

## NORTH YORKSHIRE COUNTY COUNCIL

## AUDIT COMMITTEE

26 JUNE 2014

INTERNAL CONTROL MATTERS FOR THE CHILDREN AND YOUNG PEOPLE'S  
SERVICES DIRECTORATE

## Report of the Corporate Director - CYPS

**1.0 PURPOSE OF THE REPORT**

- 1.1 To note the position on the Children and Young People's Directorate's **Statement of Assurance**
- 1.2 To receive details of the new **Risk Register** for the Children and Young People's Directorate

**2.0 BACKGROUND**

- 2.1 The Audit Committee is required to assess the quality and effectiveness of the corporate governance arrangements operating within the County Council. In relation to the Children and Young Peoples Services (CYPS), the Committee receives assurance through the work of internal audit (detailed in a separate report to the Committee), details of the combined Statement of Assurance provided by the Chief Executive and appropriate Corporate Director, together with the Directorate Risk Register.

**3.0 STATEMENT OF ASSURANCE**

- 3.1 Management Board, the Chief Executive and each Corporate Director produce a **Statement of Assurance** (SoA) at the end of each financial year. In this Statement the Chief Executive/Corporate Director identifies those items that may give rise to internal control or performance risk issues for the Directorate in the forthcoming year. These issues feed into the process that enables the Annual Governance Statement (AGS) to be prepared for the County Council as a whole.
- 3.2 The SoA for CYPS identified some areas for further action to ensure that there is a sound system of internal controls within the Directorate. These areas for improvement and the latest position on the action proposed were reviewed at the last meeting of this Committee in 18 April 2013.
- 3.3 Rather than update the previous Statement of Assurance, headline information on key actions is detailed below. The new Statement of Assurance for CYPS is included elsewhere on the agenda so there is little point in updating last year's Statement as it is 12 months old and the new Statement effectively picks up on-going issues.

## **2020 North Yorkshire**

A savings programme targeting £16m budget reductions had been identified. Planning the first year of the savings programme (2015/16) is well advanced – for example, the review of preventative services. Arrangements are supported by sound project management arrangements including formal project teams, regular senior management oversight and active monitoring of benefits.

### **Troubled Families**

Despite a delayed start to the Troubled Families programme, North Yorkshire rank 30th out of 152 local authorities in terms of outcome claims. Performance has been most successful on anti-social behaviour and educational attendance indicators as well as reducing offending rates. The key challenge in 2014-15 will be working with partners to increase performance on tackling worklessness within identified families.

### **Ofsted Inspection**

CYPS services for children in need of help and protection, children looked after and care leavers were inspected during May 2014. A post-inspection action plan will be developed to respond to any key challenges arising from the inspection. Although the final report has not yet been published, North Yorkshire is well placed to deliver against any recommendations within an appropriate timescale.

### **Preventative Services**

The transformation of current preventative services provision will enable early help to be delivered within a single, county-wide integrated 0-19 service. This will change the current service delivery model for children centres, the youth support service and education social work. More targeted work with those young people and families most in need will ensure geographic coverage. The implementation of the proposed structure will be linked with the re-commissioning of the Healthy Child Programme which will offer further opportunities for integration of services.

### **Commission for School Improvement**

A new collaborative approach to school improvement has been developed to ensure that every North Yorkshire school is good or outstanding. Implementation will be undertaken in Autumn 2014. Proposed changes in the governance arrangements for school improvement will see the development of a small number of commissioning groups which will effectively challenge and broker support for local schools. At a county level, a sector-led Education Partnership will embrace statutory responsibilities and leadership to raise standards and ensure a coherent approach to school funding, organisation and improvement.

- 3.4 Plans are in place for all of the above but there are significant challenges to delivering both internal and external. These plans also need to be seen in the context of whole Council change through the 2020 North Yorkshire Programme.

## 4.0 DIRECTORATE RISK REGISTER

4.1 The **Directorate Risk Register (DRR)** is the end product of a systematic process that initially identified risks at Service Unit level and then aggregates these via a sieving process to Directorate level. A similar process sieves Directorate level risks into the Corporate Risk Register.

4.2 The Risk Prioritisation System used to drive all Risk Registers across the County Council categorises risks as follows:

### **Category 1 and 2 are high risk (RED)**

Following assessment of current control measures and risk reduction actions, these include:

- Inspection Outcomes: a failure to avoid adverse outcomes from statutory inspections. This links with comments outlined in section 3.3
- Joint Planning & delivery with Health: an inability to develop effective partnerships with CCGs and achieve good health outcomes for children and young people
- LAC & Family and Friends Care: a failure to achieve a sufficient supply of appropriate places resulting in poor care and budgetary pressures

### **Category 3 and 4 are medium risk (AMBER)**

Following assessment of current control measures and risk reduction actions, these include:

- High Need Funding: failure to contain expenditure within the High Needs Block
- School Organisation – Place Planning and Funding: failure to assess and manage the combined effect of changes in national funding arrangements, demographics and fragmentation of schools
- Budget and National Funding: failure to meet MTFs savings targets or manage changes in national funding developments
- Review of Preventative Services: failure to reconfigure preventative services, including physical infrastructure resulting in fragmented service delivery. This refers to the headline statement of assurance description outlined in section 3.3
- Children's Social Care: failure to meet the duties contained with the Children and Families Act and failure to undertake a post-implementation review of the Children's Social care transformation resulting in ineffective provision or unmet need

**Category 5 is low risk (GREEN)** – detailed information on low risks are outlined in the detailed Directorate Risk Register.

These categories are of course relative not absolute assessments – equally the Risk Register at Directorate level is designed to identify the dozen or so principal risks that may impact on the achievement of performance targets etc for the Directorate as a whole in the year – it is not a full Register of all the risks that are managed in the Directorate.

4.3 There are two reports available for risk registers. These are a detailed risk register and a summary risk register. A detailed risk register shows current controls at Phase 2 and the proposed actions to manage the risks at Phase 3, as

well as the ranking of risks both at the present time and in the future. The summary risk register provides a quick overview of the risks, their ranking and changes in ranking.

- 4.4 The detailed DRR is shown at **Appendix A**. This shows a range of risks and the risk reduction actions which have been put in place to minimise them.

The Register was updated and agreed by the CYPS Leadership Team on 8 April 2014.

- 4.5 A summary of the DRR is also attached at **Appendix B**. As well as providing a quick overview of the risks and their ranking, it also provides details of the change or movement in the ranking of the risk since the last review in the left hand column. Please note the key at the bottom of the summary provides an explanation of the change advised.

