

NORTH YORKSHIRE COUNTY COUNCIL**AUDIT COMMITTEE**

21 JUNE 2019

**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 outline some of the key service risks and governance developments within the Directorate
- 1.2 To receive details of the updated Risk Register for the Children & 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 People's Services (CYPS), the Committee receives assurance through the work of internal audit (detailed in a separate report to the Committee) and through the Directorate Risk Register.
- 2.2 In addition, this report provides some headlines on key service risks and governance developments.

3.0 KEY GOVERNANCE DEVELOPMENTS AND RISK ISSUES

- 3.1 The main areas of note for the Directorate are set out below:

(a) Ofsted – ILACS Framework

Under the Inspection of Local Authority Children's Services (ILACS) Framework, local authorities receive one of three different types of inspection each year:

- Short inspection (good or outstanding) or Standard (Requires Improvement)
- Focussed visit
- Joint Targeted Area Inspection (JTAI) – theme set nationally

The local authority received a Standard Short Inspection in July 2018 and was the first and, to date, only local authority nationally to be judged outstanding in all four judgements. In 2019-20 it is likely that the Authority will be the subject of either a focussed visit or JTAI. Local Authorities are also invited to an Annual Conversation with Ofsted to consider performance and North Yorkshire's is scheduled for 20 June 2019.

(b) Ofsted – Education Inspection Framework (EIF)

A new Ofsted inspection framework will be introduced in September 2019 reviewing: Quality of Education, Behaviour and Attitudes, Personal Development and, Leadership and Management. The focus in the new EIF is on the breadth and depth of the curriculum and how it reflects the progression of skills and knowledge whilst meeting the needs of pupils in their local communities. With the emphasis on the curriculum, it is anticipated that smaller schools may find the new framework more challenging although it is anticipated that Ofsted will also take a proportionate view. However, there is a risk that those smaller schools who are also in financial distress will be further challenged by the need to balance performance with financial sustainability. The local authority will work with schools to: look at curriculum models to determine whether there is capacity and willingness to share staff across an areas; and, work on curriculum planning for mixed age classes that meets the curriculum intent in the EIF and national curriculum.

(c) School Funding

2018-19 saw the introduction of a transitional period towards the national funding formula. It is likely that this transitional period will continue to at least March 2021, although the local authority remains concerned at the funding differential between higher funded local authorities and North Yorkshire particularly for small secondary schools. Schools continue to report increased financial strain and challenges – particularly in small, rural schools. Aggregate accumulated surplus balances for all LA maintained schools have decreased in 2018-19 although aggregate accumulated primary school balances have remained broadly the same (adjusted for academy conversions). PRS balances still remain healthy with 4 schools representing 10% of the overall surplus balance. Aggregate surplus balances for both secondary and special schools decreased significantly in 2018-19 and the local authority will undertake further work in 2019-20 to support and challenge schools to develop recovery plans where these are not already in place. Capital funding for school property maintenance, supply of school places and investment in special provision across the county continues to represent a significant medium-term risk.

(d) SEND and High Needs

The LA has continued to experience a significant increase in the number of children and young people assessed as requiring an Education, Health and Care Plan (EHCP). The underlying overspend on high needs (i.e. funding for children with additional needs) in 2018-19 amounted to £6.1m although this was reduced through the application of two sources of temporary funding: £1.2m additional funding announced in December 2018 and a transfer of 0.5% of Schools Block funding (£1.6m) to the high needs block.

In 2019-20, a further temporary grant of £1.2m has been agreed by DfE and a transfer of 1% of Schools Block (£3.2m) has been agreed by Secretary of State. Despite this, the local authority has invested £7.6m (gross) in the Council's budget which recognises that Department for Education (DfE) funding is insufficient to meet the needs of children in line with the educational reforms of the Children Act introduced in 2014.

The implementation of the SEND Strategic Plan is underway including re-commissioning Enhanced Mainstream Schools through targeted provision, reorganisation of Pupil Referral Services and Alternative Provision, and restructuring inclusion support services. Management action will continue to identify further savings opportunities.

The transfer of funding from the Schools Block to the High Needs Block impacts on the level of funding available in schools and the local authority has been careful to seek a balance between reshaping provision and services for children with special education needs, and pressure within the school funding system.

(e) CYPS Risk Management Group

The Directorate has established a CYPS Risk Management Group to provide a focal point for risk management, resources and activities across all services areas, to identify and share both issues of concern and best practice in risk management, health and safety and information security. The Group is co-chaired by the Assistant Director – Education and Skills (Directorate Risk Management Champion) and Assistant Director – Strategic Resources. Attendance has been strong with senior stakeholders from across the Directorate supported by professional advice from central risk, health and safety and information governance teams. A summary of relevant information and issues is now regularly fed into Children and Young People's Leadership Team.

(f) CYPS Commercial and Enterprise Board

A new Commercial and Enterprise Board has been established overseeing the management of traded services within CYPS including School Improvement, Education Psychology, Specialist Careers Advisors, Professional Clerking, and Outdoor Education. In addition, the Autumn Budget announced that national funding would be made available to take forward three evidence-based innovation models within Children's Social Care; one of these is No Wrong Door. The Board will also provide governance around this key development. The Directorate is planning, in conjunction with DfE, to deploy resources to assist other local authorities to roll out the No Wrong Door model; these will be fully funded by grant allocations and/ or arrangements with local authorities adopting the model.

(g) MTFS: 2020 Savings and Budget Pressures

As part of the Council's 2020 Savings Programme, CYPS have a further £5m savings over the next three-year period. This includes some significant reviews around School Improvement, Inclusion, Virtual School, Disabled Children's Services, reshaping Pupil Referral Services and Alternative Provision as well as embedding recently implemented changes to Children and Families and SEN Transport. Savings are getting more challenging and delivery of the MTFS programme needs to be seen in the context of the SEND financial pressures outlined at (d) and the school funding pressures outlined in (c). Programme delivery arrangements are supported by rigorous programme and project management arrangements with strategic programme board oversight and active monitoring of implementation and impact.

