

NORTH YORKSHIRE COUNCIL

AUDIT COMMITTEE

24 JUNE 2024

**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 related issues within the Directorate
- 1.2 To provide 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 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) SEND and High Needs

In March 2023, the Department for Education published the SEND and Alternative Provision Improvement Plan: right support, right place, right time. The plan outlines a roadmap to create a national system underpinned by national standards which includes:

- Delivering National SEND and Alternative Provision Standards
- Delivering a single national SEND and alternative provision system
- Updated SEND code of practice, consistent education, health and care plan processes making greater use of digital technology
- Development of innovative approaches for short breaks
- Further investment to increase the capacity in supporter internships
- A new leadership level special educational needs co-ordinator national professional qualification
- Investment to train more cohorts of educational psychologists

- Making significant progress towards the development and implementation of a system of funding bands and tariffs to back the national standards

The LA continues to experience a significant increase in the number of children and young people assessed as requiring an Education, Health and Care Plan (EHCP). The accumulated deficit on high needs (i.e. funding for children with additional needs) at the end of March 2024 amounted to £13m. A projected unmitigated in-year deficit of c.£6m in 2024-25 will, if confirmed, result in an accumulated deficit of c.£19m by end-March 2025. The unmitigated projection is an accumulated deficit in the range of £90-100m by March 2028.

This is in the context that:

- North Yorkshire receives the one of the lowest £ per head in terms of high needs capital funding;
- North Yorkshire is ranked 145th out of 151 local authorities in terms of revenue funding per head

North Yorkshire has also constructively engaged with the Department for Education's 'Delivering Better Value in SEND' programme (Tranche 3). As part of the participation in the programme, North Yorkshire have identified potential mitigating savings of up to £53m by March 2028 across a range of initiatives including: development of additional specialist provision, working with, and supporting, schools to develop increase confidence in the mainstream offer, and reviewing systems and processes in caseload management.

(b) Social Care Caseloads and UASC

Demand for services remains high across a number of services. In 2023-24, the service saw the highest number of quarterly contacts ever received, and the first time that there were over 5,000 referrals to Children's Social Care. In addition, there were 500 Children in Care at the end-March 2024 compared with 454 at the same point in 2023. The number of UASC in our care will increase due to our responsibilities under the National Transfer Scheme. Early Help services also had 10 successive months with over 1,500 households receiving support. Pressure on caseloads continues as demand is anticipated to remain high throughout 2024-25.

(c) School Funding

Secondary school and special school balances continue to show a downward projection and Notices of Financial Concern have been issued to nine schools. Additional financial controls, typically subject to a directive academy order, are in place in a further eight schools. The local authority continues to work alongside schools to support them to develop budget recovery plans, where appropriate.

(d) PFI Contract Exit Planning

In April 2002 the County Council commenced payments on a Private Finance Initiative (PFI) scheme which provided for four replacement primary schools: at Barlby Community Primary School, Brotherton and Byram Community Primary School, Kirby Hill C of E Primary School (near Boroughbridge) and Ripon Cathedral CE. The contract is for 25 years and ceases in 2027. Brotherton and Byram CPS converted to academy status on 1st August 2015. Two of the schools, Kirby Hill CE and Ripon Cathedral C of E Primary School are voluntary controlled schools; on expiry of the private finance initiative in 2027, these two school buildings will

transfer to the respective Trustees of each of the schools. The expiry of the PFI contract requires detailed preparation to avoid operational disruption or financial loss and to ensure a smooth transition process. The local authority has established a PFI Contract Exit Steering Group and appointed a Senior Responsible Owner (SRO) to provide appropriate governance and oversight of transition arrangements.

(e) Climate Change

A Directorate Climate Change Action Group has been established to support the Council's ambitions as set out in the Climate Change Delivery Pathway. The group will help ensure that decision making considers climate change, oversee the CYPS Climate Action Plan and support the Council to reach Net Zero by 2030.

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 uses a 5x5 risk assessment ranging from very low to very high in terms of both **likelihood** and **impact**: Once the likelihood and impact for a risk have been assessed, the risk scoring is calculated. The following table shows the scoring, assessment and suggested required actions:

Colour	Score	Assessment	Required Action
	1 – 2	Very Low (tolerate)	Risk should not appear in risk register.
	3 – 4	Low (tolerate)	Regular monitoring, action plan not essential, acceptable just to maintain current controls.
	5 – 9	Medium (treat)	Frequent monitoring, action plan required.
	10-12	Medium High (treat)	Frequent monitoring, action plan required to prevent from becoming a red risk.
	15 – 16	High (treat)	Constant monitoring, action plan required and escalation to next level for consideration / inclusion.
	20 – 25	Very High (treat / terminate)	Constant monitoring, action plan required and escalation to next level with request for inclusion. Consider terminating activity (if an option) where score cannot be reduced by risk mitigation.

4.3 The DRR represents the principal risks that may materially impact on the performance and financial outcomes of the Directorate. The detailed DRR is shown at **Appendix A** 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 B**.

4.4 There are a few changes to the risk register since the last report to the Audit Committee in June 2023:

- **NEW: SEND High Needs Budget:** the risk register reflects the links to, and completion of, the LA's participation in the Department for Education's Delivering Better Value in SEND programme.
- **UPDATE: Ensure Pre-Inspection Readiness:** the area SEND inspection, of arrangements for children and young people with special educational needs and/or disabilities was undertaken by Ofsted and CQC during April 2024.
- **COMPLETE: SEND High Needs Budget:** the local authority undertook a five-year projection of the High Needs Block budget. The projection provides an assessment of the unmitigated financial position through to March 2028. As a result, a number of mitigating actions have been identified to reduce the projected accumulated deficit.
- **COMPLETE: CYPS Change Programmes and Transformation:** the local authority has established a High Needs and SEN Programme Board governance to deliver a programme of mitigating actions and

transformation to achieve system improvements and financial sustainability.