5.0 **RECOMMENDATION**

5.1 That the Committee:

- (i) note the position on the CYPS Directorate Statement of Assurance
- (ii) note the updated risk register for the CYPS Directorate; and
- (iii) provide feedback and comments on the CYPS Directorate Risk Register

Pete Dwyer  
Corporate Director – CHILDREN AND YOUNG PEOPLE'S SERVICES

## CYPS Directorate

Risk Register: **month 6 (Jan 2014) – detailed**  
 Report Date: 17<sup>th</sup> June 2014 (cpc)

Phase 1 - Identification											
Risk Number	24/15	Risk Title	24/15 - Inspection Outcomes				Risk Owner	CD CYPS		Manager	CYPS AD Q&I CYPS AD CSC CYPS AD P&C
Description	Failure to avoid adverse outcomes from statutory inspections of provision of local authority safeguarding, schools and settings, children's centres, adult learning, school improvement services, adoption and fostering, looked after children and children's homes resulting in reputational damage, school closure or centrally imposed interventions, disruption of children, requirement for additional resources					Risk Group	Performance		Risk Type		
Phase 2 - Current Assessment											
Current Control Measures			Systematic monitoring, regular termly monitoring in Schools and Settings, intervention in inverse proportion to success, use of a repertoire of interventions, including local and national leaders in education as appropriate. Service Planning focussing on improvement, monitor/evaluate current support, timely use of statutory powers, early identification and rigorous response to schools causing concern. "Annual conversations" with Children's Centres, regular monitoring of data, programme of self-evaluation. Ofsted prep SMT sub group, proactive approach to improvement, seconded Manager, CD CYPS oversees inspection readiness, partnership inspection reference group established,					Effectiveness			
Probability	M	Objectives	M	Financial	M	Services	H	Reputation	H	Category	2
Phase 3 - Risk Reduction Actions											
						Action Manager	Action by	Completed			
Reduction	22/160 - Improve knowledge and awareness of Inspection Frameworks					CYPS AD CSC	Mon-30-Jun-14	Tue-31-Dec-13			
Reduction	22/161 – For <b>Safeguarding and Looked After Children</b> : Complete a self assessment, produce action plans based on the self assessment and ensure pre inspection readiness by carrying out identified actions, monitoring outcomes and assessing their impact					CYPS AD CSC	Mon-30-Jun-14				
Reduction	27/227 - For <b>School Improvement Service</b> : Complete a self assessment, produce action plans based on the self assessment and ensure pre inspection readiness by carrying out identified actions, monitoring outcomes and assessing their impact					CYPS AD Q&I	Mon-30-Jun-14				
Reduction	22/1051 - Continual review of policies and procedures and update as required to ensure new guidance and procedures are embedded					CYPS AD CSC	Mon-30-Jun-14				
Reduction	22/1052 - Ensure consultation with and participation of service users to inform service delivery and design					CYPS AD CSC	Thu-31-Jul-14				
Reduction	22/1053 - Implement post Ofsted inspection plans as appropriate					CYPS AD CSC CYPS AD P&C CYPS AD Q&I	Thu-31-Jul-14				
Reduction	24/1165 - Provision of comprehensive data set to CCSMs, together with training to enable them to understand performance and develop appropriate responses					CYPS AD P&C	Thu-31-Oct-13	Thu-31-Oct-13			



## CYPS Directorate

Risk Register: **month 6 (Jan 2014) – detailed**

Report Date: 17<sup>th</sup> June 2014 (cpc)

<b>Reduction</b>	24/1204 - Develop self help materials to enable schools to work collaboratively in keeping with the outcome of the Schools Commission	CYPS AD P&C	Tue-30-Sep-14								
<b>Reduction</b>	27/78 - Review and revise the LA role and systems to support improvement of schools and settings (School Improvement Commission)	CYPS AD Q&I	Sun-31-Aug-14								
<b>Reduction</b>	27/226 - Ensure continuation of effective delivery of service to schools and settings whilst the local and national picture of provision of school improvement services is changing	CYPS AD Q&I	Sat-31-Jan-15								
<b>Reduction</b>	27/1401 - Ensure accurate school self evaluation and effective school development plans, on going.	CYPS AD Q&I	Sat-31-Jan-15								
<b>Reduction</b>	27/1404 - Further develop competencies of Advisers, Consultants and team, through effective performance management and CPD, increasing number of Ofsted accredited advisors	CYPS Q&I PASP	Sat-31-Jan-15								
<b>Reduction</b>	27/1405 - Commission external support as required	CYPS AD Q&I	Sat-31-Jan-15								
<b>Phase 4 - Post Risk Reduction Assessment</b>											
<b>Probability</b>	M	<b>Objectives</b>	M	<b>Financial</b>	M	<b>Services</b>	H	<b>Reputation</b>	H	<b>Category</b>	2
<b>Phase 5 - Fallback Plan</b>											
<b>Fallback Plan</b>											<b>Action Manager</b>



## CYPS Directorate

Risk Register: **month 6 (Jan 2014) – detailed**

Report Date: 17<sup>th</sup> June 2014 (cpc)

