

## CHILDREN & EDUCATION DIRECTORATE RISKS

# CHILDREN & EDUCATION DIRECTORATE RISK REGISTER



### 1. CHILDREN'S SERVICES RISKS

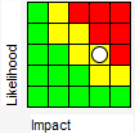
Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>CYDR 005</b> Management of Partnership Agencies in ensuring the wellbeing of children	Potential problems in the management, communication, delivery and shared objectives of different partners which could then negatively impact on a child's wellbeing as well as the Council's reputation.	Children & Education		<b>Joint risk between Children and Families Service and Hackney Education:</b> Publication of the Child Safeguarding Practice Review (CSPR) on 14th March in relation to the experience of Child Q - recommendations and response by Children and Education Directorate. This publication analyses the impact for child Q, her family, staff impact, and wider partnership response.

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<b>CYDR 005a</b>	Children and Education take a safeguarding first approach - with clear anti-racism values and identification training and a 'my child' mindset.	Jacquie Burke	Annie Gammon and Diane Benjamin	Ongoing	Partnership response - The Mayor, Deputy Mayor Bramble, Cllr Fajana-Thomas and Chief Executive wrote to the Metropolitan Police about the treatment of Child Q and the need to tackle institutional racism. The most senior officers in the Met Police have been involved in developing their actions and they say they are committed to becoming an anti-racist organisation.  The CSRP detailed actions needed by all partner agencies in response to the incident and the Children and Education leadership team are working closely with the Group Director to develop a comprehensive plan that involves support to the family, support to our children in schools, support for staff and the wider community engagement around recovery and impetus for change.

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					<p>Anti racist Action Plan and Diversion and Inclusion Lead: In July 2020, Children and Families Services committed to create and implement our anti-racist action plan. Our Anti-Racist Position Statement makes clear the journey we need to take as a service to improve the experience of the children and families of Hackney who are disproportionately affected by racism, as well as the experience and progression of staff. A new Diversity and Inclusion Lead started in role in the Children and Families Service in June 2021, and this role will steer and champion the work of the anti-racist action plan.</p> <p>Learning response to police in schools - when a child is arrested at school, or police are called out to a school - a rapid learning session will be held, including Education, Police and Safeguarding colleagues at a minimum. Review of how schools work with police to be initiated. The Met Police promised a review in April 2020 of safer schools - we need a local review and a local response. Also need a rapid learning system for whenever BCU police arrest a child on school premises or attend a school following a call out - this may need to operate for a 12 month period.</p> <p>Headteachers have agreed a safeguarding and anti-racist statement which will act as a starting point for work across all schools, particularly secondary schools.</p>
<b>CYDR 005b</b>	Communication strategy following publication of Child Q CSCR and response by national media.	Jacque Burke	Annie Gammon Diane Benjamin And Jennifer Riley-Harrison	Ongoing	<p>Drop-in sessions for staff and staff peer support sessions have been held following the publication of the CSCR.</p> <p><a href="#">Staff comms and engagement plan</a></p> <p>Fortnightly all staff briefings until July Further funding being sought to provide more racialised trauma peer support/manager support</p>

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<p>CYP DR 001 Service demands exceed available resources</p>	<p>The directorate needs to manage demand within an ongoing climate of reducing resources. If demand is not managed, this could compromise service delivery. The department's services continue to experience fluctuating demand, which can add to resource pressures. In addition, services need to be able to respond to new and emerging priorities.</p>	<p>Children's Services</p>		<p>March 2022 - The number of looked after children has consistently increased over recent years, and the profile of looked after children has also changed significantly over the past five years with more adolescents presenting complex behaviours and needs entering the care system and subsequently receiving support as care leavers. The change in profile of looked after children is placing increased pressure on the placement budget with a need for more specialised placements and is also making placement stability more difficult to achieve. Young people aged 16+ will have additional needs that correspond to the associated risks for their age group, including exploitation. The shortage of in-house foster carers for these older young people adds to the cost pressure and the numbers of young people requiring more expensive residential placement has increased. There has been a slight decrease in the number of looked after children per 10,000 during 2021/22, bringing Hackney in line with 2021 statistical neighbours and below the national average. This explains a slight drop in the risk score.</p> <p>The No Recourse to Public Funds Team (NRPF) continues to carefully manage the demand for high cost NRPF cases. Southwark Judgement, LAPSO and UASC continue to bear cost pressures for 16/17 year olds who are afforded Looked After Children status by virtue of homelessness, remand or asylum claim. Hackney is now caring for approximately 30 UASC as at March 2022.</p> <p>The legislative changes that provide care leaver support to age 25 (from April 2018) came with insufficient additional funding from the Government.</p> <p>While demand for statutory children's social care in Hackney has increased in the last 5 years, there was a 42% decrease in referrals received in 2020/21, compared to 2019-20. This is partly linked to a decrease in referrals seen nationally during the pandemic. This is also linked to the changes driven by the Front Door Review, including improved early help pathways through the successful piloting of an embedded 'Early Help Hub' within the Multi Agency Safeguarding Hub, ensuring children, young people and families are able to get the right support for them, as quickly as possible. Children in need of help and protection receive a timely response from the MASH. Referral rates have increased over 2021-222, with Hackney's referral rate as at February 2022 is slightly above statistical neighbour authorities, although still significantly lower than rates for 2019/20. The rate of assessments completed continues to be lower than in 2019/20, with 2021-22 rates likely to be lower than 2020-21 and more in line with statistical and national averages.</p> <p>Adding to the overall risk of demand exceeding resources is the impact of the changes at leadership level, with the Chief Executive, the Group Director and the Head of Corporate</p>