4.0 DIRECTORATE RISK REGISTER

4.1 The **Directorate Risk Register** (DRR) is the end product of a systematic process that initially identifies risk at Service Unit level and the 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)**
- **Category 3 and 4 are medium risk (AMBER)**
- **Category 5 is low risk (GREEN)**

4.3 The DRR represents the principal risks that may materially impact on the performance and financial outcomes of the Directorate. The CYPS DRR was last reviewed in March 2019. The detailed DRR is shown at **Appendix B** and shows a range of risks and the risk reduction actions which have been put in place to minimise them. A summary of the DRR is also attached at **Appendix A**.

4.4 There are minimal changes to the risk register since the last report to the Audit Committee in June 2018. The main change is as follows:

- SEND High Needs Budget: risk of further financial pressure given increased demand for specialist provision up to age 25. The implementation of the Strategic Plan for SEND has started to impact through reshaping of provision, particularly in Pupil Referral Services, but has also seen investment in additional places within Special Schools. In March 2019, the Department for Education confirmed that North Yorkshire's bid for a new special free school in Selby was successful which will meet a clear gap in local provision.

4.5 Some examples of actions that have been completed or progressed in relation to particular risks since the last report to the Committee include:

- SEND High Need Budget – the Directorate has discussed SEN pressures including exclusions and provision for children with special education needs with school leaders across the county. Plans have been approved to transform Pupil Referral Services and Alternative Provision and the transition from the CAN-Do Resource Allocation System to a banded system.
- Partnership and Integration with Health – the future commissioning arrangements for the Healthy Child Programme have been agreed.
- Looked After Children – a significant review of the Children and Families service area has been undertaken and implemented in March 2019 which increased the number of social workers to effectively deal with demand.
- Education Outcomes – the evaluation of the School Improvement Service to ensure it remains fit for need has been completed with proposals subject to consultation commencing in early June 2019.

- Inspection Outcome – comprehensive dashboards to monitor performance have been completed for Children and Families.
- School Organisation and Funding: work has been ongoing to continue to lobby MPs and government departments on school funding issues including representations to MHCLG, ESFA, DfE and local MPs. Written and oral evidence has been provided in response to the Education Select Committee’s inquiry on special education needs and disabilities and school and college funding. Written evidence has also been provided to the Ministry of Housing, Communities and Local Government (MHCLG) select committee on Funding of Local Authorities’ Children’s Services. The local authority also plans to submit written evidence in response to the DfE’s call for evidence on Provision for children and young people with special educational needs and disabilities, and for those who need alternative provision.

5.0 RECOMMENDATION

5.1 That the Committee:





- (i) note the updated risk register for the CYPS Directorate; and
- (ii) provide feedback and comments on the CYPS Directorate Risk Register, key risk and governance issues/ developments and any other related internal control matters

Stuart Carlton
Corporate Director – Children and Young People’s Services

CYPS Directorate

Risk Register: **month 6 (March 2019) – summary**
 Next Review Due: **September 2019**
 Report Date: **14th March 2019 (pw)**

Appendix B

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		
- new -	24/259 - SEND High Need Budget	Risk of further increased pressure on the budget given the current legislative framework, increased demand for specialist provision up to age 25 and budget reduction pressure resulting in negative impact on DSG, poor service performance and criticism.	CD CYPS	CYPS AD Incl	H	M	H	H	M	1	14	30/09/2018	H	M	M	H	M	1	Y	CYPS AD Incl
	24/211 - Schools Organisation and Capital Funding for places	Failure to assess and manage the combined effects of changes in the national school policy and capital funding for places framework, demographics (both rising and falling as a result of housing market changes) 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, insufficient school places, fragmentation due to academisation, increased public dissatisfaction, and loss of confidence in the County Council as local authority.	CD CYPS	CSD AD SR (HE) CYPS AD E&S	H	M	M	H	H	1	11	31/07/2019	M	M	M	H	H	2	Y	CYPS AD E&S
	24/221 - Partnership and Integration with Health	Failure to develop and implement new models of care that will provide better outcomes for children and young people and local communities. This failure would have a negative impact on the development of integrated services, give rise to increased costs to CYPS and cause the loss of opportunities that joint provision may offer.	CD CYPS	All CYPLT members	M	H	H	H	M	2	9	31/12/2018	L	H	H	H	M	3	Y	CD CYPS
	24/27 - Looked After Children	Failure to ensure that looked after children arrangements provide sufficient support for those with multiple and complex needs (including work on step down from Tier 4 cases, unaccompanied asylum seeker children and those not receiving 25 hours of education); that the service supports the regionalised adoption service; and ensures sufficient foster carers are recruited; failure to do so results in poorer outcomes for young people, the need for high cost interventions/placements and reputational damage	CD CYPS	CYPS AD C&F	M	M	H	M	H	2	8	31/05/2019	L	M	H	M	H	3	Y	CYPS AD C&F
	24/213 - Cultural Change and Beyond 2020	Failure to maintain a strong culture, processes and supporting capacity within CYPS to deliver Beyond 2020, savings targets and address national funding and policy changes, resulting in lack of the right capacity at right time, demand pressures, bottlenecks, inability to plan and overspending.	CD CYPS	CSD AD SR (HE)	M	M	H	H	H	2	6	31/08/2019	L	M	M	H	M	3	Y	CYPS LT

