the wider arrangements detailed support the council in these duties by ensuring appropriate support and protection to individuals and families who face significant disadvantage, many of whom also have protected characteristics.

4. Impact

4.1 Financial impact

None

4.2 **HR policy / Legislative impact**

Effective public protection arrangements are clearly critical to the delivery of the local authority's key statutory obligations.

4.3 **Technology / Digital impact**

None specific to this report however as noted above the availability of digital technology and specifically accessible meeting platforms continues to be critical to the delivery of public protection functions.

4.4 **Environmental impact**

None

4.5 **Communications impact**

None specific to this report however as noted above effective communications continues to be a critical part of raising awareness and community support for public protection,

4.6 **Risk impact**

As detailed throughout this report and in the attached deep dive document effective public protection arrangements are critical to both risk management and meeting the needs of our communities.

5. **Measures of success**

- 5.1 Effective public protection arrangements assist the council in delivering for its communities through improved outcomes and support the management of risk/mitigate impacts of adverse events,

6. **Supporting documents**

- 6.1 Appendix 1 – Deep Dive Document



Alison Gordon
Head of Children, Families and Justice Social Work Services/
Chief Social Work Officer

Appendix 1

<p>Deep Dive Report RIS0000005</p>	<p>Risk Title Public Protection Risk</p>	<p>Owner Alison Gordon</p>
<p>Risk Context</p> <p>Public Protection involves a wide range of responsibilities and statutory duties with inherent complexity and tensions delivered within a complex legislative and operational landscape. This requires engagement across public agencies, primarily Police Scotland, NHS, Local Authorities and Health and Social Care Partnerships but also with the Court and Childrens Hearing System, Care Inspectorate, third sector and the wider community. Principle responsibilities in this area relate to: child and adult protection, the management of high risk offenders, in particular through MAPPA (Multi-Agency Public Protection Arrangements); domestic abuse and gendered based violence but also involve responses to emerging and cross-cutting challenges including human trafficking, child sexual exploitation, forced marriage and FGM. There is an interface also with other partnership activity and relevant strategic groups in areas such as criminal exploitation, PREVENT, Appropriate Adult Services, substance misuse and mental health. Failures can often have catastrophic impacts on individuals or groups of individuals and related reputational and wider impacts on agencies as evidenced in a range of high profile cases for example through the Jay report on CSE in Rotherham and SCRs with respect to deaths of children and vulnerable adults including Liam Fee and Sharon Greenop. Where there are failures in any of the public agencies, those agencies and individuals can also face sanction/liabilities. For Local Authorities these can be action taken against accountable officers, the organisation and elected members. From early 2020 Public Protection responsibilities have required also to be delivered within the context of the COVID 19 Pandemic which has impacted both on levels of need and vulnerability and the capacity of the council and its partners with the ways in which support can be delivered also requiring to take account of fluctuating regulations. Core legislative responsibilities with respect to public protection remain and have been overlaid with additional national guidance with respect to Child and Adult Protection and Violence Against Women addressing delivery within the context of the pandemic. Public protection duties have continued to be prioritised including where staff availability has been impacted by the pandemic and as essential activity has been exempted from restrictions on face-to-face contact but with contacts requiring risk assessment to ensure the health and safety of staff and service users is maximised. Some functions including case conferences have required to continue to be delivered remotely and wider community supports have been less available. At times of the highest levels of restrictions, including where schools have been shut to the majority of pupils, there is a danger of an increase in hidden harm and the backlog in the justice system has also impacted on an increase in risk in some areas, for example with respect to domestic abuse. In addition, the pandemic itself, the financial impact, reduction in wider supports and increased isolation have increased pressures on individuals and families which can increase likelihood of harm. Public protection referrals have returned to and in some areas exceeded pre-pandemic levels over late 2020/early 2021 and there is evidence of some increase in concerns in specific areas such as domestic abuse, online abuse and financial and criminal exploitation. In response a range of national and local messaging has targeted public awareness and promoted channels of support, Services continue to prioritise public protection functions and additional tracking and reporting mechanisms, including a weekly national data set remain in place. Public protection structures including the Chief Officers Group also continue to review whether additional actions are required. The circumstances outlined above do however contribute to some increase in inherent risks in this area.</p>		<p>Latest Assessment Due May 15, 2021</p> <p>Next Assessment 15 August 2021</p> <p>Frequency Every 3 Months</p>