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				Parenting leaving in May 2021. This follows the departure of the Director of Children and Families at the end of October 2020. A stable senior management team is now in place: the new permanent Director of Children's Social Care started in June 2021, with the new Group Director for Children and Education starting in August 2021 and a new Chief Executive starting in October 2021. Within the Children and Families Service, a new permanent Head of Corporate Parenting was appointed in October 2021.
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
CYP DR 001 A Clearly defined protocols for referral to services.	Written protocol for referral to services agreed with all partner agencies. Review of FAST to further strengthen multi-agency decision-making and effective hand-off to early help services	Jacque Burke	Diane Benjamin	Ongoing	<p>Our Multi-Agency Safeguarding Hub operates as a single point of contact for members of the public and professionals who are seeking advice and information, and/or who want to make a request for support for a child or young person in Hackney who may be in need of help or protection. Referrals are screened for a next step decision within 24 hours. MASH considers the information available across a range of co-located agencies to make timely and safe decisions about which agency is best placed to access and/or meet the needs of children and young people. This function is supported by the Hackney Child Wellbeing Framework and the Local Assessment Protocol.</p> <p>In February 2020 a review of Hackney's children's social care 'front door', the First Access and Screening Team (FAST) began. The review was initiated as the 'front door' of children's services had seen a steadily increasing level of contact, referral and assessment rates, particularly when compared to comparator boroughs, and in turn a higher proportion of social work assessments that ended in no further action. Quality assurance activity also demonstrated some confusion over the application of thresholds amongst partner agencies, the seeking of consent when making a referral to statutory social work services and an over reliance on social work assessment by partners, particularly within educational settings.</p> <p>Activity on the Front Door Review accelerated in 2021, and in February 2021 FAST launched a professional consultation line for designated leads to seek advice and guidance. The Hackney Multi Agency Safeguarding Hub (MASH) was launched from 1st July 2021, bringing Hackney in line with other authorities across London. The development of the MASH is focused on better informed multi-agency decision making so that children and families get the right service at the right time, with a joint mission across the partnership to reinforce the respectful and consistent application of seeking consent from children and families, and a focus on proportionate assessment with a clear commitment and emphasis on clear and streamlined pathways to services. The MASH now includes an Education representative as well as an Early Help hub.</p>

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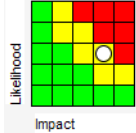

<p>CYP DR 001 B Children's social care services assess risk to differentiate and prioritise need and refer appropriately</p>	<p>All referrals to Children's Social Care need to be appropriately assessed to ensure that the child and their family receive the most appropriate service.</p>	<p>Jacque Burke</p>	<p>Diane Benjamin</p>	<p>Ongoing</p> <p>In February 2020 a review of Hackney's children's social care 'front door', the First Access and Screening Team (FAST) began. The review was initiated as the 'front door' of children's services had seen a steadily increasing level of contact, referral and assessment rates, particularly when compared to comparator boroughs, and in turn a higher proportion of social work assessments that ended in no further action. Quality assurance activity also demonstrated some confusion over the application of thresholds amongst partner agencies, the seeking of consent when making a referral to statutory social work services and an over reliance on social work assessment by partners, particularly within educational settings.</p> <p>Activity on the Front Door Review accelerated in 2021, and in February 2021 FAST launched a professional consultation line for designated leads to seek advice and guidance. The Hackney Multi Agency Safeguarding Hub (MASH) was launched from 1st July 2021, bringing Hackney in line with other authorities across London. The development of the MASH is focused on better informed multi-agency decision making so that children and families get the right service at the right time, with a joint mission across the partnership to reinforce the respectful and consistent application of seeking consent from children and families, and a focus on proportionate assessment with a clear commitment and emphasis on clear and streamlined pathways to services. The MASH now includes an Education representative as well as an Early Help hub.</p> <p>Our Multi-Agency Safeguarding Hub operates as a single point of contact for members of the public and professionals who are seeking advice and information, and/or who want to make a request for support for a child or young person in Hackney who may be in need of help or protection. Referrals are screened for a next step decision within 24 hours. MASH considers the information available across a range of co-located agencies to make timely and safe decisions about which agency is best placed to access and/or meet the needs of children and young people. This function is supported by the Hackney Child Wellbeing Framework and the Local Assessment Protocol.</p> <p>A multi-agency Daily Risk Meeting was implemented in early October 2021. This meeting is well attended by agency colleagues including Adult Services, Probation, Police, Health and Housing. Our work on consent / reinforcing partnership responsibility and the consultation line is also impacting on improving the quality and reducing the volume of contacts / referrals. The ongoing development of the Early Help hub will help ensure that families are able to access the right service at the earliest possible opportunity and a consistency of approach across the Council (in terms of access to targeted Early Help support).</p> <p>Children's social care undertakes all statutory assessments for children and young people in relation to need, harm and risk and produce clear plans for protection and support in partnership with a wide range of agencies.</p> <p>The cyber attack in October 2020 meant that CFS lost access to Mosaic, the social care database which holds all records about children and families. A significant amount of</p>
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					resources has been directed at mitigating this risk, working with partner agencies and staff to develop interim solutions to capturing existing knowledge about children and families, reporting and monitoring information. An interim social care database was established, with reporting capability, and a read-only version of Mosaic has been put in place to ensure that staff can view previous Mosaic records, although this does not represent the entirety of lost information and there remain significant challenges for children's social care given the impact of the cyber attack. The Children and Families Service will return to a new version of Mosaic on 4th April 2022.
CYP DR 001P Identify contingency funding	Additional funding to be identified to ensure Directorate can respond quickly to increased demand for services	Jacquie Burke	Naeem Ahmed/ Diane Benjamin	Ongoing	<p>Budget pressures in relation to looked after children placements remain despite further allocation of growth in 2021/22 for LAC placement costs. This reflects an increase in numbers and a change in profile of need, associated with a greater number of adolescents with high levels of need and a change in the profile of placements (more independent fostering agency fostering placements, less in-house, as well as increased use of residential placements). The additional and complex needs of some children with autism and other associated disorders can result in high-cost placements. Locally, the service is focused on increasing the number of in-house foster carers which will reduce the average unit cost of LAC placements.</p> <p>Looked after children numbers have fallen slightly over the past year, from 431 at March 2021, compared to 401 at March 2022. This is being monitored by leaders. The decrease in the number of looked after children since November 2020 is linked to a number of factors including a focus within the service on edge of care work to support young people where there is a risk of family breakdown as well as changes to the Children's Resource Panel where there is senior management oversight of decisions for children to enter care. The Panel has been refreshed to offer a higher level of respectful challenge and high support, with a focus on mobilising resources to step in to a family and reduce harm, keeping children at home where possible, enabling us to be more confident that we have the right children in our care.</p> <p>The service has also introduced a clinical Edge of Care pilot from November 2021 to support young people to remain at home safely where this is possible. The impact of this pilot is being closely monitored.</p> <p>The Fostering Service launched the first hub home for the Mockingbird Model family project in August 2019, and launched the third home in December 2021. This Model provides a network of support to carers and the children they look after to promote resilience in placements.</p> <p>The Fostering Service is also a partner in the North East London Residential Commissioning Group – looking to improve the quality and reduce the cost of residential placements to meet young people's needs. Hackney is part of a group of local authorities in North East London, with Havering Council as the lead borough, working on a project</p>

