

Skills Be healthy Services Schools Education
Achievement **Play** Every child matters Prevention Local Participate Learn
Tackling inequality, creating opportunity Enjoy and achieve Stay safe
Caring Happy Protect Children's centres
Trust **Children and Young People's Plan**
Quindrat Youth **2009-2013**
Positive contribution Opportunity Improving Engage
Health Parents Economic wellbeing Families



Richmond upon Thames
Children and Young People's Trust

If the Children and Young People's Trust is to fulfil the ambitions set out in the Children and Young People's Plan, it will need to manage a range of different risks.

There are a large number of individual 'operational risks' which different services manage every day – and many of these are captured in individual services plans, and will be overseen by Delivery Boards. In addition, working together, the Children and Young People's Trust Board has identified a smaller number of 'strategic risks' which they will need to manage, as a Board, during the first phase of the plan. This document sets out three sorts of risk:

- **general risks – external:** these are overarching risks affecting a number of different commitments in the plan but which stem from causes over which the Trust has very little direct control, for example, the economic outlook;
- **general risks – organisational:** these are overarching risks affecting a number of different commitments in the plan over which the Trust has greater direct potential control, for example, recruitment and retention issues, or performance management;
- **specific priority risks:** these affect just one specific priority area from the plan, but were identified by the Trust Board as worthy of specific focus in the strategic risk register.

The table below records the Trust Board's view on the nature of the risks, their magnitude, and identifies some of the key ways in which the Trust hopes to cope with those risks, or manage them, in the period ahead. The Trust Board will collectively consider this strategic risk register every six months – and will periodically revise the register as necessary to ensure it reflects the changing nature of some of the risks as well as new measures taken by the Trust Board to manage those risks.

General risks – external

Risk	Raw risk score			Controls already in place	Residual risk score			Future actions for the Trust
	Likelihood	Impact	Total		Likelihood	Impact	Total	
<p>Economic recession: current economic downturn increases demand for some services (such as schools and preventative services) whilst squeezing resources from central government – including capital funding (such as for school places) – and voluntary sector capacity</p>	5	5	25	<ul style="list-style-type: none"> • Small number of clear priorities for the Trust established through this CYPP • Borough has strong track record of delivering excellent outcomes with limited resources • Strong finance teams in place, including in Council and PCT, with clear financial strategy • Some aligned budgets improve efficiency and flexibility • Some income generation • Performance data allows Trust to ensure improved value for money • Voluntary sector funding programme provides support to the sector 	5	4	20	<ul style="list-style-type: none"> • Need to adopt proactive approach, using performance data to ensure funding is focused where it can have biggest impact on outcomes and avoiding 'easy options' for funding reductions that will store up later problems • Identify and spread effective service practice to improve value for money • Improved monitoring of family and child wellbeing to focus response to the recession • Increased pooling of budgets to boost flexibility and efficiency • Increased joint commissioning supported by new, clearer framework of commissioning best practice • Increased use of income generation • Greater use of collaborative bidding and lobbying

Risk	Raw risk score			Controls already in place	Residual risk score			Future actions for the Trust
	Likelihood	Impact	Total		Likelihood	Impact	Total	
<p>Flu pandemic: the borough has seen a number of swine flu cases: a widespread outbreak could cause significant disruption to a wide range of services due to staff illness, and place increased pressures on health services</p>	3	5	15	<ul style="list-style-type: none"> Swine flu cases in early summer have established very strong working relations between partners and between PCT and Health Protection Agency Clear communications channels in place Business continuity plans being revised following recent cases with focus on keeping key frontline services operational in the event of a widespread outbreak 	3	4	12	<ul style="list-style-type: none"> Continued work to update business continuity procedures and plans, adopting a genuine partnership approach to keeping services running across the borough Awareness raising and action to ensure chances of spread of flu are minimised
<p>Significant change in national priorities: changing economic conditions and/or possible political changes could see new priorities emerge. This creates risks of CYPTB being knocked off current track – but also opportunities for responding to new national priorities</p>	2	4	8	<ul style="list-style-type: none"> CYPP is focused on the key outcomes for children and young people which are unlikely to change even if political priorities move CYPP priorities clearly anchored in needs analysis, existing performance information and consultation – so strong grounds for retaining existing focus even during national policy turbulence 	2	3	6	<ul style="list-style-type: none"> Trust Board to remain alert to possible shifts in national policy, with regular sharing of emerging information between Trust partners

General risks - organisational

Risk	Raw risk score			Controls already in place	Residual risk score			Future actions for the Trust
	Likelihood	Impact	Total		Likelihood	Impact	Total	
<p>Recruitment and retention: failure to recruit and retain high quality and qualified staff jeopardises services delivery and outcomes for children. Particular risks for specialist social services. Risks if failure to ensure integrated workforce.</p>	4	5	20	<ul style="list-style-type: none"> Borough has a strong reputation as a place to work with excellent outcomes for children Salaries in the borough are generally competitive – and some ‘golden hellos’ and similar packages are in place Housing – key workers scheme in place Training and development programmes in place Flexible working policies in place CAF and eCAF encouraging greater integrated working 	4	4	16	<ul style="list-style-type: none"> Development of new Children’s Workforce Strategy to identify priorities for workforce planning, recruitment and training – and strengthen integrated working Strategy to include clearer continued professional development arrangements across the workforce Trust to consider raising profile of the borough as a good place to work in children’s services – especially targeting professions with high vacancy rates Streamlined recruitment processes where possible Services to develop clear plans for managing recruitment and retention difficulties to lessen the potential impact on services