Phase 1 - Identification											
<b>Risk Number</b>	24/221	<b>Risk Title</b>	24/221 - Joint Planning & Delivery with Health				<b>Risk Owner</b>	CD CYPS	<b>Manager</b>	All CYPLT members	
<b>Description</b>	Inability, in the context of the changing NHS landscape, to develop effective partnerships with the emerging NHS Commissioners and other NHS organisations and to ensure that legislative requirements are met and the necessary health related outcomes for children and young people are achieved					<b>Risk Group</b>	Partnerships	<b>Risk Type</b>			
Phase 2 - Current Assessment											
<b>Current Control Measures</b>			H&W Board, Children's Trust Board, Public Health team in place, CYPLT, principal officer working jointly with CYPS and Public Health on commissioning of the Healthy Child Programme					<b>Effectiveness</b>			
<b>Probability</b>	M	<b>Objectives</b>	H	<b>Financial</b>	H	<b>Services</b>	H	<b>Reputation</b>	M	<b>Category</b>	2
Phase 3 - Risk Reduction Actions											
							<b>Action Manager</b>	<b>Action by</b>	<b>Completed</b>		
<b>Reduction</b>	24/1149 - Secure appropriate engagement with CCGs and PCU for commissioning children and maternity services.					Dir Public Health Janet Probert		Tue-31-Mar-15			
<b>Reduction</b>	24/1152 - Embed children's health priorities within the Health and Well-being Strategy and ensure strategic alignment between that strategy and the Children and Young People's Plan.					CD CYPS		Mon-31-Mar-14			
<b>Reduction</b>	24/1153 - Contribute to the development and delivery of the workplan for the Health and Well-being Board in relation to children's health priorities and ensure strategic decision making in Health is influenced through alignment with the JSNA and Health planning framework					CD CYPS		Mon-31-Mar-14			
<b>Reduction</b>	24/1161 - Commission services to ensure the (0-5) and the (5-19/25) Healthy Child Programmes are delivered					CYPS P&C PYSSO		Tue-31-Mar-15			
<b>Reduction</b>	24/1162 - Review children's health performance at the Children's Trust Board to monitor the impact of changes on children's health outcomes in North Yorkshire.					CD CYPS		Thu-31-Jul-14			
<b>Reduction</b>	24/1163 - Work with the Director of Public Health to ensure effective integration of public health functions as they affect children and young people.					CD CYPS		Thu-31-Jul-14			
<b>Reduction</b>	24/1198 - Ensure specialist health services (speech and language therapy) are in place for children					CD CYPS		Mon-31-Mar-14			
Phase 4 - Post Risk Reduction Assessment											
<b>Probability</b>	M	<b>Objectives</b>	H	<b>Financial</b>	H	<b>Services</b>	H	<b>Reputation</b>	M	<b>Category</b>	2
Phase 5 - Fallback Plan											
<b>Fallback Plan</b>									<b>Action Manager</b>		



## CYPS Directorate

Risk Register: **month 6 (Jan 2014) – detailed**

Report Date: 17<sup>th</sup> June 2014 (cpc)

Phase 1 - Identification											
<b>Risk Number</b>	24/228	<b>Risk Title</b>	24/228 - High Need Funding				<b>Risk Owner</b>	CD CYPS		<b>Manager</b>	CYPS AD A&I
<b>Description</b>	Failure to contain expenditure in the High Need block of the dedicated schools grant resulting in increased bureaucracy, negative impact on schools budgets and loss of reputation, internal and external criticism					<b>Risk Group</b>	Performance		<b>Risk Type</b>		
Phase 2 - Current Assessment											
<b>Current Control Measures</b>			Experienced team, capable and experienced leaders, full understanding of schools forum, significant support from NYPACT and Flying High Group, robust data available					<b>Effectiveness</b>			
<b>Probability</b>	M	<b>Objectives</b>	M	<b>Financial</b>	M	<b>Services</b>	H	<b>Reputation</b>	M	<b>Category</b>	2
Phase 3 - Risk Reduction Actions											
						<b>Action Manager</b>	<b>Action by</b>	<b>Completed</b>			
<b>Reduction</b>	21/987 - Implement Government's funding reforms for High Needs top-ups					CYPS AD A&I	Wed-30-Apr-14				
<b>Reduction</b>	21/990 - Publish Local Offer setting at expectation of all mainstream schools in relation to Elements 1 and 2					CYPS AD A&I	Wed-30-Apr-14				
<b>Reduction</b>	21/994 - Review the thresholds for Element 3 funding					CYPS AD A&I	Thu-31-Jul-14				
<b>Reduction</b>	24/1187 - Implement strategy for containing costs within High Needs block					CYPS AD A&I	Thu-31-Jul-14				
Phase 4 - Post Risk Reduction Assessment											
<b>Probability</b>	L	<b>Objectives</b>	M	<b>Financial</b>	M	<b>Services</b>	H	<b>Reputation</b>	M	<b>Category</b>	3
Phase 5 - Fallback Plan											
									<b>Action Manager</b>		
<b>Fallback Plan</b>	21/212 - Divert money from Schools Funding Block to High Needs Block								CYPS AD A&I		



## CYPS Directorate

Risk Register: **month 6 (Jan 2014) – detailed**  
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Phase 1 - Identification											
Risk Number	24/27	Risk Title	24/27 - Looked After Children placements / Friends and Family arrangements				Risk Owner	CD CYPS	Manager	CYPS AD CSC	
Description	Failure to establish robust Looked After Children Placement Commissioning processes and appropriate Family and Friends arrangements, ensure sufficient foster carer pool and ensure that only those that really need to enter the Looked After Children system and are accommodated for the minimum period of time needed to ensure protection and safety; failure to do so leads to inefficient use of resources, budgetary pressures across Children's Social Care and potential for costly legal challenges					Risk Group	Performance	Risk Type			
Phase 2 - Current Assessment											
Current Control Measures	Entry to Care panel, CSC Placement Commissioning Panel, and Placement Matching Panel, CSC placement commissioning team, monitoring of external placements, Young people's accom strategy, Financial scrutiny, monitoring of permanency planning, maximise use of adoption and SGO, foster carer recruitment campaign, independent identification of foster carer training needs, [F&F: initial audit of cases, working group, officer panel, independent panel], support from Outreach and FIT services considered unless there are child protection concerns, LAC strategy,						Effectiveness				
Probability	M	Objectives	M	Financial	H	Services	M	Reputation	H	Category	2
Phase 3 - Risk Reduction Actions											
Reduction	Action	Action Manager	Action by	Completed							
Reduction	22/149 - Produce a Commissioning Strategy	CYPS AD CSC	Tue-31-Dec-13	Tue-31-Dec-13							
Reduction	22/154 - Except where there are child protection concerns, no child should be brought into the LAC system without first having considered support from the Outreach and FIT services	CYPS AD CSC	Mon-30-Jun-14								
Reduction	22/156 - Develop and implement a Permanence Strategy	CYPS AD CSC	Fri-28-Feb-14								
Reduction	22/164 - Produce an Adoption and Fostering Strategy	CYPS CSC HoF&A	Wed-30-Apr-14								
Reduction	22/271 - Increase the number of foster carers recruited	CYPS CSC HoF&A	Mon-30-Jun-14								
Reduction	22/272 - Ensure revised WD arrangements preserve the quality of foster carer training	CYPS CSC HoF&A	Mon-30-Jun-14								
Reduction	22/273 - Look to reduce the number of LAC who are NEET	CYPS AD CSC	Mon-30-Jun-14								
Reduction	22/274 - Effectively monitor drift in children and young people's care plans	CYPS AD CSC	Mon-30-Jun-14								
Reduction	22/345 - Complete assessment of cases currently in the system to scope the potential legal and financial impact of Friends and Family issues	CYPS CSC HoS	Sat-30-Nov-13	Tue-31-Dec-13							
Reduction	22/346 - Fully embed the Family and Friends Policy by continued training and production of social worker guidance on implementation	CYPS CSC HoS	Mon-31-Mar-14								
Reduction	22/347 - Annual review of the Family and Friends Policy to ensure robustness to legal challenges ( in view of current potential judicial review)	CSD Leg Mgr PS CYPS CSC HoS	Wed-30-Apr-14								