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					<p>to develop a sub-regional approach to commissioning children's homes. There are currently 3 children placed in children's homes run by the Group (as at March 2022).</p> <p>Actions are also being taken to ensure our leaving care cohort are placed in appropriate and cost-effective settings, through, for example, recommissioning of the Young People's Housing Pathway.</p> <p>The NRPF team has made effective use of both Home Office and legal advice through an independent provider to assist families to achieve settled status in a timely way, reducing the burden on public funding.</p> <p>In addition to increases to the LAC budgets referred to above, each year the Finance Team works with the Service to identify significant financial risks and seek agreement from the Group Director of Finance and Resources to access reserve funding should risks materialise. In 2021/22, demands in both LAC numbers and activity across the Service led to these reserves being fully utilised and an overspend is forecast in the service. For the coming year these increased demands will be mitigated in part by the additional social care funding announced in the Budget, however, it is still anticipated that access to reserve funding will be required for 2022/23.</p>
CYP DR 001Q Minimise impact of efficiency savings on frontline services	To ensure we can respond to any increases in demand, we aim to manage efficiency savings to ensure minimal impact on frontline services	Jacque Burke	Naeem Ahmed/ Diane Benjamin	Ongoing	The Directorate has successfully delivered the majority of agreed savings to date, and are putting appropriate measures in place to deliver the savings for 2022/23. The service worked with finance in the year to develop an agreed set of management actions to reduce cost pressures across the service. The intention is that regular reporting against this plan will take place at the Budget Board (co-chaired by the Group Director - Finance and Resources and the Group Director - Children & Education Services).

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>CYP DR002</b> Cyber attack impact on CFS Service Delivery	The cyber attack has meant that CFS has lost access to case recording and document storage systems which hold historical information about families. Lack of access to this data could mean that decisions are made about children without their full history being known.	Children & Families Service		 <p>The cyber attack on 12th October 2020 means that there are significant challenges for the Children and Families Service in terms of accessing historical information about children. The attack meant that CFS lost access to Mosaic, the social care</p>

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				<p>database which holds all records about children and families. A significant amount of resources has been directed at mitigating this risk, working with partner agencies and staff to develop interim solutions to capturing existing knowledge about children and families, reporting and monitoring information.</p> <p>Services affected:</p> <ul style="list-style-type: none"> <li>• Referrals to Children and Families Service</li> <li>• Ongoing work with children and families receiving statutory and universal services</li> <li>• Court work in relation to children and families</li> <li>• Referrals to the Domestic Abuse Intervention Service</li> <li>• Ongoing and new complaints investigations</li> <li>• Payments to Foster carers</li> <li>• Payments to some of our suppliers</li> <li>•</li> </ul> <p>Systems affected:</p> <ul style="list-style-type: none"> <li>• Mosaic (Children and Families case recording database)</li> <li>• Childview (Youth Justice database) - this is still available as a stand alone system, but does have some links to Mosaic which have been affected</li> <li>• EdoCFS - the document storage system which links to both our social care and Youth Justice databases, as well as a number of other systems.</li> <li>• The IKEN case management system used by our Legal Service colleagues is also inaccessible</li> </ul> <p>The Children and Families Service will be moving to a new Mosaic recording system on 4th April 2022. Risk score remains the same until the success of the move back to Mosaic is fully understood.</p>
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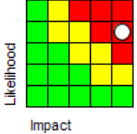

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
	Creation of interim social care database to ensure that referrals, assessments and	Jacquie Burke	Diane Benjamin	Ongoing	All of CFS partner agencies, including statutory regulators and voluntary organisations, were contacted to inform



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<p><b>CYP DR 002a</b> Mitigation of the loss of the social care database and supporting systems</p>	<p>interventions for children and families can proceed without interruption</p>				<p>them about the problems and how services might be affected.</p> <p>CFS had available to us a current case allocations list that enabled each service to identify all their open cases. This was cross-referenced with the performance data reports that CFS had available to pull together as much information as possible on families we are supporting.</p> <p>CFS contacted all foster carers during the first week following the attack to inform them of the problems and advised that there could be delays in receiving payments. CFS were able to make ad hoc payments to families and young people using payment cards. Systems are now in place to make all payments.</p> <p>A range of google forms and guidance on how to use them was developed for staff to be able to record data with key forms issued initially on 13th October 2020 and more developed in the first few weeks after the attack.</p> <p>An interim alternative recording system which contains all of the information on these forms has been created; this was piloted over the December closedown period, and was rolled out across CFS on 26th January 2021. An interim live reporting system was created alongside the interim social care system, and rolled out in early February that is allowing managers to track performance in the service areas. This recording system also allows CFS to track major performance indicators, though not all are available, such as those dependent on historical information.</p> <p>All information recorded on this interim system will be transferred to the Mosaic recording system when this is ready to go live on 4th April 2022.</p>
<p><b>CYP DR 002b</b> Restoration of historical social care information</p>	<p>Restoration of historical social care information to ensure children's histories are understood</p>	<p>Jacque Burke</p>	<p>Diane Benjamin</p>	<p>Ongoing</p>	<p>On 26th March 2021, historic case notes (from the period pre-cyber attack in October 2020) recovered from our Mosaic system became visible on the Interim Social Care Database. This development marked a major step in the CFS systems recovery journey. These will be transferred to the new Mosaic recording system when this goes live on 4th April 2022.</p>

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CYP DR 003 Child or young person suffers significant harm, injury or death	Children and young people who use our services are at higher than usual risk of harm, injury or death. If risks are not adequately assessed and protected, a child or young person could suffer significant injury or death attributable to the Directorate's failure to take appropriate safeguarding and risk management measures.	Children & Families Service		 Update March 2022- This remains a high risk, and controls are in place to manage this.