- NEW: Children in care and those on the edge of care: the LA will ensure that unaccompanied asylum seeking children arriving via the National Transfer Scheme are brought into our care in a timely fashion and placed in appropriate accommodation.
- NEW: Safeguarding Arrangements: to lead on the review of Disabled Children's Services and consider the potential impact on future caseload projections.
- NEW: Education Outcomes: to target support and challenge areas of underperformance that includes curriculum (reading, writing and foundation subjects), disadvantaged pupils, SEND and Early Years
- UPDATE: High Needs and SEND Programme Board governance has been established including quarterly deep dives. Work will continue to deliver a programme of mitigations and transformation to work towards financial sustainability.
- UPDATE: Information Governance and Health and Safety: half-yearly reports outlining data breaches, and health and safety incidents are reported to CYPLT. This provides effective links between CYPLT and the CYPS Risk Management Group.

5.0 FINANCIAL IMPLICATIONS

5.1 There are no direct financial implications as a result of this report.

6.0 LEGAL IMPLICATIONS

6.1 There are no direct legal implications as a result of this report.

7.0 EQUALITIES IMPLICATIONS

7.1 There are no direct equalities impacts as a result of this report.

8.0 CLIMATE CHANGE IMPLICATIONS

8.1 There are no direct climate change implications as a result of this report.

9.0 RECOMMENDATION

9.1 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

APPENDICES:

Appendix A – Directorate Risk Register – Detailed
Appendix B – Directorate Risk Register - Summary

BACKGROUND DOCUMENTS:

None

Stuart Carlton
Corporate Director – Children and Young People’s Services
County Hall
Northallerton
26th June 2023

Report Author - Howard Emmett, Assistant Director – Resources
Presenter of Report – Howard Emmett, Assistant Director - Resources

CYPS Directorate

Risk Register: **interim review (Apr 2023) – detailed**

Next Review Due: **September 2024**

Report Date: **9th May 2024 (pw)**

Phase 1 - Identification								
Ref.	CYP_2	Title	SEND High Need Budget		Risk Owner	CD CYPS	Risk Manager	CYPS AD Incl
Risk 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	Linked Risk(s)	YIN_2
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; Strategic plan for SEND Education provision issued; 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); use of top up funding for children with SEN support to reduce need for stat assmnt request; Independent review of decision making carried out; new funding model for the PRS embedded and reviewed; Capital programme to increase special school capacity								
Current Probability	VH	Current Impact	VH	Current Risk Score	25	Current Risk Category	Very High	
Phase 3 - Risk Mitigation Plan								
Reduction Action						Action Manager	Due Date	Date Completed
RR_CYP_1	Continue to ensure the Schools Forum is aware of the funding risks and challenges it faces					CYPS AD Incl	31-Aug-2024	
RR_CYP_10	Carry out review of sufficiency in services for provision of SEND linked to DfE Better Value Programme; review has led to development of capital programme, work will continue on the efficiency aspects					CYPS AD Incl	31-Aug-2024	
RR_CYP_11	Ensure that service dashboards reflect the criteria for each of the key inspection areas and are monitored on a regular basis; Ed & Skills dashboard being pulled together; demand monitoring helps with planning					CYPS AD C&F; CYPS AD E&S; CYPS AD Incl	31-Aug-2024	
RR_CYP_12	Ensure pre inspection readiness within CYPS for the inspections of LA services, and for schools within the inspection window by continual monitoring of performance and identifying areas for further improvement by assessing their impact (ongoing); dashboards will help improve this area					CYPS AD C&F; CYPS AD E&S; CYPS AD Incl; RES AD (HE)	31-Aug-2024	
RR_CYP_2	Continue to work towards the Strategic Plan aims of 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; this will be an element of the High Needs Block strand under the transformation agenda; also published local area strategy which includes the early identification work					CYPS Incl Hol	31-Aug-2024	
RR_CYP_3	Continue to build local capacity to cope with need, undertaking 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 (capital plan agreed April 2023, places available starting from Sept 2025)					CYPS AD Incl	31-Aug-2024	
RR_CYP_4	Work to maintain contributions from HAS and Health on a case by case basis as part of the new transitions process; good case by case work being carried out; further work being carried out to develop an agreed standard tool					CYPS AD Incl	31-Aug-2024	

CYPS Directorate

Risk Register: **interim review (Apr 2023) – detailed**

Next Review Due: **September 2024**

Report Date: **9th May 2024 (pw)**

RR_CYP_5	Complete the work around quality assurance and contract management for out of county placements and then rolling out and embedding	CYPS AD Incl	31-Aug-2024				
RR_CYP_6	Continue to progress the good work with partners to build choice at post 16 and post 19; progress made but ongoing work continues	CYPS AD Incl	31-Aug-2024				
RR_CYP_8	Embed and review the targeted mainstream provision that replace the EMS model; nine provisions established; about to embark on a further campaign to attract new schools; ten in place and working towards a further four	CYPS AD Incl	31-Aug-2024				
RR_CYP_85	Carry out a SEND and High Needs programme board (Monthly) feeding into a deep dive into High Needs and SEND each quarter (Incl DBV)	CYPS AD Incl; RES AD (HE)	31-Aug-2024				
RR_CYP_9	Continue with the SEND Delivering Better Value Programme	CYPS AD Incl	31-Dec-2024				
RR_YIN_25	Implement plan to ensure we have adequate Ed Psych support including external provision, whilst working on recruiting staff to substantive posts; review the effectiveness of the EPS hybrid model introduced to address capacity issues and improve timeliness; being supported by international recruitment	CYPS AD Incl	31-Aug-2024				
Phase 4 - Target Risk Assessment							
Target Probability	VH	Target Impact	H	Target Risk Score	20	Target Risk Category	Very High
Phase 5 - Fallback Plan							
Fallback Plan							
Redirection of resources from areas that have achieved savings							