## CYPS Directorate

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<b>Reduction</b>	22/348 - Continue to do effective budget monitoring and predictions		CYPS AD CSC	Mon-30-Jun-14							
<b>Phase 4 - Post Risk Reduction Assessment</b>											
<b>Probability</b>	L	<b>Objectives</b>	M	<b>Financial</b>	H	<b>Services</b>	M	<b>Reputation</b>	H	<b>Category</b>	3
<b>Phase 5 - Fallback Plan</b>											
<b>Fallback Plan</b>	24/245 - Review to strengthen commissioning strategy, system controls									<b>Action Manager</b>	CYPS AD CSC



## CYPS Directorate

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Phase 1 - Identification											
<b>Risk Number</b>	24/211	<b>Risk Title</b>	24/211 - Schools Organisation: Place Planning and Funding				<b>Risk Owner</b>	CD CYPS	<b>Manager</b>	AD SR & Prop CYPS AD Q&I CYPS AD P&C	
<b>Description</b>	Failure to assess and manage the combined effects of changes in the national school policy and funding framework, demographics and national and local political circumstances, resulting in a fragmentation of the network of services for children, growing numbers of unsustainable and/or failing schools, fragmentation due to academisation, increased public dissatisfaction, and loss of confidence in the County Council as local authority.					<b>Risk Group</b>	Strategic	<b>Risk Type</b>			
Phase 2 - Current Assessment											
<b>Current Control Measures</b>			Consistent monitoring of forecast numbers. Links with District Councils and developers over major housing developments (including ISDG work). Small Schools policy, collaboration guidance and toolkit, Cross-directorate "Strategic Priority Schools" approach. Work with the Schools Forum, Keep up to date with current publications, email, etc. Reg review of DfE and other critical websites. Liaison with other LAs. Early assessment of resource implications on new development. Advocacy of NYCC case for funding, new procedures for grant & award acceptance, involvement in appropriate national conferences, participation in DfE priorities when possible, review of planning areas to explore the level of need					<b>Effectiveness</b>			
<b>Probability</b>	M	<b>Objectives</b>	M	<b>Financial</b>	H	<b>Services</b>	M	<b>Reputation</b>	M	<b>Category</b>	2
Phase 3 - Risk Reduction Actions											
<b>Reduction</b>	24/208 - Carry out modelling of a range of scenarios to understand implications of funding and demographic changes					<b>Action Manager</b>	AD SR & Prop CYPS AD P&C	<b>Action by</b>	Wed-30-Apr-14	<b>Completed</b>	
<b>Reduction</b>	24/209 - Continue to work with and use effective lobbying channels					<b>Action Manager</b>	AD SR & Prop	<b>Action by</b>	Mon-31-Mar-14		
<b>Reduction</b>	24/283 - Assess likely capital implications of providing school places and develop strategy for funding					<b>Action Manager</b>	AD SR & Prop CYPS AD P&C	<b>Action by</b>	Mon-31-Mar-14	Tue-31-Dec-13	
<b>Reduction</b>	24/1184 - Develop a framework for prioritisation of school organisation issues					<b>Action Manager</b>	AD SR & Prop CYPS AD P&C	<b>Action by</b>	Mon-31-Mar-14		
<b>Reduction</b>	24/1199 - Provision of briefings for elected Members and Schools Forum to enable them to see the range of implications					<b>Action Manager</b>	CYPS AD P&C	<b>Action by</b>	Thu-31-Jul-14		
<b>Reduction</b>	24/1204 - Develop self help materials to enable schools to work collaboratively in keeping with the outcome of the Schools Commission					<b>Action Manager</b>	CYPS AD P&C	<b>Action by</b>	Tue-30-Sep-14		
<b>Reduction</b>	27/1375 - Closer collaboration and planning between all CYPS services					<b>Action Manager</b>	CYPLT	<b>Action by</b>	Sat-31-Jan-15		
<b>Reduction</b>	27/1385 - Continue to promote alternative models of school leadership and resolve HR issues around such models					<b>Action Manager</b>	CYPS AD Q&I	<b>Action by</b>	Sat-31-Jan-15		
<b>Reduction</b>	28/235 - Provide appropriate advice to management board in the context of changing council developments to ensure that schools continue to receive specialist capital advice firmly embedded in Children and Young People's services					<b>Action Manager</b>	CYPS P&C SPM	<b>Action by</b>	Tue-31-Dec-13	Tue-31-Dec-13	



## CYPS Directorate

Risk Register: **month 6 (Jan 2014) – detailed**  
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<b>Phase 4 - Post Risk Reduction Assessment</b>											
Probability	L	Objectives	M	Financial	H	Services	M	Reputation	M	Category	3
<b>Phase 5 - Fallback Plan</b>											
										<b>Action Manager</b>	
<b>Fallback Plan</b>											