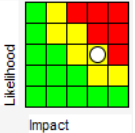

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CYP DR 003 B Local Safeguarding Children Partnership (LSCP) reviewed and operating as an effective multi-agency forum.	The City & Hackney Safeguarding Children Partnership (LSCP) has a remit to monitor safeguarding across all partner agencies, including the local authority.	Jacquie Burke	Rory McCallum	Ongoing	A range of measures have been put in place to ensure the CHSCP is operating as an effective multi-agency forum. Independent chairing is in place, defined governance arrangements, regular attendance from partners at Executive and relevant sub / working groups and Hackney-specific self-assessment. CHSCP also maintains a risk register covering all key statutory requirements; these actions and progress are regularly reviewed through the CHSCP Executive and full CHSCP.
CYP DR 003 D Ensure staff have the necessary skills to ensure risk and needs are properly assessed	The Directorate as a whole understands areas of high risk and works together to mitigate risk in relation to individual children by joint training and development and joint monitoring of practices across the services.	Jacquie Burke	Diane Benjamin	Ongoing	<p>A series of professional supervision workshops were rolled out in February and March 2021 to all practitioner managers in CFS so that they are clear about supervision standards and are able to identify training needs for their staff. This will ensure that plans are progressing for children in timescales that meet their needs. Supervision timescales are monitored as a key deliverable by senior leaders in regular data reports.</p> <p>A workforce hub has been established in the Safeguarding and Quality Assurance service to ensure that staff training needs are met and prioritised in terms of urgency.</p>

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CYP DR 003 E Child Protection procedures in place	Children subject to Child Protection Plans and Looked After Children are visited in line with statutory guidance & care plans are monitored, updated and amended as appropriate. Children are to be seen alone.	Jacquie Burke	Diane Benjamin	Ongoing	<p>Ongoing, monitored through management oversight and audit, monthly, quarterly and annual performance reports, including statutory returns to DfE and by Child Protection Conference Chairs and Independent Reviewing Officers.</p> <p>While the cyber attack in October 2020 has had a significant impact on reporting capabilities, visits and plans have been monitored through manual monitoring and close management oversight. A new interim social care database was introduced in January 2021, and reporting capabilities brought back online in February 2021. The Children and Families Service will be moving back to the Mosaic recording system in April 2022, which will further support data monitoring.</p>
CYP DR 003 F Risk assessing activities for young people	All activities directly provided and commissioned by the directorate must be subject to rigorous risk assessments.	Jacquie Burke	Diane Benjamin	Ongoing	<p>All providers of proposed activities, including the local authority, are required to submit a written risk assessment which is scrutinised and approved / not approved by the service area. Where a risk assessment is not approved, the activity is not able to proceed. Minimum ratios of adults to young people are required.</p> <p>Our external commissioned providers are also expected to demonstrate that they meet health and safety standards as part of their contract including systems and processes for conducting risk assessments of premises and activities.</p> <p>As a result of the pandemic - in-person activities have been subject to risk assessment to ensure that they can be delivered safely, with mitigating actions in place to minimise risk to children and staff such as changing venue, capping numbers and ensuring hygiene measures are in place. Other activities have been provided virtually and we remain responsive to Government guidance in relation to the fluctuating rates of Covid/changes in requirements.</p>

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<p><b>CYP DR 004</b> Increased call on resources in respect of No Recourse to Public Funds (NRPF) cases</p>	<p>The Council might be unable to handle the increased call in NRPF cases. Children’s Social Care has a duty to assess children’s needs under section 17 of the Children Act 1989 if they are at risk of homelessness or destitution, even if their parent has no legal entitlement for services in the UK.</p>	<p>Children &amp; Families Service</p>		<p style="text-align: center;"></p> <p>Hackney, like many local authorities, has a number of individuals living within its boundaries who are subject to immigration controls as defined by the Immigration &amp; Asylum Act 1999. Such individuals are excluded from access to welfare benefits, public housing and Home Office asylum support and are collectively known as having No Recourse to Public Funds (NRPF). This group includes individuals who have overstayed their visa entitlement in the UK, and those who have leave to remain without recourse including EU Nationals. Hackney’s approach is effective in protecting resources and avoiding costs.</p>
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p><b>CYP DR 004a</b> Robust assessment process in place.</p>	<p>To provide a comprehensive assessment and safeguarding service to this vulnerable group of children, additional resources were established in Children’s Social Care to assess the specific needs of families with no recourse to public funds. The No Recourse to Public Funds Team was formed in 2012 as a pilot service but has now been embedded alongside the Access &amp; Assessment Service in Children’s Social Care.</p>	<p>Jacque Burke</p>	<p>Diane Benjamin</p>	<p>Ongoing</p>	<p>The issues relating to NRPF families presenting as destitute are often complex and the service recognises that there are many reasons why families may find it difficult to share information. Migrant children may be at risk of child trafficking, exploitation and fraudulent activities.</p> <p>In order to ensure the service is able to undertake comprehensive assessments of children’s needs in a complex environment of law relating to housing, immigration, human rights and child safeguarding, the service works closely with other services including the UKBA, legal services, government embassies and anti-fraud to ensure that services are appropriately provided to those that are entitled to them and need them. This joined up approach robustly mitigates against the risk of children in Hackney being exploited or trafficked for services.</p>