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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		
◀▶	24/249 - Educational Outcomes	Failure to ensure positive educational outcomes for children and young people together with appropriate support for schools to be good or outstanding results in lower achievement levels for pupils, and NY children's life chances being determined by geography or family circumstances rather than being in their own hands.	CD CYPS	CYPS AD E&S	M	M	M	L	H	2	8	31/08/2019	L	M	M	L	H	3	Y	CD CYPS
▶▶	24/178 - Information Governance and Health and Safety	Failure to ensure that good and safe governance arrangements in respect of data security and health and safety are in place throughout the Directorate resulting in potential Corporate Manslaughter, increased cost/claims, fines/prosecution, criticism and damage to the Council's reputation.	Chief Exec	CD CYPS	M	M	H	M	H	2	17	25/05/2019	L	M	M	M	H	3	Y	CD CYPS
▶▶	24/250 - Safeguarding Arrangements	Failure to have a robust approach to Safeguarding is in place results in risk to vulnerable children and families and not protecting them from harm.	CD CYPS	CYPS AD C&F	L	H	H	M	H	3	6	31/08/2019	L	H	H	M	H	3	Y	CD CYPS
▶▶	24/15 - Inspection Outcomes	Failure to avoid adverse outcomes from statutory inspections of provision of local authority safeguarding including joint area integration inspections, schools and settings, children's centres, adult learning, SEND/school improvement services, adoption and fostering, children in care and children's homes resulting in reputational damage, or centrally imposed interventions, disruption of children's care and/or education, requirement for additional resources	CD CYPS	CYPS CYPLT	L	M	L	H	H	3	23	31/03/2019	L	M	L	H	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

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Appendix A

Phase 1 - Identification											
Risk Number	24/259	Risk Title	24/259 - SEND High Need Budget				Risk Owner	CD CYPS	Manager	CYPS AD Incl	
Description	Risk of further increased pressure on the budget given the current legislative framework, increased demand for specialist provision up to age 25 and budget reduction pressure resulting in negative impact on DSG, poor service performance and criticism.					Risk Group	Performance	Risk Type	Incl 21/254		
Phase 2 - Current Assessment											
Current Control Measures			Experienced team and leaders; awareness of Schools Forum; robust data available; management of out-of-authority placements spend; implementing Personal Learning Pathways; Schools Forum approved funding framework; FE network; central contracting and commissioning service; local transition groups in place; budget reviewed incl. roles and responsibilities; revised Resource Allocation System weightings;								
Probability	H	Objectives	M	Financial	H	Services	H	Reputation	M	Category	I
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	21/443 - Continue to ensure the Schools Forum is aware of the funding risks and challenges it faces						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/444 - Continue to work towards early identification of children with SEN and provision of timely support and services (included those that are jointly commissioned) to meet that need; thereby reducing the requirement for more costly interventions later. Early identification / intervention focus of the Strategic Plan						CYPS Incl HoIE	Wed-31-Jul-19			
Reduction	21/448 - Continue to build local capacity to cope with need - Undertake the work needed to reshape SEND provision in North Yorkshire so that it is fit for purpose and addresses the gaps in provision, underpinned by the strategic plan						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/452 - Reduced the funding delegation which can be authorised by officers to ensure more scrutiny of agreements. All panels to be reviewed relating to decisions on provision						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/455 - Implement the urgent actions from the Strategic Plan and those extra actions identified outside of the plan (eg. profile raising with schools and settings, buffering the spend across the year, reprofiling PRS and EMS); plan approved and started implementation incl some savings in PRS / AP model post 16 / post 19 moving from the CAN-DO RAS to a banded approach						CYPS AD Incl	Sun-30-Sep-18	Sun-30-Sep-18		
Reduction	21/456 - Issue the Strategic Plan for SEND Education Provision and seek to promote the narrative to all stakeholders Executive agreement September 2018						CYPS AD Incl	Sun-30-Sep-18	Sun-30-Sep-18		
Reduction	21/457 - Continue to work on Preparing for Adulthood including greater use of personalisation, direct payments and working with Health and Adult Services; ongoing Phase II work through Transitions Project Board						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/460 - Work to maintain contributions from HAS and Health on a case by case basis as part of the new transitions process						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/484 - Continue to embed the use of the funding template to better understand and challenge the costs of out of county placements; ongoing work with support from procurement to challenge on a place by place basis						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/518 - Modelling the use of top up funding for children with SEN support to reduce the need to request a statutory assessment; deemed successful and now being rolled out						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/519 - Continue to work with partners to build choice at post 16 and post 19						CYPS AD Incl	Wed-31-Jul-19			
Reduction	21/528 - Gain approval for the transfer of part of the DSG to the High Needs Block for 2019/20; approval from schools block for 0.5% transfer; budget awaited from Central Govt for final 1% aspect						CYPS AD Incl	Sun-31-Mar-19			

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Reduction	21/536 - Review consistency of ARO function in terms of discussing placements with families including sourcing more flexible arrangements					CYPS AD Incl	Wed-31-Jul-19				
Reduction	21/990 - Continue active engagement at a regional and national level into the SEN funding changes and their impact; incl Autumn regional conference with MPs and DfE					CYPS AD Incl	Wed-31-Jul-19				
Phase 4 - Post Risk Reduction Assessment											
Probability	H	Objectives	M	Financial	M	Services	H	Reputation	M	Category	1
Phase 5 - Fallback Plan											
									Action Manager		
Fallback Plan	21/212 - Redirection of resources from areas that have achieved savings								CYPS AD Incl		