CYPS Directorate

Risk Register: **interim review (Apr 2023) – detailed**

Next Review Due: **September 2024**

Report Date: **9th May 2024 (pw)**

Phase 1 - Identification								
Ref.	CYP_3	Title	Children in care and those on the edge of care		Risk Owner	CD CYPS	Risk Manager	CYPS AD C&F
Risk Description	Failure to ensure that arrangements for children in care and those on the edge of care provide sufficient support for those with multiple and complex needs (including work on step down from Tier 4 cases and those not receiving 25 hours of education); that the service supports the regionalised adoption service; and ensures sufficient foster carers are recruited including for UASC; all this in the light of current economic uncertainty, increased cost of living and workforce pressures; failure to do so results in poorer outcomes for young people, the need for high cost interventions/placements and reputational damage				Risk Group	Performance	Linked Risk(s)	YCF_2
Phase 2 - Current Assessment								
Current Control Measures								
Best practice and scrutiny 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; commissioning strategy; F&F policy embedded; effective budget monitoring; Permanence Strategy; Adoption and Fostering Strategy; exceptional placement panel (with EPP review forum chaired AD); pooled budget; national innovation programme No Wrong Door; complex needs pathway; short breaks guidance; unaccompanied asylum seekers pathway reviewed, procedures in place including agreed Home Office funding; commissioning and contract teams processes reviewed; pathways for step down from tier 4 developed; clinicians in prevention, social work, children in care and leaving care teams; PIPA team; new assessment tool for foster carers piloted; interpretation services including for asylum seekers in place; Family Finding training rolled out; delivery of systemic practice across the service; network meetings always take place prior to any children in care admissions; worked with YJS to review the partnership decision making arrangements to reduce the likelihood of high cost secure and remand cases; Transitions pathway to HAS; monitoring of adoption plans and placements through CAPG								
Current Probability	H	Current Impact	H	Current Risk Score	16	Current Risk Category	High	
Phase 3 - Risk Mitigation Plan								
Reduction Action						Action Manager	Due Date	Date Completed
RR_CYP_13	Continue to provide sufficiency of placements; action plan in place to recruit more carers; scoping out additional capacity for children's home over the coming years for those with complex needs.					CYPS C&F HoPS	31-Aug-2024	
RR_CYP_14	Target recruitment for unrelated foster carers to ensure we have sufficient in house foster carers to meet changes in demand; re-established links with Corporate Comms at HoS level and reviewing the Comms plan (marketing plan in place) have progressed virtual options for this and are now re-establishing face-to-face foster carer recruitment events					CYPS C&F HoPS	31-Aug-2024	
RR_CYP_15	Continue to monitor and seek to strengthen the challenge to drift in children and young people's care plans; weekly discharge forum has been stood down and replaced with additional meetings targeting effective care planning and discharge planning as well as assuring ourselves that permanence plans are progressed in a timely way; care proceeding meetings take place; also need to ensure timely referral to the Transitions to HAS pathway					CYPS C&F HoCP&FR	31-Aug-2024	
RR_CYP_16	Continue work around accommodation for young people leaving custody; resettlement panel continues and has made some progress, ongoing work is required with the magistrates to ensure custody is always avoided; further work has now been completed with the courts clerk and magistrates; challenge remains that finding appropriate accommodation for young people continues to be difficult; bespoke packages of care are arranged as needed via NWD					CYPS C&F HoEH; CYPS C&F HoPS	31-Aug-2024	
RR_CYP_17	Continue to review all children in care cases to consider discharge options via the weekly best practice and scrutiny meetings and monthly care proceedings meetings					CYPS C&F HoCP&FR	31-Aug-2024	