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<p><b>CYP DR 004b</b> Cross-London management arrangements for unaccompanied asylum seeking children.</p>	<p>The Pan London unaccompanied asylum seeking children (UASC) dispersal rota is a voluntary arrangement that is supposed to operate in equal distribution order. There has been a recent drive across all London authorities to ensure that each borough takes their turn on the rota in the wake of a number of authorities having withdrawn over the past year. The withdrawal from some authorities had, had a negative impact of increasing the numbers of UASC being dispersed to Hackney. The government have introduced a National Transfer Scheme under which authorities will be expected to accept UASC up to the equivalent of 0.07% of their child population, after which they will be able refer young people to the NTS</p>	<p>Jacquie Burke</p>	<p>Diane Benjamin</p>	<p>Ongoing</p>	<p>The rota is managed by L.B. Croydon and monitored by the London ADs Group. The National Transfer Protocol set the maximum UASC population of each local authority at 0.08% of their child population. The number of UASC in Hackney has decreased, with 29 UASC as at 1st March 2022. The impact of the recent conflict in the Ukraine on UASC numbers in Hackney is unknown at this stage.</p> <p>Hackney was successful in applying for additional funding from the Government to provide additional support to our UASC through the Controlling Migration Fund in 2019 and set up a specialist UASC unit to better support young people's needs in this area. Following the ending of the funding at March 2021, CFS have maintained the Personal Advisor recruited through this project within the UASC team; the Personal Advisor works with young people who were unaccompanied minors who have not yet gained leave to remain in the UK.</p> <p>In August 2020, the Home Office commissioned beds at the Old Street Holiday Inn to disperse asylum seekers, some of whom applied to be age assessed as children. Due to their location the duty to assess falls on Hackney.</p> <p>In response to the increased costs of supporting UASC through Covid-19, the Department for Education invited local authorities to bid for funding to meet the additional needs of UASC through the pandemic, including the need to isolate new arrivals. CFS were awarded approx £150k as a result of the pandemic by the DfE (as at 1st March 2021).</p>
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### Hackney Education Risks

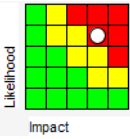
Reviewed by the Risk Review Group on 3 February 2022

Approved by SLT on 4 March 2022

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
LT EDS 1415 0001: Long term viability of trading of HE services is not assured	The viability of traded services is at risk due to a number of factors that have become more acute or are expected to in the coming year(s). This includes a reduction in funding to schools which may result in lower orders, potential reductions in staffing at HE due to budget cuts which may impact on capacity.		<p><b>January 2022: The Risk Review Group (RRG) noted that a review is underway to look at the economic viability of traded services. Recommendations from this review will be considered and will inform future risk judgement.</b></p> <p><b>Risk rating remains unchanged.</b></p>
Control Title	Control Description	Service Manager	Control - Latest Note
LT1920 Risk 01 - Ensuring there is a continued focus on the importance of trading and development of HE's traded offer.	<p>Planned messages from senior leadership.</p> <p>Performance monitoring reports &amp; termly meetings with key service managers to ensure development of their traded offer.</p>	Jayne Banks/ Paul Foster	<p><b>January 2022:</b> Each service area has had their termly meeting with Traded Services at which sales figures and product offer were reviewed and price increases were discussed. Sales figures have been strong apart from some clear areas of concern e.g. IT and Tomlinson Centre.</p>
LT1920 Risk 02 - An effective learning & development plan for traded services in place	<p>This is to enable officers to undertake necessary tasks which ultimately retains existing clients and attempts to acquire new clients</p> <p>Continue to identify commercial skills required by staff to promote a commercial structure.</p> <p>Organise professional training to address any skills gaps</p>	Tatiana Pavlovsky	<p><b>January 2022:</b> It was agreed in November 2021 that OD would provide ad hoc services to support Marketing and Sales initiatives such as the Social Media campaign. Once a refreshed Marketing and Sales strategy is defined, a more focused approach will be explored.</p>

## CHILDREN & EDUCATION DIRECTORATE RISKS

<p>LT1920 Risk 03 - Inducting new headteachers and business managers</p>	<p>Ensuring that headteachers &amp; business managers are aware of HE's offer and do not automatically lean towards engaging suppliers they are aware of from their previous LA's.</p> <ul style="list-style-type: none"> <li>I. Prepare an induction plan that promotes HE products.</li> <li>II. Ensure traded services are included in headteacher inductions.</li> <li>III. Traded Services offer Business Manager Inductions.</li> </ul>	<p>Jayne Banks/ Paul Foster</p>	<p><b>January 2022:</b> School improvement lead has confirmed that all new Heads are taken through a presentation which covers the Traded offer.</p> <p>New BMs are not always formally notified but Traded Services keeps a note of new staff, often in discussion with Schools Finance. New meetings are offered at which a summary of the traded offer and support that can be provided is delivered.</p>
<p>LT1920 Risk 04 -Developing effective trading partnerships with external organisations</p>	<p>Identify potential for trading partnerships with other providers and develop where possible, maximising trading opportunities.</p>	<p>Jayne Banks/ Paul Foster</p>	<p><b>January 2022:</b> an existing partnership with the English and Media Centre regarding the Diverse Shorts Anthology resulted in a final pay out of £20k. Existing partnerships with Shard and Education Mutual have resulted in an ongoing revenue stream - recently joint marketing webinars were undertaken.</p> <p>An exploratory meeting has taken place with Authors Allowed regarding a revenue share but as yet has not moved forward.</p>
<p>LT1920 Risk 05 - Ongoing &amp; creative product development &amp; renewal of service offer</p>	<p>Identify and invest in the development of existing and new products.</p>	<p>Jayne Banks/ Paul Foster</p>	<p><b>January 2022:</b> ongoing challenges existing in the ability to invest in new products as this may require staff to be taken away or consultants bought in - this is particularly the case for the development of a new reading product which could be developed. However, despite this, work is currently underway to develop a new product for Diverse Curriculum which builds on the work on the free resources already distributed to over 2.200 schools. Additionally some new leadership and management services have been developed - Whole school curriculum review, Deep Dive Audits and SEF in a day.</p>