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Phase 1 - Identification												
Risk Number	24/211	Risk Title	24/211 - Schools Organisation and Capital Funding for places					Risk Owner	CD CYPS		Manager	CSD AD SR (HE) CYPS AD E&S
Description	Failure to assess and manage the combined effects of changes in the national school policy and capital funding for places framework, demographics (both rising and falling as a result of housing market changes) 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, insufficient school places, fragmentation due to academisation, increased public dissatisfaction, and loss of confidence in the County Council as local authority.						Risk Group	Strategic		Risk Type	Corp 20/205	
Phase 2 - Current Assessment												
Current Control Measures			Consistent monitoring of forecast numbers. Links with District Councils and developers over major housing developments (including ISDG work). Cross-directorate "Strategic Priority Schools" approach. Work with the Education Partnership, 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, collaboration guidance and toolkit, review of planning areas to explore the level of need; framework for prioritisation of school organisation issues, briefings provided for elected Members and NY Education Partnership; involvement with White Paper strategic board; liaison with Education Funding Agency (EFA), DfE and Regional Schools Commissioner (RSC)									
Probability	H	Objectives	M	Financial	M	Services	H	Reputation	H	Category	I	
Phase 3 - Risk Reduction Actions												
							Action Manager	Action by	Completed			
Reduction	24/209 - Continue to work with and use effective lobbying channels to achieve a fairer funding outcome for North Yorkshire on both revenue and capital eg Educational Building and Development Officers Group (EBDOG)						CSD AD SR (HE) CYPS AD E&S	Sat-31-Aug-19				
Reduction	24/575 - Implement an approach to support, challenge and, if necessary, intervene in school organisation to ensure that schools are financially sustainable in the medium-term.						CSD AD SR (HE)	Tue-31-Mar-20				
Reduction	24/1151 - Develop arrangements to support the process of academisation, where it has been started, to ensure smooth transfer of schools.						CYPS AD E&S	Sat-31-Aug-19				
Reduction	24/1152 - Assess implications for the market of changes to early years funding						CYPS AD E&S	Sat-31-Aug-19				
Reduction	24/1204 - Continue to encourage, support and build capacity to enable schools to work collaboratively to seek to ensure continued viability and financial sustainability						CSD AD SR (HE) CYPS AD E&S	Sat-31-Aug-19				
Reduction	27/318 - Work with Schools Planning where increasing the physical capacity is required to meet the need for increased childcare provision						CSD AD SR (HE) CYPS AD E&S	Sat-31-Aug-19				
Reduction	28/454 - Ensure consistent approach corporately to infrastructure funding, including CIL						CYPS AD E&S	Sat-31-Aug-19				
Reduction	28/1428 - Continual review of the estate including maintenance requirement (ongoing) including developing proposals around the Special School and PRS estate						CSD AD SR (HE) CYPS AD Incl	Sat-31-Aug-19				
Reduction	28/1432 - Exploit alternative sources of funding for the delivery of new school spaces and encourage free school applications where appropriate; monitor developments post 'wave 13'						CSD AD SR (HE) CYPS AD E&S	Sat-31-Aug-19				

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Reduction	28/1444 - Develop constructive relationships with the Regional Schools Commissioner and receive their practical support				CYPs AD E&S	Sat-31-Aug-19					
Reduction	28/1445 - Work with the Property team to mitigate risks to deliver the 201/18 and 2018/19 capital plans to ensure school place sufficiency and no depreciation of the estate				CYPs AD E&S	Sat-31-Aug-19					
Phase 4 - Post Risk Reduction Assessment											
Probability	M	Objectives	M	Financial	M	Services	H	Reputation	H	Category	2
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan	28/300 - Fundamental review of school organisation, increased intervention in schools, increased withdrawal of financial delegation, imposition of Interim Executive Boards to replace Governing Bodies,										CYPs AD E&S

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Phase 1 - Identification											
Risk Number	24/221	Risk Title	24/221 - Partnership and Integration with Health				Risk Owner	CD CYPS	Manager	All CYPLT members	
Description	Failure to develop and implement new models of care that will provide better outcomes for children and young people and local communities. This failure would have a negative impact on the development of integrated services, give rise to increased costs to CYPS and cause the loss of opportunities that joint provision may offer.					Risk Group	Partnerships	Risk Type	Corp 20/47		
Phase 2 - Current Assessment											
Current Control Measures			H&W Board; Children's Trust Board; Public Health team; CYPLT; Dir of partnership Commissioning; joint post of Commissioning Manager; joint post of Public Health analyst; CYPS Plan; Health and Well-being Strategy refreshed with children's health as a priority and aligned with the CYPS Plan; JSNA; CYPLT fully briefed and up to date with the changing commissioning landscape and the different roles involved; appropriate engagement secured with CCGs' leads for children for commissioning affecting children and young people and their families; services commissioned for 0-5 and 5 - 19 Healthy Child Programme to ensure close alignment with Preventative Services; children's health performance reviewed at the Children's Trust Board to monitor the impact of changes on children's health outcomes in North Yorkshire; Work with Public Health to embed PH outcomes into the work of CYPS; specifications for 0-5 healthy child service in place; 'Future in Mind' strategy reflects the needs of Children and Young People in N Yorkshire; tender process for future contracts; analyses of children's health in N Yorkshire, raising awareness and seeking actions from partner agencies to mitigate risks around children's physical and mental health and to inform commissioning decisions; future of Commissioning and Provider Programme for the Healthy Child Programme 2020 agreed;								
Probability	M	Objectives	H	Financial	H	Services	H	Reputation	M	Category	2
Phase 3 - Risk Reduction Actions											
						Action Manager	Action by	Completed			
Reduction	21/114 - Continuously improve partnership with CYP & Families, Health Commissioners and SEMH providers through SEMH steering group and SEMH implementation plan					CYPS Incl HoIE	Wed-31-Jul-19				
Reduction	24/415 - Ensure Healthy Child team and Prevention team collaborate effectively to deliver improved outcomes of Children, Young People and Families (ongoing)					CYPS C&F HoEP (PiP)	Mon-30-Sep-19				
Reduction	24/416 - Work with the commissioned provider to ensure Mental Health services are effective (ongoing)					CYPS C&F HoCP	Wed-31-Jul-19				
Reduction	24/432 - Continue to investigate opportunities for joint commissioning between Health and the Local Authority in terms of meeting the needs of children with SEND					CYPS AD Incl	Wed-31-Jul-19				
Reduction	24/568 - Agree the future of Commissioning and Provider Programme for the Healthy Child Programme 2020					CYPS Comm Mgr Health	Mon-31-Dec-18	Mon-31-Dec-18			
Reduction	24/602 - Carry out procurement exercise to commission a Health Opportunities Group to partner and deliver the Healthy Child Programme 2020					CYPS Comm Mgr Health	Tue-31-Dec-19				
Reduction	24/1153 - Continue to contribute to the 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 the Children and Young People's Plan (ongoing)					CD CYPS	Mon-30-Sep-19				
Reduction	24/1182 - Revise the arrangements for funding contributions between Health and the Local Authority for high cost placements					CSD AD SR (HE)	Sat-31-Aug-19				
Reduction	28/439 - Continue with regular contract monitoring and quality assurance meetings with providers including annual formal on site commissioning visits					CYPS Comm Mgr Health	Wed-31-Jul-19				