Risk Description

NLC fails to comply with its legal obligations with respect to public protection or fails to adequately support, resource or scrutinise performance of its public protection functions in particular in relation to the specific arrangements around child protection, adult support and protection, high risk offenders, domestic abuse, sexual exploitation or human trafficking. Of particular importance is recognising and responding to the challenges arising due to Covid-19 and the requirement for new ways of service delivery to be Covid safe. There is a risk also that irrespective of quality systems, decision-making by individual (s) may contribute to adverse impacts.

Due To

A context of complexity and unpredictable elements within the operational landscape; difficulties in effective co-ordination of roles and responsibilities of multiple agencies and in ensuring robust oversight and governance at all relevant levels; NLC not developing effective controls and/or supports to provide practice assurance across key functions; The impact of changes within organisational structures, losing people with skills and experience and/or inadequate numbers of suitably trained, qualified and vetted staff; Difficulties interpreting and complying with a complex range of legislation and regulations including in relation to information sharing; Complex and often unique cases can make multi-agency working difficult/ineffective resulting in the potential for key warning signs, reporting, escalations, actions, monitoring and overview to be missed or incorrect; Lack of ownership and awareness of public protection responsibilities outwith lead service areas; Practice not keeping pace with emerging risks and new channels for exploitation e.g. internet chat rooms, dark web, etc.; Lack of awareness, escalation and reporting of concerns or suspected activity; Impeded engagement with service users due to social distancing, and limited access to video platforms for 1-1 family contacts reducing quality of communications, making some vulnerable people harder to reach and impacting on risk assessment; Vulnerability of children and vulnerable adults increases during periods of lockdown or restrictions where people are confined within unsafe environments, becoming increasingly isolated, making it harder to seek help and becoming increasingly susceptible to abuse; Difficulty in moving individuals or families to safer environments during lockdown; Declining mental health generally, but particularly amongst those already suffering from poor mental health or as personal/financial circumstances suffer as a result of Covid-19; Some areas of staffing eg MHOs with limited resilience with respect to COVID/non-COVID absences. Uncertain impact of remote conferencing and working on quality of decision-making and staff support.

Impact

Children and vulnerable adults being harmed (including fatal harm) and exploited physically, sexually, emotionally or financially; Systematic and or specific abuse may go undetected for prolonged periods; Significant reputational impact on NLC with perception that NLC has significantly failed in its responsibilities ; Loss of confidence in Council leadership team; Legal action against NLC with associated financial costs; Personal accountability of Council Officers and Elected Members.

Organisation Structure

North Lanarkshire Corporate

<p>Corporate Priorities</p> <ul style="list-style-type: none"> • Support all children and young people to realise their full potential • Enhance participation, capacity, and empowerment across our communities • Improve the health and wellbeing of our communities 			
Inherent Assessment ASM0001952	Likelihood – 5	Impact - 5	High - 25
<p>Likelihood Reason</p> <p>History shows that without controls these types of risks are almost certain to occur</p> <p>Impact Reason</p> <p>Protecting children and vulnerable people is a key priority for every council. There have been preventable failures, often involving more than one public agency, including in the exercise of responsibilities by local authorities, which have contributed to deaths and/or serious harm of children, adults and systemic exploitation of those who required and had reason to expect additional protection. Potential for loss of life or serious lasting damage means the impact is considered to be catastrophic, with lasting reputational damage to the council.</p>			
Controls and Actions	Owner	Status	Completion Date
<p>CON0000051 - North Lanarkshire Chief Officers Public Protection Group (NLCOPPG) is responsible for ensuring that all agencies work effectively both individually and collectively to protect the communities of North Lanarkshire. Group (chaired by CEO NLC) comprises NLC, Police Scotland, North Lanarkshire Health & Social Care and North Lanarkshire Health Board. SCRA. Self Evaluation & Development Session held in 2017 based on which terms of reference and support arrangements for group updated. Members participated in further self-evaluation session focussing on children’s service leadership in September 2019. Meeting frequency increased at key points during pandemic.</p>	Alison Gordon	Implemented	10 May 2019