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
<p>LT EDS 1415 0004 –The statutory requirements of the SEND aspects of the Children &amp; Families Act are not met.</p>	<p>The Children &amp; Families Act places a statutory requirement to implement Education Health &amp; Care Plans, provide support for SEND up to 25 years old, joint commissioning, implementation of a local offer and person-centred approaches to planning. Process and resources to support these changes must be implemented to ensure HE meets its statutory requirements.</p> <p>In addition to the impact on vulnerable children and young people, any failure to meet their statutory responsibilities would result in significant reputational damage to HE and LBH, leaving them open to challenge through SEND tribunals, the Local Government Ombudsman and</p>		<p><b>January 2022: RRG noted that the whole service reorganisation had started, with full implementation pending.</b></p> <p><b>Risk judgement remains unchanged at this point.</b></p>

## CHILDREN & EDUCATION DIRECTORATE RISKS

	possible Judicial Review.		
Control Title	Control Description	Service Manager	Control - Latest Note
LT 1920 Risk 01 – Robust monitoring and challenge of arrangements in place with regular reporting process via SLT	<p>Head of Service is responsible for implementing a comprehensive programme to ensure all statutory responsibilities are fully understood and met, including meeting the statutory 20 week deadline for completing an Education &amp; Health Care Plan (EHCP). In order to achieve this the following will be undertaken:</p> <ul style="list-style-type: none"> <li>• Develop robust quality assurance of case management with external moderation;</li> <li>• Implement action plan based on self-evaluation/annual report and points identified in SEND inspection;</li> <li>• Develop viable business case to increase capacity of Education Psychology team;</li> <li>• Review SEND staffing levels to ensure sufficient capacity in face of increased demand</li> <li>• Improve the quality and timeliness of advice from partner agencies; and</li> <li>• Ensuring robust Post-16 Commissioning</li> </ul>	Joe Wilson	<p><b>January 2022:</b> Performance on the 20 weeks for the previous year was 56%</p> <p>SEND improvement plan with 7 specific priorities is now in action which underpin the SEND draft strategy.</p> <p>Service redesign is now in progress with implementation by the summer term.</p>
LT EDU 2122 Risk 02 - Restructure of service area to manage resources more efficiently, in line with statutory duties with implementation by Easter 2022.	A redesign to an integrated SEND Service has been agreed. This will ensure a timely and robust discharge of the LA's statutory duties outlined in the CFA 2014 and SEND Code of practice.	Joe Wilson Annie Gammon	<p><b>January 2022:</b> A restructure of SEND Services is currently taking place with consultation due to end in Feb 2022 with implementation in the summer term.</p> <p>An external review of the work of the local SEND partnership has been commissioned and organised for June 2022.</p>

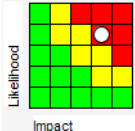
Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
LT EDS 1617 01 <b>C&amp;E</b> : SEND funding – Escalating SEND spend has an adverse impact on HE and Council budgets.	The number of pupils eligible for EHC Plans continues to increase at a significant rate exceeding the population growth in the Borough, the effect of which is to place the SEND budget in deficit.		<p><b>January 2022: Actions continue to be appropriate, however, risk rating remains unchanged for the time being. Impact may reduce over time as control measures take effect. This is a national issue with other LAs experiencing similar funding challenges.</b></p>

Control Title	Control Description	Service	Control - Latest Note
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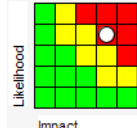
## CHILDREN & EDUCATION DIRECTORATE RISKS

		Manager	
LT 1617 02 Ongoing work to develop plans/strategies to control/manage SEND spending.	SLT has approved a cost management plan to address the pressures placed on the SEND budget by increasing numbers of children and young people being eligible for SEN statements.  The cost management plan is regularly reviewed by STAG and via the Better Value DfE programme.	Fran Cox/Nick Wilson	<b>January 2022:</b> Invest to save business case has been written by HE and finance to start to address the overspend in the SEND provision budget. SEND Trends are now being monitored at HMT to ensure there is cross council support to address this issue. Risk remains the same.
LT 1617 06 - Forecasting of financial impact of SEND budget pressures.	Rapid, significant short term reductions in SEND costs and outlays will be difficult to achieve. Ensuring that the policy changes in the action plan result in medium term cost savings that relieve the pressures on the SEND budget, whilst ensuring the operational effectiveness of HE is not detrimentally affected by the overspend, is imperative.	Sajeed Patni	<b>January 2022:</b> Finance along with the service continue to monitor this on a monthly basis. The service is developing a cost reduction plan. However, this will take significant time to develop. There is currently work on two areas to avoid cost 1. SEND estate strategy to have more in brough provisions 2. Review SEND transport to ensure we are getting value for money and promoting independence
LT 1617 07 - Changing the culture of SEND in schools and HE to implement the action plan.	If the action plan is to control expenditure and distribute resources fairly, changes in the existing culture in HE teams and schools must also change to critical assessment and the equitable distribution of limited resources. Collaborative working with schools will be necessary to ensure pupils' SEND needs are met from delegated SEND resources, with EHCP referral only for exceptional needs.	Fran Cox/Nick Wilson	<b>January 2022:</b> It is proposed to set up a Schools Forum Sub-group to address this issue alongside schools. Risk remains high
LT 1617 Risk 08 – The initiation of EHCP assessments is rigorously reviewed	The decision to initiate assessments needs to be rigorously reviewed to ensure the level of support is appropriate and sustainable. This may include senior managers signing off decisions, or refusing to do so.	Fran Cox/Nick Wilson	<b>January 2022:</b> This is starting to have an impact with Joe Wilson chairing the weekly decision panel. Risk however remains high.
LT1617 Risk 09 – The costs of providing ECHPs is born equitably across agencies	All agencies need to contribute to the costs of the Education & Health Care Plans through the joint commissioning budget.	Fran Cox/Nick Wilson	<b>January 2022:</b> JAP now in place and making good progress. It is too early in the day for this to have made an impact on budgets but good progress in the last quarter.