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Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	H	Financial	H	Services	H	Reputation	M	Category	3
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan	24/561 - Escalation to CMB and Executive Members, further engagement with senior tiers in NHS locally, regionally and nationally.									CD CYPS	

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Phase 1 - Identification											
Risk Number	24/27	Risk Title	24/27 - Looked After Children				Risk Owner	CD CYPS	Manager	CYPS AD C&F	
Description	Failure to ensure that looked after children arrangements provide sufficient support for those with multiple and complex needs (including work on step down from Tier 4 cases, unaccompanied asylum seeker children and those not receiving 25 hours of education); that the service supports the regionalised adoption service; and ensures sufficient foster carers are recruited; failure to do so results in poorer outcomes for young people, the need for high cost interventions/placements and reputational damage					Risk Group	Performance	Risk Type	C&F 22/181		
Phase 2 - Current Assessment											
Current Control Measures			Placement, permanence and complex decision making forum; monitoring of external placements; Young people's accom strategy; Financial scrutiny; enhanced CYPLT scrutiny; monitoring of permanency planning; maximise use of adoption and SGO; foster carer recruitment campaign; independent identification of foster carer training needs; support from Outreach service considered; CYPS 2020 Programme; commissioning strategy; F&F policy embedded; effective budget monitoring; Permanence Strategy; Adoption and Fostering Strategy; exceptional placement panel chaired by Dir; pooled budget; national innovation programme No Wrong Door; complex needs pathway; short breaks guidance; unaccompanied asylum seekers pathway reviewed; commissioning and contract teams processes reviewed; pathways for step down from tier 4 developed; clinicians in prevention, social work, LAC and leaving care teams; new assessment tool for foster carers piloted								
Probability	M	Objectives	M	Financial	H	Services	M	Reputation	H	Category	2
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	22/271 - Continue to increase the number of foster carers recruited including the required number of Advanced foster carers						CYPS C&F HoCP	Sat-31-Aug-19			
Reduction	22/272 - Carry out further work to ensure that WD arrangements preserve the quality of foster carer training						CYPS C&F HoCP	Sat-31-Aug-19			
Reduction	22/274 - Effectively monitor and seek to strengthen the challenge to drift in children and young people's care plans						CYPS C&F HoLAC CYPS C&F HoS	Sat-31-Aug-19			
Reduction	22/478 - Continue work around accommodation for young people leaving custody						CYPS C&F HoCP	Sat-31-Aug-19			
Reduction	22/502 - Review the pathway for unaccompanied asylum seekers, including the commissioned service for interpreters; review complete and recommendations put forward including a corporate approach to commissioning of interpreters. Maximise the Home Office funding for UASC (unaccompanied asylum seekers)						CSD AD SR (HE) CYPS C&F HoCP	Sat-31-Aug-19			
Reduction	22/534 - Review all LAC Cases with new lens to consider discharge options via the Discharge Review Forum						CYPS C&F HoLAC	Fri-31-May-19			
Reduction	22/1092 - Continue to explore and embed alternative models in relation to those not receiving 25 hours of education						CYPS C&F HoCP	Sat-31-Aug-19			
Reduction	22/1093 - Work with YJS to review the partnership decision making arrangements to reduce the likelihood of high cost secure and remand cases						CYPS C&F HoCP CYPS C&F HoLAC CYPS C&F HoS	Sat-31-Aug-19			

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Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	M	Financial	H	Services	M	Reputation	H	Category	3
Phase 5 - Fallback Plan											
Fallback Plan	24/245 - Review to strengthen commissioning strategy, system controls									Action Manager	CYPS AD C&F

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Next Review Due: **September 2019**