CYPS Directorate

Risk Register: **interim review (Apr 2023) – detailed**

Next Review Due: **September 2024**

Report Date: **9th May 2024 (pw)**

RR_CYP_18	Work through the Professional Development Academy to consolidate activities around recruitment, retention and succession planning for the whole service	CYPS C&F HoEP	31- Aug- 2024				
RR_CYP_19	Ensure we are recruiting sufficient suitably experienced staff to NWD hubs	CYPS C&F HoEP	31- Aug- 2024				
RR_CYP_20	Continue rolling recruitment campaign supported by resourcing solutions to mitigate against retention issues, including hearing feedback from existing and former staff around what works and what could be improved	CYPS C&F HoCP&FR	31- Aug- 2024				
RR_CYP_21	Continue to embed the practice model in particular the area of reunification for CiC and the process to follow. Partnership working with agencies, legal and CAFCASS to understand our reunification process	CYPS C&F HoCP&FR	31- Aug- 2024				
RR_CYP_22	Complete and deliver the action plan following the OFSTED inspection of both NWD hubs; inspection rating was “requires improvement”; action plan monitored by improvement board; now signed off	CYPS C&F HoPS	30- Sep- 2023	30-Sep-2023			
RR_CYP_23	Continued liaison via foster carer association chairs meeting to respond to concerns over cost-of-living crisis; AD will be attending 1/4ly meetings and we have raised some foster carer allowances for 23/24	CYPS C&F HoPS	31- Aug- 2024				
RR_CYP_24	Re-procure the Young Person's Pathway service; corp leadership have requested an options appraisal linked to CYPS savings and transformation, due to go, June 2024	CYPS C&F HoPS	30- Jun- 2024				
RR_CYP_25	Work with the National Transfer Scheme and dispersal centre to ensure sufficient placement resources to meet increased demand for UASC (increase in capacity of accommodation and support through purchase or lease of properties, contracts and procurement exercises for support)	CYPS C&F HoPS	31- Aug- 2024				
RR_CYP_26	Continue to explore and embed alternative models in relation to those not receiving 25 hours of education including implementation of strategic SAFE priorities; established a community of practice across the service	CYPS AD C&F	31- Aug- 2024				
RR_YCF_22	Ensure UASC arriving via the National Transfer Scheme are brought into our care in a timely fashion and place in appropriate accommodation; for those in adult hotels disputing age and initial visit should take place with 1 or 2 working days and consideration of age assessment completed.	CYPS C&F HoPS	31- Aug- 2024				
Phase 4 - Target Risk Assessment							
Target Probability	H	Target Impact	H	Target Risk Score	16	Target Risk Category	High
Phase 5 - Fallback Plan							
Fallback Plan							
Increase reliance on commercial market to meet supply and demand							

CYPS Directorate

Risk Register: **interim review (Apr 2023) – detailed**

Next Review Due: **September 2024**

Report Date: **9th May 2024 (pw)**

Phase 1 - Identification								
Ref.	CYP_4	Title	Safeguarding Arrangements		Risk Owner	CD CYPS	Risk Manager	CYPS AD C&F
Risk Description	Failure to have a robust approach to Safeguarding in place results in risk to vulnerable children and families and not protecting them from harm.			Risk Group	Safeguarding	Linked Risk(s)	YCF_3	
Phase 2 - Current Assessment								
Current Control Measures								
North Yorkshire Safeguarding Children Partnership website; regularly reviewed procedures; monthly performance data for monitoring; audit regime; manager authorisation of all assessments; LCS; missing and at risk of exploitation multi-agency procedures and Specialist Social Worker roles to support practitioners ; training strategy; clear supervision process which is audited on a regular basis; Multi Agency Screening Team (MAST); Mgt file audit of case files; monitoring and management of performance against agreed targets in the SMT action plan; Front Door Health Check completed by peer authority; Group Manager and Specialist Social Workers to oversee and support practice in relation to Contextual Safeguarding; daily performance management through dashboards by managers; system BCP in case of failure; monthly monitoring of child protection plans and repeat child protection plans (by HoS and Group Mgrs)								
Current Probability	H	Current Impact	H	Current Risk Score	16	Current Risk Category	High	
Phase 3 - Risk Mitigation Plan								
Reduction Action						Action Manager	Due Date	Date Completed
RR_CYP_12	Ensure pre inspection readiness within CYPS for the inspections of LA services, and for schools within the inspection window by continual monitoring of performance and identifying areas for further improvement by assessing their impact (ongoing); dashboards will help improve this area					CYPS AD C&F; CYPS AD E&S; CYPS AD Incl; RES AD (HE)	31-Aug-2024	
RR_CYP_27	Continuation of 'Practice Weeks' where managers will visit locations to observe and review practice; these are now in place and teams will to be involved in the planning to make these more effective; regular QA board reviews this activity and ensures plans are in place where required					CYPS C&F SMT	31-Aug-2024	
RR_CYP_29	Use and further development of performance dashboards to support individual managers including development of managing upwards reports (in place for SG) which support management and ownership of performance; a number of SG dashboards are used by team managers and there is a monthly performance board; a "single view" dashboard is being worked towards					CYPS C&F Snr HoS	31-Aug-2024	
RR_CYP_30	Continue to ensure compliance with Children and Families' and Partnership's procedures					CYPS AD C&F	31-Aug-2024	
RR_CYP_31	Manage the risk of children not returning to education post covid; Locality Groups in place for those not in 25 hours of education (virtual school weekly surgery for all those not in school for 25 hrs); notification system in place for those chronically or persistently absent, targeted support to EHE					CYPS C&F Snr HoS	31-Aug-2024	
RR_CYP_32	Ensure that service dashboards reflect the criteria for each of the key inspection areas and are monitored on a regular basis; Ed & Skills dashboard being pulled together					CYPS AD C&F; CYPS AD E&S; CYPS AD Incl	31-Aug-2024	
RR_CYP_33	Continue to feed into review of EDT arrangements (adult lead) as required; project group being set up to progress actions from recent review; review is still ongoing					CYPS AD C&F	31-Aug-2024	

CYPS Directorate

Risk Register: **interim review (Apr 2023) – detailed**

Next Review Due: **September 2024**

Report Date: **9th May 2024 (pw)**

RR_CYP_34	Use a range of tools and resources such as continued rolling recruitment campaigns including international recruitment, development of internal career pathways, providing an attractive employment offer and ensuring that pay is as competitive as possible, to manage the rising demand from increased referrals and greater difficulties in recruitment and retention			CYPS AD C&F	31-Aug-2024		
RR_YCF_23	Contribute to the review of the Disabled Children's Service and consider potential impact on future caseload projections			CYPS C&F Snr HoS	31-Aug-2024		
RR_YCF_31	Continue to monitor and report on issues caused by delayed contact from the customer contact centre			CYPS AD C&F	31-Aug-2024		
Phase 4 - Target Risk Assessment							
Target Probability	H	Target Impact	H	Target Risk Score	16	Target Risk Category	High
Phase 5 - Fallback Plan							
Fallback Plan							
Carry out necessary review of approach, target underperforming areas and take on lessons learned from any serious case reviews							