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Phase 1 - Identification											
<b>Risk Number</b>	24/213	<b>Risk Title</b>	24/213 - Budget				<b>Risk Owner</b>	CD CYPS		<b>Manager</b>	AD SR & Prop
<b>Description</b>	Unforeseen budget overspend/underspend resulting in unfunded overspend, the need to re-prioritise and increase spend, including the risk of exposure to costs due to Central Government policies passing responsibility for areas without adequate budget, legal and national changes (eg LMS vs Equal Pay) or the failure to meet MTFS Project targets.					<b>Risk Group</b>	Financial		<b>Risk Type</b>		
Phase 2 - Current Assessment											
<b>Current Control Measures</b>			Detailed budget preparation, cost centre monitoring including monthly budget reviews, training of cost centre managers and support staff, guidance materials, experienced staff work on most demanding budgets, collective responsibility for budget, maximum use of technology, trends used for budget monitoring, enhanced procurement profile, data system review, review presentation of info to ensure needs are met, annual budget risk assessment, induction training for Directorate staff with financial responsibility, ongoing review of risk based approach to budget, and reallocation of headroom funding through tight budget management, budget monitoring arrangements incl role of Directorate staff (phase 1) reviewed as part of "2020 North Yorkshire".						<b>Effectiveness</b>		
<b>Probability</b>	M	<b>Objectives</b>	M	<b>Financial</b>	H	<b>Services</b>	H	<b>Reputation</b>	H	<b>Category</b>	2
Phase 3 - Risk Reduction Actions											
							<b>Action Manager</b>	<b>Action by</b>	<b>Completed</b>		
<b>Reduction</b>	24/312 - Ensure regular monitoring and report to CYPLT of progress on all outstanding MTFS projects					AD SR & Prop		Thu-31-Jul-14			
<b>Reduction</b>	24/353 - On equal pay issue; assist in carrying out annual equal pay audit, liaising with schools where issues are discovered and raising concerns with DfE					AD SR & Prop		Sun-31-Aug-14			
<b>Reduction</b>	24/1000 - Focus on individual high risk areas of concern for monitoring processes and systems including assessment of staff involvement					AD SR & Prop		Thu-31-Jul-14			
<b>Reduction</b>	24/1146 - Promoting ownership of budgets within leadership team					AD SR & Prop		Thu-31-Jul-14			
<b>Reduction</b>	24/1148 - Ensure CYPS FMT are aware of and involved in budget issues					SR & Prop MT		Thu-31-Jul-14			
<b>Reduction</b>	24/1168 - Contribute to ongoing Budget Manager, support staff and BSO Training sessions					SR & Prop MT		Thu-31-Jul-14			
<b>Reduction</b>	24/1188 - Contribute to update of Financial Services guidance					SR & Prop MT		Thu-31-Jul-14			
<b>Reduction</b>	25/210 - As part of "2020 North Yorkshire", complete implementation of budget monitoring arrangements including role of Directorate staff					SR & Prop FM		Mon-31-Mar-14			
<b>Reduction</b>	25/1227 - Clarify roles and responsibilities for all staff in services, business support and new budget managers					AD SR & Prop		Mon-31-Mar-14			
<b>Reduction</b>	25/1233 - Continue to enhance procurement profile within service and ensure forward procurement plan is regularly reviewed					SR & Prop MT		Sat-31-May-14			



## CYPS Directorate

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Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	M	Financial	H	Services	H	Reputation	M	Category	3
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan	24/246 - Re-prioritise CYPS Spending plans and current procedures									AD SR & Prop	



## CYPS Directorate

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Phase 1 - Identification											
<b>Risk Number</b>	24/5	<b>Risk Title</b>	24/5 - Review of Preventative Services				<b>Risk Owner</b>	CD CYPS	<b>Manager</b>	CYPS CYPLT	
<b>Description</b>	Failure to reconfigure preventative services including physical infrastructure across CYPS with strong linkages into other agency work specifically the recommissioning of the Health Child programme (0-5) (5-19/25) resulting in failure to meet MTFS savings targets and fragmented service delivery					<b>Risk Group</b>	Strategic	<b>Risk Type</b>			
Phase 2 - Current Assessment											
<b>Current Control Measures</b>			Principle behind review agreed as part of MTFS, secondment of senior officer into public health team to support commissioning of the Healthy Child Programme, school nursing, visit to other authorities to assess alternative provision, widespread early consultation on principles, senior team approach to developing proposals, informal consultation with staff					<b>Effectiveness</b>			
<b>Probability</b>	M	<b>Objectives</b>	H	<b>Financial</b>	H	<b>Services</b>	H	<b>Reputation</b>	H	<b>Category</b>	2
Phase 3 - Risk Reduction Actions											
						<b>Action Manager</b>	<b>Action by</b>	<b>Completed</b>			
<b>Reduction</b>	24/356 - Alignment of the commissioning of the Healthy Child Programme (0-5) (5-19/25) with the implementation of revised preventative service structure					CYPS AD P&C	Thu-30-Apr-15				
<b>Reduction</b>	28/349 - Reports to CYPLT, Children's Trust, Exec Members and Health & Wellbeing Board					CYPS AD P&C	Mon-31-Mar-14				
<b>Reduction</b>	28/350 - Formal consultation with staff					CYPS AD P&C	Sat-31-May-14				
<b>Reduction</b>	28/351 - Formal consultation with partner agencies and service users					CYPS AD P&C	Sat-31-May-14				
<b>Reduction</b>	28/352 - Implementation of reconfigured services					CYPS AD P&C	Thu-30-Apr-15				
Phase 4 - Post Risk Reduction Assessment											
<b>Probability</b>	L	<b>Objectives</b>	H	<b>Financial</b>	H	<b>Services</b>	H	<b>Reputation</b>	H	<b>Category</b>	3
Phase 5 - Fallback Plan											
									<b>Action Manager</b>		
<b>Fallback Plan</b>											



## CYPS Directorate

Risk Register: **month 6 (Jan 2014) – detailed**  
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Phase 1 - Identification											
Risk Number	24/30	Risk Title	24/30 - National Funding Developments and Local Priorities				Risk Owner	CD CYPS	Manager	AD SR & Prop	
Description	Inability to manage major changes in national funding developments (such as the impact on the local authority of school funding reform), local priorities and grants resulting in inadequate response to these developments, poor advice to Members, Officers and schools, and potential loss of income. This includes additional cost burdens being imposed with the transfer of responsibilities to the LA from other agencies, such as: • Remand • Responsibility for 16-25 year olds • Friends and family foster care • Troubled families • School funding reform • Increased pressure to perform to mitigate threat of the loss of service arising from the National Action Plan for Adoption It also encompasses the impact of other policy changes, such as Welfare Reform, loss of benefits, etc on more vulnerable young people and families which will place higher demands on the Council.					Risk Group	Financial	Risk Type			
Phase 2 - Current Assessment											
Current Control Measures	Keep up to date with current publications, new corresp, email, etc. Reg review of DfE and other critical websites. Liaison with other LAs. Early assessment of resource implications on new development. Ensure ext funds include fin admin, team briefing. experienced staff, advocacy of NYCC case for funding, new procedures for grant & award acceptance, involvement in appropriate national conferences, participation in DfE priorities when possible, action plan to consider and respond to potential change in funding arrangements developed, the ability to maximise headroom available for these pressures reviewed through Cost Centre Monitoring & base budget ,							Effectiveness			
Probability	M	Objectives	H	Financial	H	Services	H	Reputation	M	Category	2
Phase 3 - Risk Reduction Actions											
Reduction						Action Manager	Action by	Completed			
Reduction	24/1176 - Maximising funding opportunities from national initiatives which complement preventative work already undertaken by the LA					AD SR & Prop	Thu-31-Jul-14				
Reduction	25/90 - Continue to work with and use effective lobbying channels					AD SR & Prop	Sat-31-May-14				
Reduction	25/1245 - Ensure good communication within team and NYCC, promoting shared ownership of key issues					AD SR & Prop	Sat-31-May-14				
Reduction	25/1246 - Promote changes and encourage discussion with partners, independent and third sector providers					AD SR & Prop	Sat-31-May-14				
Reduction	25/1247 - Make effective use of grant register for all aspects of monitoring external funding.					AD SR & Prop	Sat-31-May-14				
Reduction	25/1248 - Ensure there is a clear specification of developments and financial inputs					AD SR & Prop	Sat-31-May-14				
Reduction	25/1249 - Ongoing effective work prioritisation					AD SR & Prop	Sat-31-May-14				
Reduction	25/1250 - Ongoing review of structures in place					AD SR & Prop	Sat-31-May-14				
Reduction	25/1251 - Support for the Directorate in modelling of potential funding cuts scenarios to assist in forward planning					AD SR & Prop	Sat-31-May-14				





