

**Committee Name and Date of Committee Meeting**

Audit Committee – 12 March 2024

**Report Title**

Children and Young People's Services Directorate Risk Register

**Is this a Key Decision and has it been included on the Forward Plan?**

No

**Strategic Director Approving Submission of the Report**

Nicola Curley, Strategic Director of Children and Young People's Services

**Report Author(s)**

Rob Savage, Departmental Business Services Manager and CYPS Risk Champion  
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**Ward(s) Affected**

Borough-Wide

**Report Summary**

This report provides an update to Audit Committee in relation to the current position of the Children and Young People's Services Directorate Risk Register and risk management activity.

**Recommendations**

The Audit Committee is asked to note the progress and current position in relation to risk management activity in the Children and Young People's Services Directorate.

**List of Appendices Included**

Appendix 1 CYPS Directorate Risk Register 01 March 2024 Issue 1

**Background Papers**

Children and Young People's Services Risk Register report to Audit Committee in March 2023.

Corporate Strategic Risk Register report to Audit Committee in January 2024.

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

No

**Council Approval Required**

No

**Exempt from the Press and Public**

Yes

An exemption is sought for Appendix 1 under Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Part I of Schedule 12A of the Local Government Act 1972 is requested, as this report contains information that refers to the affairs of third parties.

It is considered that the public interest in maintaining the exemption would outweigh the public interest in disclosing the information because failure to do so may result in disclosure of information about the financial or business affairs of Council suppliers and partners.

## Children and Young People's Services Directorate Risk Register

### 1. Background

- 1.1 The Children and Young People's Services (CYPS) Directorate Risk Register was last presented to Audit Committee in March 2023
- 1.2 The CYPS Directorate Risk Register as of 01 March 2024 has five risk items listed (Appendix 1)
- 1.3 Two of the CYPS directorate risks also feature on the Corporate Strategic Risk Register, these are referenced below:

#### **CYPS-01 and SLT-01 - Keeping Children, Young People and families safe from harm.**

**Risk Detail:** Failure to keep children and young people safe e.g. Children and Young People at risk of Child Sexual Exploitation and other forms of abuse, neglect and Criminal Exploitation.

#### **CYPS-02\* and SLT-16\*\* - \*CYPS to achieve budgetary savings linked to Medium Term Financial Strategy (MTFS) and \*\*Maintaining a balanced budget and medium-term financial strategy that enables the continued delivery of core Council services and ensures the ongoing financial resilience of the Council**

**Risk Detail:** CYPS failing to deliver services within budget. Finance Settlements from Government being inadequate to meet service costs and demand increases. Economic factors impacting negatively on business rates and council tax income.

### 2. Key Issues

- 2.1 CYPS is made up of four key service areas, each with an Assistant Director lead reporting into the Strategic Director (DCS), these are;
  - Childrens Social Care;
  - Early Help, Family Engagement and Business Services;
  - Education and Inclusion;
  - Commissioning, Performance and Quality.

The composite of DCS and Assistant Directors make up the Directorate Leadership Team (DLT), along with key officers from Finance, Human Resources and Corporate Communications.

- 2.2 Since the last report to Audit Committee the directorates Risk Champion has successfully completed accredited Institute of Risk Management training. To increase risk management capacity within the directorate a further three officers completed the same training in February 2024. This continuous development of the CYPS workforce is expected to strengthen the directorates approach to risk management.

The CYPS Risk Champion continues to form part of a corporate network, alongside other officers' responsible for risk management across the Council, this allows for good practice to be shared and co-working on key strategic risks to be facilitated.

- 2.3 CYPS directorate risks are discussed and reviewed at the CYPS Assurance Board Meeting, which is scheduled on a quarterly basis, with escalations (red and amber rated risks) reviewed outside of this reporting cycle by CYPS DLT during their weekly meeting by exception.

The CYPS DCS takes ownership of the directorate risk management arrangements and where required will meet with the CYPS Risk Champion to provide additional sign off, should the aforementioned meetings not take place within a satisfactory time period.

- 2.4 Each Assistant Director within CYPS is accountable for managing a Service Risk Register which is formally monitored and reviewed with their Senior Managers on a monthly basis.

Each Service Risk Register is derived from key risks within operational areas following escalation from a Service Manager / Team Manager, these could be linked to a number of service delivery objectives such as transformation projects, service plans or outcomes from external inspections.

Escalations are made from Service level to the Directorate level at the discretion of a CYPS Assistant Director.

In the event a risk reviewed by CYPS Assurance Board (Directorate level) needs escalating this will be progressed by the DCS to the Strategic Leadership Team (SLT) for consideration.

- 2.5 The infographic below illustrates the four distinct levels of risk management within the CYPS directorate, this working model allows for escalation and de-escalation of risk as required.