CYPS Directorate

Risk Register: **interim review (Apr 2023) – detailed**

Next Review Due: **September 2024**

Report Date: **9th May 2024 (pw)**

Phase 1 - Identification								
Ref.	CYP_5	Title	Schools Organisation and Capital Funding for places		Risk Owner	CD CYPS	Risk Manager	CYPS AD E&S; RES AD (HE)
Risk 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 Council as local authority.				Risk Group	Strategic	Linked Risk(s)	YES_2
Phase 2 - Current Assessment								
Current Control Measures								
Consistent monitoring of forecast numbers; Links with developers over major housing developments; Cross-directorate "Team Around the School" 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 NYC case for funding; 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 Schools Forum; liaison with Education and skills Funding Agency (ESFA), DfE and Regional Director; GEMS statement; Basic Need programme updated								
Current Probability	H	Current Impact	H	Current Risk Score	16	Current Risk Category	High	
Phase 3 - Risk Mitigation Plan								
Reduction Action						Action Manager	Due Date	Date Completed
RR_CYP_35	Continue to work with and use effective lobbying channels to achieve a fairer funding outcome for North Yorkshire on both revenue and capital e.g. Educational Building and Development Officers Group (EBDOG)				CYPS AD E&S; RES AD (HE)	31-Aug-2024		
RR_CYP_36	Continue arrangements to co-ordinate support for the process of academisation, to ensure smooth transfer of schools.				CYPS AD E&S	31-Aug-2024		
RR_CYP_37	Continue to encourage, support and build capacity to enable schools to work collaboratively to seek to ensure continued viability, financial sustainability and delivery of strong and sustained outcomes for pupils, with a small and rural school focus				CYPS AD E&S; RES AD (HE)	31-Aug-2024		
RR_CYP_38	Continue to work with Schools where increasing the physical capacity is required to meet the need for increased provision in early years, mainstream or high needs, noting the competing demands for increasingly scarce funding.				CYPS AD E&S; RES AD (HE)	31-Aug-2024		
RR_CYP_39	Work with newly established NYC planning teams to maximise developer contributions				CYPS AD E&S	31-Aug-2024		
RR_CYP_40	Ensure full corporate understanding of the funding position and competing demands; working to update comprehensive analysis of the true cost of the maintenance backlog position				CYPS AD E&S	31-Aug-2024		
RR_CYP_41	Ensure consistent approach corporately to infrastructure funding, including CIL; Develop a long term approach to a corporate replacement for IDSG				CYPS AD E&S	31-Aug-2024		

CYPS Directorate

Risk Register: **interim review (Apr 2023) – detailed**

Next Review Due: **September 2024**

Report Date: **9th May 2024 (pw)**

RR_CYP_43	Continue to exploit opportunities for free schools through central programmes where appropriate and available			CYPS AD E&S; RES AD (HE)	31-Aug-2024		
RR_CYP_44	Maintain constructive relationships with the Regional Director through regular meetings and receive their practical support			CYPS AD E&S	31-Aug-2024		
RR_CYP_45	Work with the Property team to mitigate risks to deliver the 2023/2024 capital plans to ensure school place sufficiency and no depreciation of the estate. Mindful of additional uncertainty caused by e.g. Inflationary pressures and their potential impact on supply chain stability and costs.			CYPS AD E&S	31-Aug-2024		
RR_CYP_86	Review school condition to inform maintenance plans to avoid loss of disruption to school places or impact on health and safety			RES AD (HE)	30-Sep-2024		
Phase 4 - Target Risk Assessment							
Target Probability	M	Target Impact	H	Target Risk Score	12	Target Risk Category	Medium High
Phase 5 - Fallback Plan							
Fallback Plan							
Fundamental review of school organisation, increased intervention in schools, increased withdrawal of financial delegation, imposition of Interim Executive Boards to replace Governing Bodies,							