## CYPS Directorate

Risk Register: **month 6 (Jan 2014) – detailed**  
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Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	H	Financial	H	Services	M	Reputation	M	Category	3
Phase 5 - Fallback Plan											
Fallback Plan	25/261 - Respond to Corporate priorities and guidance									Action Manager	AD SR & Prop



## CYPS Directorate

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Phase 1 - Identification											
<b>Risk Number</b>	24/2	<b>Risk Title</b>	24/2 - Children's Social Care Implementation Review					<b>Risk Owner</b>	CD CYPS	<b>Manager</b>	CYPS AD CSC
<b>Description</b>	Failure to carry out an effective post implementation review of all aspects of the CSC Transformation results in unmet needs, inefficient service provision, budgetary pressure, criticism						<b>Risk Group</b>	Change Mgt	<b>Risk Type</b>		
Phase 2 - Current Assessment											
<b>Current Control Measures</b>			Robust data available, controls and monitoring arrangements in place						<b>Effectiveness</b>		
<b>Probability</b>	L	<b>Objectives</b>	H	<b>Financial</b>	H	<b>Services</b>	M	<b>Reputation</b>	M	<b>Category</b>	3
Phase 3 - Risk Reduction Actions											
							<b>Action Manager</b>	<b>Action by</b>	<b>Completed</b>		
<b>Reduction</b>	22/159 - Redesign management structures in Skipton						CYPS AD CSC	Mon-30-Sep-13	Sat-31-Aug-13		
<b>Reduction</b>	22/1046 - Evaluate FIT in relation to impact on children/young people becoming Looked After						CYPS AD CSC	Fri-30-Jun-17			
<b>Reduction</b>	22/1048 - Review and evaluate the Hub model						CYPS AD CSC	Tue-31-Dec-13	Tue-31-Dec-13		
<b>Reduction</b>	22/1049 - Develop Edge of Care as a county wide service						CYPS AD CSC	Mon-30-Jun-14			
<b>Reduction</b>	24/357 - Review performance in relation to contact, referral and assessment						CYPS AD CSC	Tue-31-Dec-13	Tue-31-Dec-13		
<b>Reduction</b>	24/358 - Review fostering and adoption service						CYPS AD CSC	Mon-30-Jun-14			
<b>Reduction</b>	24/359 - Review team manager role across the whole service						CYPS AD CSC	Wed-30-Apr-14			
<b>Reduction</b>	24/360 - Review quality and practice across the whole service						CYPS AD CSC	Wed-30-Apr-14			
Phase 4 - Post Risk Reduction Assessment											
<b>Probability</b>	L	<b>Objectives</b>	M	<b>Financial</b>	H	<b>Services</b>	M	<b>Reputation</b>	M	<b>Category</b>	3
Phase 5 - Fallback Plan											
									<b>Action Manager</b>		
<b>Fallback Plan</b>	22/529 - Review failing areas								CYPS AD CSC		



## CYPS Directorate

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Phase 1 - Identification											
<b>Risk Number</b>	24/31	<b>Risk Title</b>	24/31 - Children and Families Bill relating to SEN				<b>Risk Owner</b>	CD CYPS		<b>Manager</b>	CYPS AD A&I
<b>Description</b>	Failure to deliver the duties of the Children and Families Bill relating to SEN and the SEN Code of Practice resulting in inability to meet statutory requirements					<b>Risk Group</b>	Strategic		<b>Risk Type</b>		
Phase 2 - Current Assessment											
<b>Current Control Measures</b>		Approved strategy, Project Governance Arrangements, Project Lead Team and Controls in place, Communications Strategy, strategy implementation plan, completion of returns to DfE project controls refreshed, self evaluation tool (provided by DfE),						<b>Effectiveness</b>			
<b>Probability</b>	L	<b>Objectives</b>	L	<b>Financial</b>	H	<b>Services</b>	M	<b>Reputation</b>	H	<b>Category</b>	3
Phase 3 - Risk Reduction Actions											
						<b>Action Manager</b>	<b>Action by</b>	<b>Completed</b>			
<b>Reduction</b>	24/206 - Provide monitoring reports to CYPLT, Executive Overview & Scrutiny Committee and the Children's Trust					CYPS AD A&I	Mon-31-Mar-14				
<b>Reduction</b>	24/1151 - Ensure robust and able staffing capacity					CYPS AD A&I	Wed-30-Apr-14				
<b>Reduction</b>	24/1155 - Establish a joint work plan with the Partnership Commissioning Unit in Health					CYPS AD A&I	Wed-30-Apr-14				
<b>Reduction</b>	24/1156 - Ensure partnership approach to personal budgets and direct payments, continuing health care and an integrated transitions service					CYPS AD A&I	Tue-30-Sep-14				
<b>Reduction</b>	24/1189 - Continuing close liaison and work with NYPACT on all developments					CYPS AD A&I	Tue-30-Sep-14				
<b>Reduction</b>	24/1203 - Ensure authority meets the statutory target date for introduction of Education, Health and Care Plans					CYPS AD A&I	Sun-31-Aug-14				
Phase 4 - Post Risk Reduction Assessment											
<b>Probability</b>	L	<b>Objectives</b>	L	<b>Financial</b>	H	<b>Services</b>	L	<b>Reputation</b>	M	<b>Category</b>	3
Phase 5 - Fallback Plan											
										<b>Action Manager</b>	
<b>Fallback Plan</b>	24/249 - Reduce service levels									CYPS AD A&I	