In addition to the movement and management of risk within CYPS, there may be occasions where the responsibility for managing a risk is with another directorate, any movement will be negotiated between either directorate Risk Champions or Assistant Directors.

Risk Registers are published on the Councils intranet at regular intervals by the CYPS Risk Champion.



2.6 As part of the corporate programme to embed risk management into the culture of the Council, all managers from CYPS are required to attend the mandatory 'Risk Management Training for Managers' workshops. New managers are invited to attend workshops as soon as possible after commencement in role.

Completion of the mandatory Risk Management training within the CYPS workforce takes place alongside colleagues in Organisational Development and managers following up non completion through one-to-one discussions

2.7 The CYPS Risk Register, dated 01 March 2024 is aligned to the Council Plan 2022-25, Year Ahead Delivery Plan 2023 and 2024 and all CYPS Service Plans.

2.8 CYPS Risk items which have changed since the last review of the CYPS Directorate Risk Register, completed in December 2023 include;

Risk No.	Business Objective	Risk Detail	Change Since last report
<b>CYPS05</b>	Deliver the Supporting Families (SF) Programme and receive Payment by Result (PBR)	Unable to achieve PBR due to changes to the new Supporting Families Outcomes Framework and associated implementation and delivery	De-escalated to Service Risk Register (Early Help, Family Engagement and Business Support)
<b>CYPS08</b>	To maintain and develop key IT business systems to underpin the delivery of services across CYPS	The contract for a number of key IT business systems are due for renewal in March 2025	De-escalated to Service Risk Register (Commissioning, Performance and Quality)

- 2.9 In response to the action taken at Audit Committee on 14 March 2023 (extract of action log below), CYPS continues to work diligently with the Corporate Parenting Panel in addition to the Rotherham Safeguarding Children's Partnership to discharge all statutory responsibilities, the approach adopted by CYPS in the management of risk considers children, young people and families in all decision making. As a result, the directorate is satisfied an additional risk is not required specifically for Looked After Children.

Agenda Item	Title	Decision	Action	Timescale	Accountability	RAG	Date	Evidence
6	CYPS Risk Register	That consideration be given by the Directorate to the inclusion of a risk for Looked After Children and that a view be taken from the Corporate Parenting Panel on this possible addition to the register.	To consider the possible inclusion of LAC	ASAP	Nathan Heath/Rob Savage/Simon Dennis	Green (complete)	Dec 2023	Updated Risk Register

### 3. Options considered and recommended proposal

- 3.1 The Audit Committee is asked to note the progress and current position in relation to risk management activity in the CYPS directorate and comment as required.

### 4. Consultation on proposal

- 4.1 The Corporate Strategic Risk Register is reviewed quarterly by SLT, with the CYPS Directorate Risk Register also being reviewed quarterly at CYPS Assurance Board meetings.

A strategic Risk Champions Forum is in place, with representation from the Departmental Business Services Manager in capacity of CYPS Risk Champion.

### 5. Timetable and Accountability for Implementing this Decision

- 5.1 Not applicable

### 6. Financial and Procurement Advice and Implications

- 6.1 There are no direct financial or procurement implications arising from this report.

Any actions taken by the CYPS directorate or Council in response to risks identified will consider any financial and/or procurement implications.

## **7. Legal Advice and Implications**

There are no direct legal implications arising from this report.

Any actions taken by the CYPS directorate or Council in response to risks identified will consider any legal implications.

## **8. Human Resources Advice and Implications**

8.1 There are no direct Human Resources implications arising from this report.

Any actions taken by the CYPS directorate or Council in response to risks identified will consider any Human Resources implications.

## **9. Implications for Children and Young People and Vulnerable Adults**

9.1 The CYPS risk register is focussed on managing risks to improve outcomes for Children and Young People and promoting every child is able to fulfil their potential, working with Rotherham's children, young people and families to be resilient, successful and safe.

## **10. Equalities and Human Rights Advice and Implications**

10.1 There are no direct Equalities and Human Rights Advice implications arising from this report.

Any actions taken by the CYPS directorate or Council in response to risks identified will consider any Equalities and Human Rights Advice implications.

## **11. Implications for CO<sub>2</sub> Emissions and Climate Change**

11.1 There are no direct CO<sub>2</sub> Emissions and Climate Change implications arising from this report.

Any actions taken by the CYPS directorate or Council in response to risks identified will consider any CO<sub>2</sub> Emissions and Climate Change implications.

## **12. Implications for Partners**

12.1 There are no direct implication for Partners arising from this report.

Any actions taken by the CYPS directorate or Council in response to risks identified will consider any Partner implications.

## **13. Risks and Mitigation**

13.1 The CYPS Risk Register (Appendix 1) details the directorate level risks and mitigations.

**14. Accountable Officer(s)**

14.1 Nicola Curley, Strategic Director, Children and Young People's Services  
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