CYPS Directorate

Risk Register: **interim review (Apr 2023) – detailed**

Next Review Due: **September 2024**

Report Date: **9th May 2024 (pw)**

Phase 1 - Identification								
Ref.	CYP_6	Title	Schools Funding Challenges		Risk Owner	Chief Exec	Risk Manager	CD CYPS
Risk Description	Inadequate revenue and capital funding available for good quality schools, maintenance of school infrastructure and to ensure the sustainability of small rural schools in particular small secondary schools; poor financial management or failure to act in a timely manner by governors/head teachers DfE impose further restrictions on LA financial freedoms, results in potential accumulated deficits. Lack of investment in special provision such as special schools results in potential increased costs.				Risk Group	Resources	Linked Risk(s)	
Phase 2 - Current Assessment								
Current Control Measures								
Support challenge and intervention framework in place; survey of all schools to benchmark their position on issues such as staff reduction, increased class sizes and commercial activities; licenced deficits; recovery plans, financial benchmarking; primary and secondary finance conferences; individual discussions with schools; Schools Forum engagement; governor briefings; Lobbying of Govt and MPs regarding schools' financial position carried out; outcome of schools survey benchmarking at Schools Forum completed, encourage a larger take-up for a further regional survey in order to provide 'real' information to Govt; continual engagement with Ministers and in consultations; business case for special provision across the County developed;								
Current Probability	H	Current Impact	H	Current Risk Score	16	Current Risk Category	High	
Phase 3 - Risk Mitigation Plan								
Reduction Action						Action Manager	Due Date	Date Completed
RR_CYP_46	Ensure regular monitoring at management board and CYPS Overview and scrutiny committee of financial challenges for schools to highlight the present financial position to ensure immediate and emerging challenges are addressed. (ongoing)				CD CYPS; RES AD (HE)	31-Jul-2024		
RR_CYP_47	Continue to lobby Ministers, local MP and through F40 Group (ongoing)				CD CYPS	31-Jul-2024		
RR_CYP_48	Continue to deploy finance staff into schools with the biggest financial challenges to undertake financial consultancy to ensure schools balance their budget within 3 years. Commission and undertake SRMA deployments for North Yorkshire LA maintained schools.				RES AD (HE)	30-Sep-2024		
RR_CYP_49	Embed an approach to integrated curriculum and financial planning and support and encourage collaboration and federation where appropriate. Explore further collaboration opportunities for schools to achieve efficiencies.				RES AD (HE)	30-Sep-2024		
RR_CYP_50	Develop (completed June 2023) and implement a business case for special provision across the County to ensure value for money including exploring free school bids where appropriate				CYPS AD Incl; RES AD (HE)	31-Dec-2025		
RR_CYP_51	Regular review of the financial position of schools in light of the cost of living/inflation issues. Particularly work with schools that are financially challenged where notices of financial concern have been issued				RES AD (HE)	30-Sep-2024		
RR_CYP_85	Carry out a SEND and High Needs programme board (Monthly) feeding into a deep dive into High Needs and SEND each quarter (Incl DBV)				CYPS AD Incl; RES AD (HE)	31-Aug-2024		
RR_CYP_9	Continue with the SEND Delivering Better Value Programme				CYPS AD Incl	31-Dec-2024		
Phase 4 - Target Risk Assessment								

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Target Probability	M	Target Impact	H	Target Risk Score	12	Target Risk Category	Medium High
Phase 5 - Fallback Plan							
Fallback Plan							
Consider Schools reorganisation and financially sustainable educational arrangements							

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Phase 1 - Identification								
Ref.	CYP_10	Title	Educational Outcomes		Risk Owner	CD CYPS	Risk Manager	CYPS AD E&S
Risk 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	Linked Risk(s)	YES_4	
Phase 2 - Current Assessment								
Current Control Measures								
Detailed analysis of data; annual performance review and target settings (categorisation as part of risk based approach); core funded enhanced offer for cat 3 and 4 schools; School Improvement strategy including monitoring groups for vulnerable children; alternative models of school leadership including mergers and federations; locality boards developed								
Current Probability	M	Current Impact	H	Current Risk Score	12	Current Risk Category	Medium High	
Phase 3 - Risk Mitigation Plan								
Reduction Action						Action Manager	Due Date	Date Completed
RR_CYP_12	Ensure pre inspection readiness within CYPS for the inspections of LA services, and for schools within the inspection window by continual monitoring of performance and identifying areas for further improvement by assessing their impact (ongoing); dashboards will help improve this area					CYPS AD C&F; CYPS AD E&S; CYPS AD Incl; RES AD (HE)	31- Aug- 2024	
RR_CYP_32	Ensure that service dashboards reflect the criteria for each of the key inspection areas and are monitored on a regular basis; Ed & Skills dashboard being pulled together					CYPS AD C&F; CYPS AD E&S; CYPS AD Incl	31- Aug- 2024	
RR_CYP_73	Working together through locality boards; all locality boards are up and running with action plans, work has begun on the approved provider list but it is not yet published; reduced funding in place until April 24					CYPS AD E&S	31- Aug- 2024	
RR_CYP_74	Alongside the virtual school head, continue to implement plans to further improve education outcomes for vulnerable children and strategic work to improve outcomes for Children in Need and Children subject to a Child Protection Plan					CYPS AD E&S; CYPS Virtual School Head	31- Aug- 2024	
RR_CYP_75	Priority Education Investment area work continues DfE funded opportunity for identified schools and academies to work with a MAT partner on their improvement priorities with focus on outcomes and attendance					CD CYPS	31- Aug- 2024	
RR_CYP_76	Re-establish partnership work under the LEP umbrella to establish stronger links with HE, FE, colleges, businesses and employers through the skills agenda; stronger links developed, appropriate representation on NEET forums and prioritised within the council					CYPS AD E&S	31- Aug- 2024	
RR_CYP_77	Ensure we implement a clear, rigorous QA process for all school improvement activity including where partners have been commissioned to deliver support within TSH and NLE (can still be comm through TSI initiative), setting the standards and recording and evaluation protocols to be adhered to; an established internal QA process monitors and evaluates the effectiveness of the advisory teams work with schools and settings					CYPS AD E&S	31- Aug- 2024	
RR_CYP_78	Review the performance of small schools and develop best practice approaches; small school network developed and principal advisor appointed, training offer to be developed; increased allocation of core improvement activity; small school					CYPS AD E&S	31- Aug- 2024	