## CYPS Directorate

Risk Register: **month 6 (Jan 2014) – detailed**  
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Phase 1 - Identification											
<b>Risk Number</b>	24/222	<b>Risk Title</b>	24/222 - Business Support Arrangements for CYPS				<b>Risk Owner</b>	CD CYPS		<b>Manager</b>	CYPS CYPLT
<b>Description</b>	The new 2020 North Yorkshire business support arrangements fail to provide the required levels of support to enable Service Groups to deliver their services effectively.					<b>Risk Group</b>	Performance		<b>Risk Type</b>		
Phase 2 - Current Assessment											
<b>Current Control Measures</b>		2020 North Yorkshire vision and approach, Design document, governance arrangements through Client Group, Head of Business Support (CYPS), ongoing consultations with Leadership Team and senior managers, consultation exercise, structure revised based on feedback, business support managers and team leaders appointed, retained expertise and knowledge of key staff,						<b>Effectiveness</b>			
<b>Probability</b>	L	<b>Objectives</b>	H	<b>Financial</b>	L	<b>Services</b>	H	<b>Reputation</b>	M	<b>Category</b>	3
Phase 3 - Risk Reduction Actions											
							<b>Action Manager</b>	<b>Action by</b>	<b>Completed</b>		
<b>Reduction</b>	24/1166 - Continue to engage with the Business Support Service Review developments						CYPS CYPLT	Thu-31-Jul-14			
<b>Reduction</b>	24/1179 - Ensure the Business Support Service menus continue to meet the needs of the Directorate to enable the linking in with Service Group needs						CYPS CYPLT	Thu-31-Jul-14			
<b>Reduction</b>	24/1180 - Continue to ensure Directorate concerns are fed back to the Client Group						CYPS CYPLT	Thu-31-Jul-14			
<b>Reduction</b>	24/1182 - Monitor the performance of the new Business Support Service against specified targets						CYPS CYPLT	Thu-31-Jul-14			
<b>Reduction</b>	24/1185 - Ensure a balance between self serve principles and the availability of business support						CYPS CYPLT	Thu-31-Jul-14			
<b>Reduction</b>	24/1197 - Re introduce highlight reports						Kevin Tharby	Sat-30-Nov-13	Sat-30-Nov-13		
Phase 4 - Post Risk Reduction Assessment											
<b>Probability</b>	L	<b>Objectives</b>	H	<b>Financial</b>	L	<b>Services</b>	M	<b>Reputation</b>	M	<b>Category</b>	3
Phase 5 - Fallback Plan											
<b>Fallback Plan</b>	24/252 - Continue to prioritise resources to ensure continuity of service for front line service users								<b>Action Manager</b>		CD CYPS



## CYPS Directorate

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Phase 1 - Identification													
<b>Risk Number</b>	24/178	<b>Risk Title</b>	24/178 - Health and Safety (including High Risk Activities)				<b>Risk Owner</b>	CEO	<b>Manager</b>	CD CYPS			
<b>Description</b>	Failure to meet H&S statutory requirements in relation to staff, pupils/students, contractors and members of the public including learning beyond the classroom activities and high risk curriculum areas of PE, Sport and Science resulting in people suffering from harm, possible prosecution, claims, media attention, prohibition notice, fines					<b>Risk Group</b>	Legislative	<b>Risk Type</b>					
Phase 2 - Current Assessment													
<b>Current Control Measures</b>			Policy docs, Training ,Personnel initiatives, Monitoring systems (inc curriculum), guidance documents, financial investment (e.g. asbestos fund),designated staff, traded service with schools, Conditions survey, Educational visits database, Q&I advisers, 2RMGs, Quarterly reports and performance indicators to CYPLT, policy and guidance updated incl H&S manual, H&S advice at briefing stage, tech fire audits, legionella monitoring, Radon monitoring and mitigation, glazing filming, RM conference, HANDS newsletter, health and safety inspections of live construction sites, review of schools RMG, directorate and schools RM action plans, monthly meeting between AD and H&S advisor, Half termly meetings between AD and chairs of the directorate and outside the classroom groups. Strategic directorate group at AD level, structure and function of CYPS Risk Mgt Groups and roles and responsibilities of lead officers reviewed, CYPS H&S manual published,					<b>Effectiveness</b>					
<b>Probability</b>	L	<b>Objectives</b>	M	<b>Financial</b>	H	<b>Services</b>	M	<b>Reputation</b>	H	<b>Category</b>	3		
Phase 3 - Risk Reduction Actions													
						<b>Action Manager</b>	<b>Action by</b>	<b>Completed</b>					
<b>Reduction</b>	28/1427 - Work with H&SRM to ensure all necessary risk assessments are complete and up to date					CYPS AD P&C		Thu-31-Jul-14					
<b>Reduction</b>	28/1430 - Develop CYPS school related response to Corporate requirements around Radon management, monitoring and mitigation, working at height and roof lights					AD SR & Prop		Thu-31-Jul-14					
<b>Reduction</b>	28/1444 - Reassess responsibilities and reporting requirements around H&S and Risk Management for Directorate in the light of changing environment					CYPS AD P&C		Fri-28-Feb-14					
Phase 4 - Post Risk Reduction Assessment													
<b>Probability</b>	L	<b>Objectives</b>	M	<b>Financial</b>	H	<b>Services</b>	M	<b>Reputation</b>	H	<b>Category</b>	3		
Phase 5 - Fallback Plan													
								<b>Action Manager</b>					
<b>Fallback Plan</b>	24/527 - Early legal input, form the emergency task team, media management, provide support services, investigation, Member briefings							CD CYPS					



