

Audit Committee

25 March 2011

Managing Risk

Services for Children and Young People

1. How we manage risk

Risk management is actively undertaken within four service divisions:

- Lifelong Learning
- Commissioning, Policy and Performance
- Learner and Family Support
- Children's Social Care

There is a high level of senior management commitment to the monitoring and management of Operational Risks within the Department.

The senior management team within each division, comprising of service managers and the Assistant Director, undertakes quarterly monitoring of existing risks (documented within the operational risk register) including a review of risk levels, and are also asked to identify new risks, threats and opportunities which may affect the ability to deliver essential services to our customers. New risks / threats are often identified by staff within the service who will then discuss this with their service manager and/or risk champion e.g. impact on the removal of schools lunch grant.

The process of identifying and managing risk is currently supported by the Policy and Planning team (Risk Champion). The risk champion coordinates the development of the operational risk register in collaboration with the relevant service managers and Assistant Directors, and attends the Operational Risk Management Group meetings.

The risk management process is overseen and signed off by the Director of Services for Children and Young People via bi-annual Departmental Management Team meetings.

2. Embedding risk management within business planning

Services for Children and Young People identifies and responds to risks, threats and opportunities through its business planning and delivery processes, as the following illustrates:

Statutory functions

The four divisions across Services for Children and Young People elevate risk as and when its ability to meet statutory requirements may be threatened. Action plans are then incorporated into business planning to address the issue and/or to mitigate impact. For example,

- **CSC 1 – Dramatic increase in cases and those subject to protection plans (Amber Score 16):** This risk was introduced at a time of extensive coverage of the Baby P case and a significant increase in referrals to the children's social care advice and assessment service. This had a knock on effect to frontline social care teams, and as such a range of actions and diversion projects across the Service have been delivered to relieve pressure points and manage this risk within Children's Social Care.
- **LFS 6 – Insufficient support arrangements for children with autistic spectrum disorder (Amber Score 15):** This was introduced as numbers in Plymouth of children with a Statement of Special Educational Need increased and consequently the ratio of specialist support to pupils also increased. Work is progressing to manage this risk and a multi agency early identification and planning pathway is underway.

Children and Young People's Plan 2011-14 – Services for Children and Young People is a key delivery partner of the CYPP, as part of its role within the Plymouth Children and Young People's Trust. This plan provides the platform to identify the priority partnership work to improve outcomes for children, young people and families. The nature of partnership or multi agency work presents multiple opportunities as well as threats and risks which need to be carefully managed if high quality services are to be delivered accordingly. An example of an identified partnership risk is as follows:

- **CPP5 – Implementation of Common Assessment Framework and Lead Professional after grant funding ceases (Green Score 8):** The dedicated CAF post is having a clear impact on working practices across the Children and Young People's Trust and the number of referrals for Children's Social Care. Ongoing funding has been agreed for post and the rollout and quality assurance of CAFs is continuing to ensure process is embedded within agencies.

Individual service risks

In addition to risks identified during business planning, individual service areas are also aware of and use the risk management fund as and when appropriate to resolve low level risks.

For additional information about managing risk within Services for Children and Young People, please contact Candice Sainsbury, Policy and Planning Manager, Tel: 01752 307387.

Overview prepared March 2011.