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	strategy group incl financial and strategic planning have developed an engagement framework for small schools this is being implemented						
RR_CYP_79	Continue the evaluation of the school improvement service to ensure it remains fit for purpose and meets schools at their point need			CYPS AD E&S	31-Aug-2024		
RR_CYP_80	Continue to work with colleagues across CYPS and key stakeholders to ensure that there is a strategic approach to early years and development of approaches that deliver significant impact through the Transformation Work			CYPS AD E&S	31-Aug-2024		
RR_YES_61	Target support and challenge of areas of underperformance that includes curriculum (reading writing and foundation subjects) disadvantaged pupils, SEND and Early Years			CYPS AD E&S	31-Aug-2024		
Phase 4 - Target Risk Assessment							
Target Probability	L	Target Impact	H	Target Risk Score	8	Target Risk Category	Medium
Phase 5 - Fallback Plan							
Fallback Plan							
Continually review via internal mechanisms and challenge Programmes and Strategies in order to ensure better educational outcomes							

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Phase 1 - Identification									
Ref.	CYP_8	Title	CYPS Change Programmes and Transformation			Risk Owner	CD CYPS	Risk Manager	RES AD (HE)
Risk Description	Failure to maintain a strong change culture, processes and supporting capacity within CYPS to deliver transformational change such as Local Government Reorganisation and the NY Transformation Programme, together with the delivery of savings targets and addressing national funding and policy changes, resulting in lack of the right capacity at the right time, demand pressures, bottlenecks, inability to plan and overspending.			Risk Group	Financial	Linked Risk(s)			
Phase 2 - Current Assessment									
Current Control Measures									
Strong platform for Workforce development including culture around innovation and change; leadership capacity and experience in place; regular review and restructures carried out when necessary; 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 NY Transformation Programme work strands; detailed financial planning; cost budget monitoring based on risk assessment of all service areas; collective responsibility for budget; 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 a full assessment of financial implications; consider and respond to any issues arising from the Staff Surveys;									
Current Probability	M	Current Impact	H	Current Risk Score	12	Current Risk Category	Medium High		
Phase 3 - Risk Mitigation Plan									
Reduction Action						Action Manager	Due Date	Date Completed	
RR_CYP_55	Maintain leadership of programme and project activity and ensure regular monitoring and report to CYPLT of progress on all NY Transformation Programme work; ensure regular scheduled reviews of Directorate resource requirements to support programme takes place; ensure link to planning of workforce capacity to meet the changing context (ongoing)			CD CYPS; CYPS Prog Board	30-Sep-2024				
RR_CYP_56	Engage and continue to deliver the transformational programmes across the directorate and ensure managers have the right skills, attitude and technology for delivering services (ongoing)			CYPS HoHR	30-Sep-2024				
RR_CYP_57	Retain focus on budgetary high risk areas of concern for monitoring processes and systems including projects with temporary funding (ongoing)			CSD SR HoFP; RES AD (HE)	30-Sep-2024				
RR_CYP_58	Ensure strong continued budget management by staff at all levels within the Directorate and encourage use of budget management tools including e forecasting (ongoing).			RES AD (HE)	30-Sep-2024				
RR_CYP_87	Review Home to School transport policy to reduce discretionary elements (review in March)			CYPS AD E&S	31-Jul-2024				
RR_CYP_88	Establish High Needs and SEN Programme Board governance and deliver programme of transformation to achieve financial sustainability (review in March)			CYPS AD Incl	31-Mar-2024	31-Mar-2024			
RR_CYP_90	Embed High Needs and SEN Programme of transformation to achieve financial sustainability			CYPS AD Incl	31-Dec-2024				
Phase 4 - Target Risk Assessment									

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Target Probability	L	Target Impact	H	Target Risk Score	8	Target Risk Category	Medium
Phase 5 - Fallback Plan							
Fallback Plan							
Re-prioritise CYPS Spending plans and strategic approaches							

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Phase 1 - Identification								
Ref.	CYP_9	Title	Information Governance and Health and Safety		Risk Owner	Chief Exec	Risk Manager	CD CYPS
Risk 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	Linked Risk(s)	YES_8
Phase 2 - Current Assessment								
Current Control Measures								
<p>Info Gov: Issues, concerns, major breaches discussed at CYPS Leadership Team; quarterly information governance reports presented to CYPS Leadership Team, CYPS Risk Management Group established where reports and updates are presented to Service Group reps; Assistant Directors raising profile at SMT meetings; review of hard copy communications undertaken, Business Support undertake double checking process for outgoing sensitive mail, move to secure electronic communications where possible; Strategic Support data governance team; DPIAs in place; CYPS privacy notice completed and published; mandatory data protection training as part of induction process for new starters and all staff complete updated training when required;</p> <p>H&S: Policy docs; Training; guidance documents; financial investment (e.g. asbestos fund); designated staff; traded service with schools; Conditions survey; Educational visits database; tech fire audits; legionella monitoring; Radon monitoring and mitigation; glazing filming; health and safety inspections of live construction sites; all strategic planning staff trained in construction site safety; 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; continuing work with Outdoor Learning Service on Health and Safety; OL centres independent Bi-annual inspection and accreditation by AALA and LOTC Gold standard; safeguarding advice provided to schools; review of planning and accountability in OLS carried out; themed audits of high risk areas; AD led Directorate risk management group; construction in schools risk events held;</p>								
Current Probability	M	Current Impact	H	Current Risk Score		12	Current Risk Category	Medium High
Phase 3 - Risk Mitigation Plan								
Reduction Action						Action Manager	Due Date	Date Completed
RR_CYP_60	Work closely with the Data Governance team (Info Gov)					CYPLT	31-Oct-2024	
RR_CYP_61	Continue to review and update the information asset registers in line with policy guidelines (Info Gov)					CYPLT	31-Oct-2024	
RR_CYP_62	Implement new and / or revised information governance actions agreed at Corp Info Gov Group as appropriate for the Directorate (ongoing) (Info Gov)					CYPLT	31-Oct-2024	
RR_CYP_63	Continue work on converting paper based communications to electronic communications (Info Gov)					CYPLT	31-Oct-2024	
RR_CYP_64	Continue to complete Data Protection Impact Assessments (DPIA) for any changes to processes or implementation of new systems. (ongoing) (Info Gov)					CYPLT	31-Oct-2024	
RR_CYP_65	Continue to complete Information Sharing Agreements when sharing data externally (Info Gov)					CYPLT	31-Oct-2024	