## CYPS Directorate

Risk Register: **month 6 (Jan 2014) – summary**

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Identity		Person	Classification													Fallback Plan				
Change	Risk Title	Risk Description	Risk Owner	Risk Manager	Pre						RR		Post						FBPlan	Action Manager
					Prob	Obj	Fin	Serv	Rep	Cat	RRs	Next Action	Prob	Obj	Fin	Serv	Rep	Cat		
◀▶	24/15 - Inspection Outcomes	Failure to avoid adverse outcomes from statutory inspections of provision of local authority safeguarding, schools and settings, children's centres, adult learning, school improvement services, adoption and fostering, looked after children and children's homes resulting in reputational damage, school closure or centrally imposed interventions, disruption of children, requirement for additional resources	CD CYPS	CYPS AD Q&I CYPS AD CSC CYPS AD P&C	M	M	M	H	H	2	13	30/06/2014	M	M	M	H	H	2	N	
◀▶	24/221 - Joint Planning & Delivery with Health	Inability, in the context of the changing NHS landscape, to develop effective partnerships with the emerging NHS Commissioners and other NHS organisations and to ensure that legislative requirements are met and the necessary health related outcomes for children and young people are achieved	CD CYPS	All CYPLT members	M	H	H	H	M	2	7	31/03/2014	M	H	H	H	M	2	N	
◀▶	24/228 - High Need Funding	Failure to contain expenditure in the High Need block of the dedicated schools grant resulting in increased bureaucracy, negative impact on schools budgets and loss of reputation, internal and external criticism	CD CYPS	CYPS AD A&I	M	M	M	H	M	2	4	30/04/2014	L	M	M	H	M	3	Y	CYPS AD A&I
◀▶	24/27 - Looked After Children placements / Friends and Family arrangements	Failure to establish robust Looked After Children Placement Commissioning processes and appropriate Family and Friends arrangements, ensure sufficient foster carer pool and ensure that only those that really need to enter the Looked After Children system and are accommodated for the minimum period of time needed to ensure protection and safety; failure to do so leads to inefficient use of resources, budgetary pressures across Children's Social Care and potential for costly legal challenges	CD CYPS	CYPS AD CSC	M	M	H	M	H	2	12	28/02/2014	L	M	H	M	H	3	Y	CYPS AD CSC

## CYPS Directorate

Risk Register: **month 6 (Jan 2014) – summary**

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Identity		Person	Classification														Fallback Plan			
Change	Risk Title	Risk Description	Risk Owner	Risk Manager	Pre						RR		Post						FBPlan	Action Manager
					Prob	Obj	Fin	Serv	Rep	Cat	RRs	Next Action	Prob	Obj	Fin	Serv	Rep	Cat		
◀▶	24/211 - Schools Organisation: Place Planning and Funding	Failure to assess and manage the combined effects of changes in the national school policy and funding framework, demographics and national and local political circumstances, resulting in a fragmentation of the network of services for children, growing numbers of unsustainable and/or failing schools, fragmentation due to academisation, increased public dissatisfaction, and loss of confidence in the County Council as local authority.	CD CYPS	AD SR & Prop CYPS AD Q&I CYPS AD P&C	M	M	H	M	M	2	9	31/03/2014	L	M	H	M	M	3	N	
◀▶	24/213 - Budget	Unforeseen budget overspend/underspend resulting in unfunded overspend, the need to re-prioritise and increase spend, including the risk of exposure to costs due to Central Government policies passing responsibility for areas without adequate budget, legal and national changes (eg LMS vs Equal Pay) or the failure to meet MTFs Project targets.	CD CYPS	AD SR & Prop	M	M	H	H	H	2	10	31/03/2014	L	M	H	H	M	3	Y	AD SR & Prop
◀▶	24/30 - National Funding Developments and Local Priorities	Inability to manage major changes in national funding developments (such as the impact on the local authority of school funding reform), local priorities and grants resulting in inadequate response to these developments, poor advice to Members, Officers and schools, and potential loss of income. This includes additional cost burdens being imposed with the transfer of responsibilities to the LA from other agencies, such as: • Remand • Responsibility for 16-25 year olds • Friends and family foster care • Troubled families • School funding reform • Increased pressure to perform to mitigate threat of the loss of service arising from the National Action Plan for Adoption It also encompasses the impact of other policy changes, such as Welfare Reform, loss of benefits, etc on more vulnerable young people and families which will place higher demands on the Council.	CD CYPS	AD SR & Prop	M	H	H	H	M	2	9	31/05/2014	L	H	H	M	M	3	Y	AD SR & Prop

## CYPS Directorate

Risk Register: **month 6 (Jan 2014) – summary**

Report Date: 17<sup>th</sup> June 2014 (cpc)

Identity		Person		Classification													Fallback Plan			
Change	Risk Title	Risk Description	Risk Owner	Risk Manager	Pre						RR		Post						FBPlan	Action Manager
					Prob	Obj	Fin	Serv	Rep	Cat	RRs	Next Action	Prob	Obj	Fin	Serv	Rep	Cat		
◀▶	24/5 - Review of Preventative Services	Failure to reconfigure preventative services including physical infrastructure across CYPS with strong linkages into other agency work specifically the recommissioning of the Health Child programme (0-5) (5-19/25) resulting in failure to meet MTFS savings targets and fragmented service delivery	CD CYPS	CYPS CYPLT	M	H	H	H	H	2	5	31/03/2014	L	H	H	H	H	3	N	
▶▶	24/2 - Children's Social Care Implementation Review	Failure to carry out an effective post implementation review of all aspects of the CSC Transformation results in unmet needs, inefficient service provision, budgetary pressure, criticism	CD CYPS	CYPS AD CSC	L	H	H	M	M	3	8	30/04/2014	L	M	H	M	M	3	Y	CYPS AD CSC
▶▶	24/31 - Children and Families Bill relating to SEN	Failure to deliver the duties of the Children and Families Bill relating to SEN and the SEN Code of Practice resulting in inability to meet statutory requirements	CD CYPS	CYPS AD A&I	L	L	H	M	H	3	6	31/03/2014	L	L	H	L	M	3	Y	CYPS AD A&I
▼	24/222 - Business Support Arrangements for CYPS	The new 2020 North Yorkshire business support arrangements fail to provide the required levels of support to enable Service Groups to deliver their services effectively.	CD CYPS	CYPS CYPLT	L	H	L	H	M	3	6	31/07/2014	L	H	L	M	M	3	Y	CD CYPS
▶▶	24/178 - Health and Safety (including High Risk Activities)	Failure to meet H&S statutory requirements in relation to staff, pupils/students, contractors and members of the public including learning beyond the classroom activities and high risk curriculum areas of PE, Sport and Science resulting in people suffering from harm, possible prosecution, claims, media attention, prohibition notice, fines	CEO	CD CYPS	L	M	H	M	H	3	3	28/02/2014	L	M	H	M	H	3	Y	CD CYPS

Key	
▲	Risk Ranking has worsened since last review.
▼	Risk Ranking has improved since last review
▶▶	Risk Ranking is same as last review
- new -	New or significantly altered risk