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Phase 1 - Identification											
Risk Number	24/213	Risk Title	24/213 - Cultural Change and Beyond 2020				Risk Owner	CD CYPS	Manager	CSD AD SR (HE)	
Description	Failure to maintain a strong culture, processes and supporting capacity within CYPS to deliver Beyond 2020, savings targets and address national funding and policy changes, resulting in lack of the right capacity at right time, demand pressures, bottlenecks, inability to plan and overspending.					Risk Group	Financial	Risk Type			
Phase 2 - Current Assessment											
Current Control Measures			Strong platform for WF development including culture around innovation and change; leadership capacity and experience in place; strength in operational workforce in place; ability to address further challenges relating to changes in policy; authority well engaged and connected to national agenda and therefore better placed to be proactive in positive planning; previous experience of successful delivery of financial challenges faced; strong collaborative working with colleagues such as Finance, Performance and HR; monitoring of the overall CYPS & Organisational OD requirements via Programme managers & NY2020 Operational Group; direct involvement of ADs with 2020 work strands; detailed financial planning; cost budget monitoring based on risk assessment of all service areas; collective responsibility for budget; review of Directorate resources carried out; training of budget managers and support staff; guidance materials; maximum use of technology enhanced procurement profile; data system review; forward procurement plan regularly reviewed; Business Partner approach adopted to ensure service decisions include al full assessment of financial implications;								
Probability	M	Objectives	M	Financial	H	Services	H	Reputation	H	Category	2
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	24/312 - Maintain leadership of programme and project activity and ensure regular monitoring and report to CYPLT of progress on all 2020 North Yorkshire and Beyond 2020 programmes; ensure scheduled quarterly reviews of Directorate resource requirements to support programme takes place; ensure link to planning of workforce capacity to meet the changing context (ongoing)						CSD AD SR (HE) CYPS Prog Board	Mon-30-Sep-19			
Reduction	24/414 - Deliver the OD 2020 cross cutting theme across the directorate and ensure managers have the right skills, attitude and technology for the new way of delivering services (ongoing)						CYPS HoHR	Mon-30-Sep-19			
Reduction	24/1000 - Retain focus on individual high risk areas of concern for monitoring processes and systems including assessment of staff involvement (ongoing)						CSD AD SR (HE) CSD SR HoFP	Mon-30-Sep-19			
Reduction	24/1146 - Ensure strong continued budget management by staff at all levels within the Directorate and where necessary, enhance arrangements.						CSD AD SR (HE)	Mon-30-Sep-19			
Reduction	24/1187 - Monitor the potential financial impact of proposed changes to Early Years, Schools and Local Authorities funding methodologies and advise Management Board and Executive as appropriate of any potential impact on the Council's 2020 savings profile						CD CYPS CSD AD SR (HE)	Mon-30-Sep-19			
Reduction	24/1189 - Continue to engage fully with the 2020 Stronger Communities and Customer Themes to ensure greatest alignment with service and wider Council needs; continue to ensure CYPS strategic link to Customer Theme is well established through SLT representative Programme Managers						CSD SR T&C SPM (2020) CYPS AD Incl	Mon-30-Sep-19			
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	M	Financial	M	Services	H	Reputation	M	Category	3

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Phase 5 - Fallback Plan		Action Manager
Fallback Plan	24/246 - Re-prioritise CYPS Spending plans and strategic approaches	CYPS LT

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Phase 1 - Identification											
Risk Number	24/249	Risk Title	24/249 - Educational Outcomes					Risk Owner	CD CYPS	Manager	CYPS AD E&S
Description	Failure to ensure positive educational outcomes for children and young people together with appropriate support for schools to be good or outstanding results in lower achievement levels for pupils, and NY children's life chances being determined by geography or family circumstances rather than being in their own hands.						Risk Group	Performance	Risk Type	E&S 27/19	
Phase 2 - Current Assessment											
Current Control Measures			Cross-directorate "Strategic Priority Schools" approach; work with Schools Forum; detailed analysis of data; joint annual performance review and target settings with schools; effective targeted intervention; 'Raiding achievement of vulnerable learners strategy'; School Improvement strategy including monitoring groups for vulnerable children; Achievement for Unlocked Programme; alternative models of school leadership including mergers and federations promoted; the North Yorkshire Learning Trust to be established; skills strategy and assessment of needs developed in preparation for area review;								
Probability	M	Objectives	M	Financial	M	Services	L	Reputation	H	Category	2
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	24/353 - Ensure leadership including governance and release of commissioning capacity in the context of the Improvement Partnerships within the context of the shift to Sector Led Improvement; new School Improvement Strategy out for consultation in Autumn term						CYPS AD E&S	Sat-31-Aug-19			
Reduction	24/428 - Ensure effective implementation of the local 'Raising achievement of vulnerable learners' innovation programme and monitoring of the impact of the projects funded through this programme, given the reduction in funding in this area – ongoing						CYPS AD E&S	Sat-31-Aug-19			
Reduction	24/430 - Continue to implement plans to further improve Children in Care educational outcomes particularly with the focus on progress – ongoing						CYPS Ho ELAC	Sat-31-Aug-19			
Reduction	24/498 - Continue the relevant strategies around outcome for the post 16 Area Review – ongoing						CYPS AD E&S	Sat-31-Aug-19			
Reduction	24/1185 - Continue to develop and implement the approach to the 'Scarborough Opportunity Area' which builds on the 'Scarborough Pledge' and collaboratively challenges underachievement – ongoing						CD CYPS	Sat-31-Aug-19			
Reduction	27/401 - Working together under the North Yorkshire Learning Trust and the LEP umbrella to establish stronger links with colleges, businesses and employers – ongoing						CYPS AD E&S	Sat-31-Aug-19			
Reduction	27/1372 - Continue the evaluation of the school improvement service to ensure it remains fit for need; paper to CYPLT in September 2018 with work to follow						CYPS AD E&S	Sat-31-Aug-19			
Reduction	27/1390 - Work with colleagues across CYPS and key stakeholders to ensure that there is a strategic approach to school readiness and development of approaches that deliver significant impact						CYPS AD E&S	Sat-31-Aug-19			
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	M	Financial	M	Services	L	Reputation	H	Category	3

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Phase 5 - Fallback Plan		Action Manager
Fallback Plan	24/560 - Continually review via internal mechanisms and the new NY Education Partnership and challenge Programmes and Strategies in order to ensure better educational outcomes	CD CYPS