<p>CON0000052 - North Lanarkshire Public Protection Lead Officers Group (NLPPLOG) supports co-ordination and delivery of public protection responsibilities on behalf of NLCOPPG. The group were tasked 2019 with reviewing the resourcing of multi-agency public protection functions and full reviews of the pan-Lanarkshire MAPPA unit and the VAWG were also undertaken with recommended changes agreed by the COG in February 2020 including introducing a strengthened two tiered structure: VAW Strategic and Operational Groups and enhanced administrative support. Implementation of two tier VAW structure paused and substituted by enhanced meeting frequency during the pandemic.</p>	Alison Gordon	Enhancing	
<p>ACT0000484 - CON0000052 - Review of VAWG and introduction of annual reporting to committee. Review completed and reported to COG but move to 2 tier structure deferred in favour of more regular meetings during pandemic period. Revised workplan benchmarked against COSLA/IS template. Update provided to E&F Committee 23/2/21. VAWG to reconsider previously agreed structure changes prior to Sept 2021.</p>	Alison Gordon	Raised	31 August 2021
<p>CON0000053 - National Guidance and legislation is used as basis for local procedures and guidance which are implemented across key services. Including with respect to new risks e.g. new local multi-agency guidance on FGM, Forced marriage and Honour Based Violence published in early 2018 and updated procedures on child trafficking in 2019. ASP procedures have also recently been reviewed with briefing session for staff to enhance understanding of roles and legal duties. Updated procedures take cognisance of new and emerging risks for adults.</p>	Alison Gordon	Implemented	10 May 2019
<p>CON0000054 - Multi Agency Co-ordinators for Child Protection, Adult Protection, Domestic Abuse and MAPPA are employed with responsibilities for multi-agency collaboration and work closely together enhancing the ability to address cross cutting issues.</p>	Alison Gordon	In Progress	
<p>ACT0000483 - CON0000054 - Annual review of PP Multi-Agency Resource</p>	Alison Gordon	Raised	31 August 2021
<p>ACT0000485 - CON0000054 - Joint Investigative Interviewing and Contextual Safeguarding Pilots. JII rolled out Feb 2020, using enhanced Scottish Child Interview Model. Contextual Safeguarding Level 1 pilot launched Aug 2020, with Level 2 Steering Group established Feb 2021 following agreement from CPC and NLCMT with aim of enhancing response to extra familial harm.</p>	Alison Gordon	Underway	31 August 2021
<p>CON0000055 - Multi and Single Agency training programme and awareness raising in place to support key public protection activity.</p>	Alison Gordon	Implemented	10 May 2019