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RR_CYP_66	Continue to report breaches immediately, investigate all information breaches thoroughly and take action against individuals as appropriate. (Info Gov)	CYPLT	31-Oct-2024				
RR_CYP_67	Work with Property (compliance) H&S and Schools Finance to ensure responsibility and reporting of H&S is managed and understood	CYPS AD E&S	30-Sep-2024				
RR_CYP_68	Work to embed and communicate use of the new Education, Childcare and Children's Social Care Emergency Plan template and associated guidance; will go to Headteacher briefings (Sep 23) plus training (May 2024) and be rolled out into C&F and Incl services (H&S); have covered BCPs with head teachers	CYPS AD E&S	31-Aug-2024				
RR_CYP_69	Ensure lone working risk assessments are in place and staff covered; supported by devices and need to ensure appropriate Directorate input to the assessment and procurement of new devices – directorate input obtained and part of pilot; An app based mobile phone solution has been rolled out, work planned for late September regarding adoption and comms (H&S)	CYPS AD E&S	31-Aug-2024				
RR_CYP_70	Ensure fire risk assessments are completed in residential settings and schools in accordance with required review periods (H&S)	CYPS AD E&S	31-Aug-2024				
RR_CYP_71	Ensure compliance with CDM regulations by selective, unannounced H&S site visits and additional construction project support to schools on school led projects (H&S)	CYPS AD E&S	31-Aug-2024				
RR_CYP_72	Ensure appropriate training in dealing with violence and aggression in schools and social care settings; included within the action plan (H&S)	CYPS AD E&S	31-Aug-2024				
RR_CYP_89	Provide a half yearly report outlining data breach and health and safety incidents to CYPLT	HR&BS HoBS	31-Oct-2024				
RR_YES_65	Deliver a BCP training offer for schools / head teachers (H&S)	CYPS AD E&S	31-Jul-2024				
Phase 4 - Target Risk Assessment							
Target Probability	L	Target Impact	H	Target Risk Score	8	Target Risk Category	Medium
Phase 5 - Fallback Plan							
Fallback Plan							
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							

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Risk Trend	Risk	Description	Risk Owner	Risk Manager	Curr Prob	Curr Imp	Current Risk Score	Current Category	Targ Prob	Targ Imp	Target Risk Score	Target Category	FB Plan?
	CYP_2 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	VH	VH	25	Very High	VH	H	20	Very High	
	CYP_3 Children in care and those on the edge of care	Failure to ensure that arrangements for children in care and those on the edge of care provide sufficient support for those with multiple and complex needs (including work on step down from Tier 4 cases and those not receiving 25 hours of education); that the service supports the regionalised adoption service; and ensures sufficient foster carers are recruited including for UASC; all this in the light of current economic uncertainty, increased cost of living and workforce pressures; 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	H	H	16	High	H	H	16	High	
	CYP_4 Safeguarding Arrangements	Failure to have a robust approach to Safeguarding in place results in risk to vulnerable children and families and not protecting them from harm.	CD CYPS	CYPS AD C&F	H	H	16	High	H	H	16	High	
	CYP_5 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 Council as local authority.	CD CYPS	CYPS AD E&S; RES AD (HE)	H	H	16	High	M	H	12	Medium High	

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Risk Trend	Risk	Description	Risk Owner	Risk Manager	Curr Prob	Curr Imp	Current Risk Score	Current Category	Targ Prob	Targ Imp	Target Risk Score	Target Category	FB Plan?
	CYP_6 Schools Funding Challenges	Inadequate revenue and capital funding available for good quality schools, maintenance of school infrastructure and to ensure the sustainability of small rural schools in particular small secondary schools; poor financial management or failure to act in a timely manner by governors/head teachers DfE impose further restrictions on LA financial freedoms, results in potential accumulated deficits. Lack of investment in special provision such as special schools results in potential increased costs.	Chief Exec	CD CYPS	H	H	16	High	M	H	12	Medium High	
	CYP_10 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	H	12	Medium High	L	H	8	Medium	
	CYP_8 CYPS Change Programmes and Transformation	Failure to maintain a strong change culture, processes and supporting capacity within CYPS to deliver transformational change such as Local Government Reorganisation and the NY Transformation Programme, together with the delivery of savings targets and addressing national funding and policy changes, resulting in lack of the right capacity at the right time, demand pressures, bottlenecks, inability to plan and overspending.	CD CYPS	RES AD (HE)	M	H	12	Medium High	L	H	8	Medium	
	CYP_9 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	H	12	Medium High	L	H	8	Medium	

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Risk Trend Key	
Symbol	Meaning
	Risk ranking has worsened since the last review.
	Risk ranking is the same as at last review.
	Risk Ranking has improved since the last review.
new	Risk is new or has been significantly altered since the last review.