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
LT EDS 1920 0001 – Insufficient provision to meet growing demand for SEND services.	Lack of resources to meet the growing demand for SEND support services means that HE is unable to meet its statutory responsibilities under the Children & Families Act.		<b>January 2022: Control measures remain relevant. In-borough provision remains promising with work ongoing to improve this in line with the Estates Strategy.</b>

## CHILDREN & EDUCATION DIRECTORATE RISKS

Control Title	Control Description	Service Manager	Control - Latest Note
LT 1920 Risk 02: Implementation of a SEND Provision Plan	An HE SEND provision plan is developed and implemented to address rising demand for SEND services. This will be monitored and updated on an annual basis.	Fran Cox /Nick Wilson	<b>January 2022:</b> Education Estates strategy is being taken to cabinet in February. This will include requests to progress with 4 schemes to achieve additional places asap. Risk remains high.
LT EDU 2122 Risk 03: Use of capacity in existing school building sites for falling rolls, to create more resource provision.	Ensuring an overview of additional surplus capacity is factored into SEND place planning over the coming 2 years.	Fran Cox /Nick Wilson	<b>January 2022:</b> Education Estates strategy is being taken to cabinet in February. This will include requests to progress with 4 schemes to achieve additional places asap. Risk remains high.

Risk Title	Description of Risk	Current Risk Matrix	Risk - Note
<b>LTSCH 1617 001 C&amp;E :</b> Serious Safeguarding failure in regard to pupils not in school	Safeguarding considerations for those pupils who are not registered at a school – Electively Home Educated pupils, children missing from education, children attending unregistered settings, children who are yet to be allocated a school place etc is increasing in importance.  This is the particular focus for current Local Authority Safeguarding Inspection frameworks, and there is an expectation that HE must work to ensure the safety and wellbeing of all such pupils, challenging existing legislative frameworks and guidance where necessary to do so, and working with partners to ensure effective and robust identification, tracking, consultation and referral.		<b>January 2022: The Government is consulting on a requirement for LAs to keep a register of EHE young people. Risks and controls remain relevant.</b>

Control Title	Control Description	Service Manager	Control - Latest Note
LT 1617 Risk 03: Ongoing dialogue between HE, DfE and Ofsted around necessary legislation to ensure safeguarding duties can be effectively carried out.	Currently, the roles and responsibilities of LAs, DfE and Ofsted are not clearly defined with regard to safeguarding duties.	Chris Roberts	<b>January 2022:</b> Effective processes are in place in respect of EHE, CME and pupils attending UES. Whilst these are effective for safeguarding non-Charedi pupils they are less effective in safeguarding Charadi pupils who attend UES. The current legal status of those settings means the LA is unable to assure itself regarding safeguarding arrangements. The UES protocol provides a multi-agency response to settings; however the ambiguous legal status of UES means progress is limited. HED met with Ofsted to discuss UES before Christmas and the dialogue is on going
LT 1617 Risk 04: Continuing attempts at engagement with unregistered settings are made by HE to reduce the likelihood of pupils being put at risk.	In the absence of clearly defined statutory responsibility and given the numbers of CYP in such settings, the LA is seeking to raise awareness of safeguarding with all community groups through regular dialogue.	Chris Roberts	<b>January 2022:</b> A safeguarding offer has been developed and remains available, though a willingness on the part of UES to engage with that remains frustratingly non-existent.

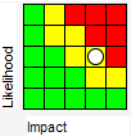
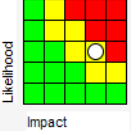
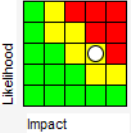
## CHILDREN & EDUCATION DIRECTORATE RISKS

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
<b>LTSCH 1415 0007 C&amp;E:</b> Risks posed by unregistered schools and settings	<p>Unregistered centres are neither known to, nor inspected by Ofsted, raising potential issues relating to the wellbeing and safeguarding of children and young people in the borough. HE does not have any statutory powers or reporting requirements in regard to the registration of independent schools.</p> <p>As well as the potential risk around safeguarding and lack of knowledge and intervention in regard to those young people attending such settings, there are clear reputational risks for HE in this area. Despite the fact that HE holds no powers in regard to either registration or closure, there remains the perception that the Local Authority has not presented sufficient challenge to the status of such settings.</p>		<b>January 2022: Risks and controls remain relevant.</b>

Control Title	Control Description	Service Manager	Control - Latest Note
LT 1415 Risk 18: Coordinating multi-agency responses, HE escalates any issues relating to the safeguarding of children or young people attending unregistered schools or settings.	HE are aware of unregistered schools and settings within the borough, we are escalating to the appropriate authorities Children and Social Care any issues of concern reported to them. HE co-ordinates multi-agency responses in regard to those settings that do not comply with Ofsted registration requirements.	Chris Roberts	<b>January 2022:</b> The UES Protocol is in place, which brings together various agencies to coordinate our response to new settings or incidents in settings. Meetings have been held over the last quarter, which have led to Ofsted inspections. Consideration is given to how we can utilise our full range of legal powers in respect of UES.
LT 1617 Risk 04: Continuing attempts at engagement with unregistered settings are made by HE to reduce the likelihood of pupils being put at risk.	In the absence of clearly defined statutory responsibility and given the numbers of CYP in such settings, the LA is seeking to raise awareness of safeguarding with all community groups through regular dialogue and the systems developed through the Out of School setting project which has now ceased, and the unregistered educational settings group.	Chris Roberts	<b>January 2022:</b> The safeguarding portal is under development to provide access to safeguarding information for OOSS. This is due to launch in the Spring term and is likely to be hosted on the CHSCP website.