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Phase 1 - Identification											
Risk Number	24/178	Risk Title	24/178 - Information Governance and Health and Safety					Risk Owner	Chief Exec	Manager	CD CYPs
Description	Failure to ensure that good and safe governance arrangements in respect of data security and health and safety are in place throughout the Directorate resulting in potential Corporate Manslaughter, increased cost/claims, fines/prosecution, criticism and damage to the Council's reputation.						Risk Group	Legislative	Risk Type		
Phase 2 - Current Assessment											
Current Control Measures			<p>Info Gov: Issues, concerns, major breaches discussed at CYPs Leadership Team; periodic information governance updates circulated by CYPs DIGC to all Service Groups; ad hoc security sweeps carried out by Business Support colleagues in corporate buildings; pro forma circulated to managers to enable them to complete their own security sweeps; Assistant Directors raising profile at SMT meetings; review of hard copy communications undertaken, double checking process for outgoing sensitive mail, issues shared on CYPs Risk Management forum pages and move to secure electronic communications where possible; Strategic Support data governance team; DPIAs in place; CYPs privacy notice completed and published;</p> <p>H&S: 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; H&S advice at briefing stage; tech fire audits; legionella monitoring; Radon monitoring and mitigation; glazing filming; HANDS newsletter; health and safety inspections of live construction sites; directorate and schools RM action plans; monthly meeting between AD and H&S manager; all strat planning staff trained in construction site safety; CYPs H&S manual issued; schools emergency response guide reissued 2016; Directorate level risk management action plan; thorough reporting and investigation of accidents and incidents; 'incident news' newsletter; revised asbestos guidance High Risk areas: Performance management systems; risk reduction procedures in conjunction with HANDS; designated staff; guidance and training for those staff; continuing work with Outdoor Learning Service on Health and Safety; OL centres independent Bi-annual inspection and accreditation by AALA and LOTC Gold standard; use of external consultants; single head of Outdoor Learning Service; safeguarding advice provided to schools; review of planning and accountability in OLS carried out; half termly visits to both OL centres; unannounced visits for outdoor learning activities; themed audits of high risk areas</p>								
Probability	M	Objectives	M	Financial	H	Services	M	Reputation	H	Category	2
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	24/359 - Work closely with the new Data Governance team in Strategic Support						CYPs CYPLT	Mon-30-Sep-19			
Reduction	24/474 - Review and update the information asset registers in line with policy guidelines						CYPs CYPLT	Sat-25-May-19			
Reduction	24/476 - Implement new and / or revised information governance actions agreed at Corp Info Gov Group as appropriate for the Directorate (ongoing)						CYPs CYPLT	Mon-30-Sep-19			
Reduction	24/500 - Continue work on converting paper based communications to electronic communications						CYPs CYPLT	Mon-30-Sep-19			
Reduction	24/560 - Continue to complete Data Protection Impact Assessments (DPIA) for any changes to processes or implementation of new systems. (ongoing)						CYPs CYPLT	Mon-30-Sep-19			
Reduction	24/561 - Complete Information Sharing Agreements when sharing data externally						CYPs CYPLT	Sat-25-May-19			

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Reduction	24/562 - New starters complete mandatory data protection training as part of induction process and all staff complete updated training when required (ongoing)	CYPS CYPLT	Mon-30-Sep-19								
Reduction	24/563 - Ensure processing of personal data has a legitimate lawful basis and this is reflected in the service privacy notice	CYPS CYPLT	Sat-25-May-19								
Reduction	24/1150 - Continue to report breaches immediately, investigate all information breaches thoroughly and take action against individuals as appropriate.	CYPS CYPLT	Mon-30-Sep-19								
Reduction	27/74 - Continue to work with schools on safeguarding including security of sites, providing advice (on outer / inner perimeter fencing, door locks etc) to ensure proportionate risk assessed solutions are implemented	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/314 - Carry out "no notice" safeguarding inspections and general safeguarding reviews of schools where a concern has been raised	CYPS E&S LAVL	Sat-31-Aug-19								
Reduction	27/564 - Carry out monitoring visits to locations used for outdoor activities/school trips, both LA and private sector, to assess suitability for school visits	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/565 - Assess arrangements in Children's Social Care for supervising children and young people and produce plans for known areas of concern	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/566 - Work with road safety, schools and settings to ensure appropriate traffic management on school and setting sites and road safety awareness raising particularly around buses	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/567 - Agree and then work through the new, three year Directorate H&S Action Plan, with six monthly monitoring by CYPLT	CYPS AD E&S CYPS CYPLT	Sat-31-Aug-19								
Reduction	27/1397 - Awareness raising of outdoor visits risks with Headteachers and Governors using the Health and Safety Newsletter to highlight examples of incidents	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/1427 - Work with H&SRM to ensure all necessary risk arrangements are completed and up to date	CYPS AD E&S	Sat-31-Aug-19								
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	M	Financial	M	Services	M	Reputation	H	Category	3
Phase 5 - Fallback Plan											
Fallback Plan	24/527 - Info Gov: More rigorous intensive information governance training for staff & following ICO procedures. H&S: Review processes and procedures and potentially stop risk taking activities									Action Manager	
										CD CYPS	

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Phase 1 - Identification											
Risk Number	24/250	Risk Title	24/250 - Safeguarding Arrangements				Risk Owner	CD CYPS		Manager	CYPS AD C&F
Description	Failure to have a robust approach to Safeguarding is in place results in risk to vulnerable children and families and not protecting them from harm.					Risk Group	Safeguarding		Risk Type	C&F 22/252	
Phase 2 - Current Assessment											
Current Control Measures			LSCB Safeguarding website; regularly reviewed procedures; practice standards issued to teams to support consistent practice; monthly performance data which is monitored regularly to seek assurance over key performance headlines; case file audit process; manager authorisation of all assessments; ICS; newly formed integrated family support service; training strategy; clear supervision process which is audited on a regular basis; strengthened Multi agency screening team (MAST); OFSTED 'outstanding' categorisation; delivery and implementation of the VEMT approach with the LSCB; working with colleagues and the CCG lead to ensure appropriate resources available for complex young people; Mgt file audit of case files against established assessment standards and staff supervision files; monitoring and management of performance against agreed targets in the SMT action plan								
Probability	L	Objectives	H	Financial	H	Services	M	Reputation	H	Category	3
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	22/407 - Continuation of 'Practice Weeks' where managers will visit locations to observe and review practice						CYPS C&F SMT	Sat-31-Aug-19			
Reduction	22/1079 - Use and further development of performance dashboards to support individual managers						CYPS C&F HoS	Sat-31-Aug-19			
Reduction	24/431 - Ensure compliance with Safeguarding Board and Children and Families' procedures						CYPS AD C&F	Sat-31-Aug-19			
Reduction	24/433 - Continue the work with the MAST to strengthen responses to children and young people who are vulnerable to CSE by improved intelligence and information sharing arrangements						CYPS C&F HoS	Sat-31-Aug-19			
Reduction	24/434 - Ensure where there is a concern that a young person is being exploited that the CSE risk assessment tool is always completed						CYPS C&F HoS	Sat-31-Aug-19			
Reduction	24/1162 - Continue to feed into review of EDT arrangements (adult lead) as required						CYPS AD C&F	Sat-31-Aug-19			
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	H	Financial	H	Services	M	Reputation	H	Category	3
Phase 5 - Fallback Plan											
									Action Manager		
Fallback Plan	24/252 - Carry out necessary review of approach, target underperforming areas and take on lessons learned from any serious case reviews								CD CYPS		