CON0000056 - A range of audit activity takes place on a multi-agency and service basis, including an annual themed CPC & APC file audit and activity to support identified improvement areas e.g. of IRDs. Process is in place for notification and review of critical incidents. Initial and Significant Case Reviews are reported through regular activity reports to the COG, with COG involvement in key decisions on SCRs and any associated improvement actions monitored by the relevant committee/oversight group. In 2020 a new tracker was introduced to support COG oversight.	Alison Gordon	Implemented	28 February 2020
ACT0000029 - CON0000056 - Improvement actions developed through CPC, APC, MAPPA SOG. VAWG. Including NLC Lead Officers.	Alison Gordon	Complete	31 July 2019
CON0000057 - Reporting on activity and performance to relevant committees, including via the sharing of the annual report and business plans of the Adult and Child Protection Committees, Lanarkshire MAPPA and CSWO report, In 2018/19 further to consideration of risk at Audit and Scrutiny Panel, a further report was also provided on learning from case reviews. From 2020 annual reporting from the VAWG will be added to this.	Alison Gordon	Implemented	28 April 2021
CON0000058 - Public Protection training forms part of the annual Elected Member Training Programme	Alison Gordon	Implemented	10 May 2019
CON0000059 - Supervision and consultation is in place for staff in relation to public protection work and arrangements are in place to ensure only suitably qualified/trained staff undertake lead roles.	Alison Gordon	Implemented	10 May 2019
CON0000060 - CSE Oversight Group established early 2018 in response to identification of need to strengthen multi-agency information sharing and co-ordination in this area.	Fiona Swift	Implemented	10 May 2019
CON0000061 - A range of activity is undertaken to raise public awareness of public protection issues including via targeted campaigns. Controls enforced through CPC, APC, MAPPA, SOG, and VAWG.	Alison Gordon	Implemented	10 May 2019
CON0001478 - Timely consideration, distribution and implementation of NHS and Government information and advice in response to evidence on increased vulnerabilities during pandemic including: Social media/communications and signposting for domestic abuse, mental health and suicide awareness including encouraging the public to be aware and report anyone felt to be at risk. Supplementary Public Protection Guidance issued to relevant staff.	Stephen Penman	Implemented	31 August 2020

CON0001479 - Provision of PPE to support staff maintain a level of face to face contact with those children and adults who have a protection plan and to undertake public protections investigations.		Raymond Taylor	Implemented	12 August 2020
CON0001481 - Regular liaison with key commissioned providers to discuss capacity, prioritisation of work and redirection of resource where required. Control Owners Morag Dendy, Head of Performance and Planning and Maria Williamson, Manager QA & Commissioning for Figtree purposes control owner is Morag Dendy		Morag Dendy	Implemented	12 August 2020
CON0001482 - Use of WebEx Platform to support Public Protection Case Conferencing and Piloting of ?Near Me? to support MHO engage with SUs in hospital settings during periods of restrictions.		Sarah Jane Herron	In Progress	
ACT0000732 - CON0001482 - Further exploration of platforms to support remote and hybrid working and meeting to support public protection duties including cross care group pilot exploring expanded use of Near Me, Action owners for the Cross Care group pilot from June 2020.		Sarah Jane Herron	Underway	15 August 2021
CON0001484 - To ensure adequate staff capacity to provide support to vulnerable groups and maintenance of support to individuals at risk, planning supported throughout the pandemic through RAG rating of SW caseloads. Further joint work has been completed within E&F to identify any vulnerable children and review support plans. Oversight through SW Bronze and regular reporting to NL GOLD Group and COG implemented January 2021. Control Owners SW Bronze Group and NLC Recovery Group For Figtree Purposes control owner is Alison Gordon		Alison Gordon	Implemented	31 January 2021
CON0001485 - Contingency arrangements enhanced during pandemic with ability to flex in response to changing situations including but not limited to: flexibility to increase meeting frequencies of key governance groups and regularity of key reporting and monitoring; Ability to stand up hub arrangements for vulnerable children; swift prioritisation of key direct support services and arrangements for cross service support in key areas; SSSC/CI returning workers/seconded scheme to obtain critical cover in key posts i.e. temp MHO and SM cover.		Alison Gordon	Implemented	12 August 2020
Residual Assessment ASM0001952	Likelihood - 4	Impact - 4		High - 16
Likelihood Reason				

Not everything is preventable or controllable and adverse incidents do happen. Where there are multi agencies, collaborative practice is not always as good as it could be. In view of the nature and range of individuals involved in this work, there is the need to apply individual judgement and it is challenging to achieve consistency in practice standards. Individuals involved in abuse can try to mislead staff and not all abuse is equally visible or easily evidenced. A number of SCRs and ICRs have been undertaken in NL over the past three years reflecting that serious incidents do occur with associated practice learning. There remains some enhanced risk associated with pandemic conditions as described above, although at this stage in the SG route map these are mitigated by the full opening of schools and other services.

Impact Reason

It is accepted that the nature of this risk means there is always a possibility that despite controls, impacts from a risk occurring can still be major.