Risk	Raw risk score			Controls already in place	Residual risk score			Future actions for the Trust
	Likelihood	Impact	Total		Likelihood	Impact	Total	
<p>Poor data quality: lack of high quality data prevents sound decision-making, prioritising, performance management and effective commissioning processes resulting in poorer outcomes for children and young people</p>	4	4	16	<ul style="list-style-type: none"> • CYPP sets out clear outcome-focused performance indicators • Regular monitoring of performance data by Trust Board and Delivery Boards • Council putting in place stronger quality assurance processes with improved data quality procedures • Challenge role from LSCB 	3	4	12	<ul style="list-style-type: none"> • Review of data quality for high risk/key service areas • Continued work to improve needs analysis underpinning commissioning • Improved partnership working, including sharing data in line with information sharing protocols • Childview management information system to be implemented to improve supporting infrastructure for data • Improve engagement with young people and families to ensure their views supports what data is telling us
<p>Poor governance across the Trust: failure to establish a clear set of shared priorities and drive progress across all partners</p>	3	3	9	<ul style="list-style-type: none"> • New structures in place, with clear membership and terms of reference. • CYPP establishes clear agreed plan across the whole Trust, with small set of shared priorities • Delivery Boards and quindrats support greater integrated working between partners in specific areas • LSCB provides strong independent scrutiny of arrangements on safeguarding • Strong relations between Council, PCT, police and other partners already established 	2	3	6	<ul style="list-style-type: none"> • Further work towards greater integration of Council and PCT • Development of more joint budgets and joint commissioning to cement partnership working • Continued work to improve engagement with families and young people to boost accountability and governance – including through quindrats • Workforce Strategy to have strong focus on integrated working as well as leadership and management • Self-assessment against Audit Commission standards and emerging best practice in Children’s Trust arrangements

Risk	Raw risk score			Controls already in place	Residual risk score			Future actions for the Trust
	Likelihood	Impact	Total		Likelihood	Impact	Total	
<p>Serious safeguarding incident: a single incident could have a devastating impact on the individuals concerned and on the reputation of the Trust partnership as a whole</p>	2	5	10	<ul style="list-style-type: none"> Borough already has in place 'outstanding' services to safeguard children – with excellent partnership working LSCB providing scrutiny with new independent chair and updated work programme Additional investment in services and new Head of Safeguarding Quality and Performance Safeguarding is top CYPP priority 	1	5	5	<ul style="list-style-type: none"> Serious Case Review exercise commissioned by LSCB to test local procedures Stay Safe Delivery Board to ensure close performance monitoring of relevant data Action to implement Laming Review recommendations Trust to support LSCB in their challenge and scrutiny role – including work by the Quality Assurance sub-group to ensure excellent practice across all partners

Specific risks on key commitments

Risk	Raw risk score			Controls already in place	Residual Risk Score			Future actions for the Trust
	Likelihood	Impact	Total		Likelihood	Impact	Total	
<p>SEN resources: improved SEN services are a top priority in the plan, but tightening financial climate poses risks to service improvement and outcomes for SEN children and young people</p>	4	4	16	<ul style="list-style-type: none"> Inclusion of SEN services as one of the priority areas for the CYPP should ensure a strong focus from the Trust Board SEN Review completed and actions identified for improvement Effective SEN Panel is in place 	3	4	12	<ul style="list-style-type: none"> Ensure focus on implementing the actions from the SEN Review Continue to raise profile of SEN in the Trust Board's work and ensure challenges are addressed Annual review of placement choices Delivery Board system to ensure sufficient progress made on service goals and operational challenges addressed
<p>14-19 changes: significant new responsibilities moving from Learning and Skills Council to Council. This could have an impact in terms of instability for providers and for young people, with risks at the national level (getting the arrangements right) and local level (implementing them)</p>	5	3	15	<ul style="list-style-type: none"> Experienced LSC staff to continue to oversee commissioning process through the transition phase, working very closely with Council Council already gearing up for transition through 'dry run', with 'wet run' due in autumn 2009 Commissioning arrangements in the borough relatively more straightforward than other boroughs due to smaller number of post-16 providers 	5	2	10	<ul style="list-style-type: none"> New 14-19 commissioning team to be identified and transferred to Council from LSC Revised 14-19 Strategy and Partnership in place by late summer 2009 to set context for future commissioning with a medium and longer term vision for the borough Oversight of commissioning process, with focus on ensuring sufficient stability through the change period

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	Likelihood	Impact	Total		Likelihood	Impact	Total	
<p>Failure to implement academies programme: a major change programme for up to three secondary schools poses change management risks and opportunities – with the potential for funding risks, local opposition and/or failure to deliver improved outcomes</p>	4	3	12	<ul style="list-style-type: none"> • Large investment in local consultation to ensure that plans reflect the views and preferences of local families • Professional project managers in place to manage two of the academies through feasibility stage • Close working with local schools to identify new sponsor for third potential academy • Rigorous approach to identifying key players – including sponsors – and role of Council as co-sponsor to ensure academies offer the prospect of driving up attainment and achievement 	3	3	9	<ul style="list-style-type: none"> • Continue to implement project plan, taking first two academies to the end of Feasibility stage – with evidence-based decision on how to proceed • Selection of sponsor(s) for the third academy and concentrated period of work to take through Expressions of Interest phase • Continued close working with senior leadership teams, staff and parents at all stages