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Phase 1 - Identification											
Risk Number	24/15	Risk Title	24/15 - Inspection Outcomes				Risk Owner	CD CYPS		Manager	CYPS CYPLT
Description	Failure to avoid adverse outcomes from statutory inspections of provision of local authority safeguarding including joint area integration inspections, schools and settings, children's centres, adult learning, SEND/school improvement services, adoption and fostering, children in care and children's homes resulting in reputational damage, or centrally imposed interventions, disruption of children's care and/or education, requirement for additional resources					Risk Group	Performance		Risk Type	E&S 27/13	
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 and TSAs 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; CD CYPS oversees inspection readiness; partnership inspection reference group established; improved knowledge/awareness of inspection frameworks; post Ofsted inspection plans implemented as appropriate; self assessment for safeguarding and children in care and for school improvement; framework for prioritisation of school organisation issues, briefings provided for elected Members and NY Education Partnership; post Ofsted inspection plans implemented; comprehensive C&F performance dashboards developed;								
Probability	L	Objectives	M	Financial	L	Services	H	Reputation	H	Category	3
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed		
Reduction	22/1051 - Continual review of policies and procedures and update as required to ensure new guidance and procedures are embedded						CYPS LT	Mon-30-Sep-19			
Reduction	22/1052 - Ensure consultation with and participation of service users to inform service delivery and design						CYPS AD Incl	Mon-30-Sep-19			
Reduction	24/358 - Continue to discuss and carry out training and awareness raising around the gravity of inspections, for colleagues who support CYPS on matters such as Procurement (ongoing)						CYPS HoHR	Sun-30-Jun-19			
Reduction	24/497 - Ensure areas of development following SEND inspection are embedded in the updated SEND strategy which will be monitored by the SEND strategy group (ongoing)						CYPS AD Incl	Mon-30-Sep-19			
Reduction	24/524 - Continue to review inspection prep related performance as part of the Q report to CYPLT (ongoing)						CYPS CYPLT	Mon-30-Sep-19			
Reduction	24/525 - Continue to review the summary of statutory returns and performance as part of the Q report to CYPLT (ongoing)						CYPS CYPLT	Mon-30-Sep-19			
Reduction	24/526 - Continue to maximise the benefit of performance benchmarking against the sector and internally (ongoing)						CSD HoS&P CYPS CYPLT	Mon-30-Sep-19			
Reduction	24/527 - Continue 'Self Evaluation' reporting on a quarterly basis including the development of BEST (ongoing)						CSD HoS&P	Mon-30-Sep-19			
Reduction	24/570 - Maintain a detailed self-evaluation for C&F which will be updated at least twice per quarter						CYPS AD C&F	Sat-31-Aug-19			

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Reduction	24/571 - Maintain a robust Quality Learning approach to audit for C&F	CYPS AD C&F	Sun-30-Jun-19								
Reduction	24/572 - C&F S M T to conduct Practice Weeks biannually	CYPS AD C&F	Sat-31-Aug-19								
Reduction	24/573 - Develop comprehensive C&F Dashboards to monitor performance	CYPS AD C&F	Sun-31-Mar-19	Thu-28-Feb-19							
Reduction	24/574 - Conduct an annual appraisal of the C&F service to inform future audit including the assembly of a thematic audit group to pick up on C&F trends and issues	CYPS AD C&F	Sat-31-Aug-19								
Reduction	24/1149 - Continue to progress and improve C&F Dashboards to monitor performance (ongoing)	CYPS AD C&F	Mon-30-Sep-19								
Reduction	24/1179 - Ensure pre inspection readiness by continual monitoring of performance and identifying areas for further improvement by assessing their impact (ongoing)	CYPS AD C&F CYPS AD Incl	Mon-30-Sep-19								
Reduction	24/1204 - Continue to encourage, support and build capacity to enable schools to work collaboratively to seek to ensure continued viability and financial sustainability	CSD AD SR (HE) CYPS AD E&S	Sat-31-Aug-19								
Reduction	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 (ongoing)	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/392 - More rigorous risk assessment leading to earlier intervention and support, including early use of statutory powers; the school improvement strategy is out for consultation including an improved approach to prioritisation of school risk	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/569 - Working with colleagues across CYPS and targeted schools to reduce the percentage of children who are excluded from education	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/1401 - Ensure accurate school and setting self-evaluation and effective school development plans (on-going)	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/1402 - Continue to work with a range of external partners, (DfE, RSC and Ofsted) to understand their concerns and have shared dialogue within a changing context	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/1405 - Commission external support and/or develop leadership capacity as required eg TSAs, Academies and NLEs	CYPS AD E&S	Sat-31-Aug-19								
Reduction	27/1408 - Continue firmer and clearer use of MoUs particularly when schools are being sponsored to become academies as a result of being in special measures / having serious weaknesses	CYPS AD E&S	Sat-31-Aug-19								
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	M	Financial	L	Services	H	Reputation	H	Category	3
Phase 5 - Fallback Plan											
Fallback Plan	24/563 - Development of a costed recovery plan addressing Ofsted findings, improving the quality of practice, seeking sector-led support and advice									Action Manager	
										CD CYPS	