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
LT SCH 1112 0008 <b>C&amp;E</b> Performance and/or quality of provision in <b>nursery and primary</b> schools or settings declines, stagnates or fails and goes into special measures	<p>The overall effectiveness of schools or settings, or the:</p> <ol style="list-style-type: none"> <li>proportion of pupils attending good or better schools) reduces, leading the Trust to engage with Ofsted to challenge schools under the Good to great policy.</li> <li>Achievement in schools or settings fails to improve, leading to gaps not being narrowed from year to year at borough level and/or relevant to other LAs.</li> <li>The overall quality of provision in schools or settings fails to</li> </ol>		<p><b>January 2022:</b> Risk Review Group notes that Ofsted inspection grades for primary and nursery schools in Hackney in February 2022 are as follows:</p> <ul style="list-style-type: none"> <li>Outstanding – 24 schools (41.4%)</li> <li>Good – 31 schools (55.2%)</li> <li>Requires improvement – 2 schools (3.4%)</li> <li>Inadequate – 0 schools (0%)</li> </ul> <p>Risk Review Group recommends no change to the risk rating.</p>

## CHILDREN & EDUCATION DIRECTORATE RISKS

<p>LT SCH 1112 0009 <b>C&amp;E</b> Performance and/or quality of provision in <b>secondary</b> schools or settings declines, stagnates or fails and goes into special measures</p>	<p>improve, leading to plateau and coasting year to year at borough level.</p> <p>d. From October 2012, poor performing schools will be subject to more regular inspections. Schools identified as 'Requiring Improvement' will receive two opportunities to remove themselves from the category before being placed in special measures.</p>		<p><b>January 2022:</b> Risk Review Group notes that Ofsted inspection grades for secondary schools in Hackney in February 2022 are as follows:</p> <ul style="list-style-type: none"> <li>Outstanding – 3 schools (21.4%)</li> <li>Good – 10 schools (71.4%)</li> <li>Requires Improvement – 1 schools (7.1%)</li> <li>Inadequate – 0 school (0)</li> </ul> <p>Risk Review Group recommends no change to the risk rating.</p>
<p>LT SCH 1415 0001 <b>C&amp;E</b> Performance and/or quality of provision in <b>special</b> schools or settings declines, stagnates or fails and goes into special measures</p>			<p><b>January 2022:</b> Risk Review Group notes that Ofsted inspection grades for special schools in Hackney in January 2022 are as follows:</p> <ul style="list-style-type: none"> <li>Outstanding – 2 schools (66.6%)</li> <li>Good – 1 school (33.3%)</li> <li>Requires Improvement – 0 school (0%)</li> <li>Inadequate – 0 schools (0%)</li> </ul> <p>Risk Review Group recommends no change to the risk rating.</p>
<p>LT SCH 1415 0002 <b>C&amp;E</b> Performance and/or quality of provision in <b>Pupil Referral Unit</b> declines, stagnates or fails and goes into special measures</p>	<p>PRUs are now self-governing, which may mean that inspection / greater scrutiny is imminent, which could lead to negative inspection outcomes</p>		<p><b>January 2022:</b> Hackney's PRU provision has been judged by Ofsted as good. In addition, The Boxing Academy (Free School, Alternative Provision) has been judged as Outstanding.</p> <p>Risk Review Group recommends no change to the risk rating.</p>

Control Title	Control Description	Service Manager	Control - Latest Note
<p>LT 1112 Risk 17 Quality of provision of support by traded services offer</p>	<p>Quality of provision (particularly teaching, learning &amp; assessment) and leadership and management (with a particular focus on sustained capacity for improvement) will be key aspects of the support provided.</p> <p>Increasing the levels of buy in from schools in Hackney and out-borough will increase the capacity for a viable school improvement service.</p>	<p>Jason Marantz- Primary</p> <p>Anton Francic - Secondary</p>	<p><b>January 2022: No change.</b> Primary and Secondary improvement teams are trading with an increasing number of schools. Primary support is being offered through the supported schools process. A series of one day reviews have been undertaken. Marketing support remains an area for development. Primary reading programme subscriptions are up yet new sales are not growing as rapidly, making this an area of focus. Leadership programmes are being remodelled to compete against NPQs, offer a wider range of locally relevant current themes and ensure take up.</p>
<p>LT 1112 Risk 02 Supported Schools</p>	<p>Good to Great Policy is enacted to identify and support schools who are at risk of failing to provide a good quality of education.</p>	<p>Stephen Hall</p>	<p><b>January 2022: No change.</b> School Action Group meetings have continued this academic year and schools have been identified for support. One day reviews have taken place of intensively supported</p>

## CHILDREN & EDUCATION DIRECTORATE RISKS

approach continually reviewed			schools. There has been an increase in the % of schools that are good or better.
LT 1112 Risk 14 Pupil support	Pupil outcomes/underachieving pupils will be an aspect of the package of support provided through traded provision & School Improvement Partners.	Stephen Hall	<b>January 2022: No change.</b> A focus on underachieving groups continues through SIP reporting and utilisation of the underperforming group funding to provide training and strategies. There has been an expanded package of strategies this academic year. Impact outcomes will be reported in Summer 2022.
LT 1112 Risk 15 Increased CPD and capacity	Seek to increase levels of professional development and capacity in schools.	Stephen Hall	<b>January 2022: No change.</b> Professional Development continues to be a focus in SIP visits. The amount of traded support provided to schools has increased this year. A Governor training programme including bespoke support has been implemented successfully. Governor and Headteacher briefings have increased and these have been well attended.

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
LT SCH 1112 0011 CYPS Surplus school places (Primary)	Surplus primary school places result in financial pressure on schools and threatens their long-term viability.		<b>January 2022: Concern about long term viability of a growing number of primary schools is already emerging.</b>  <b>Likelihood is increasing, but agreed to keep at current level pending review in Q4.</b>

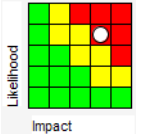
Control Title	Control Description	Service Manager	Control - Latest Note
LT 1112 Risk 23 Regular review & oversight of various pupil demand data	<p>Regular review of GLA school roll projections data allows oversight and summary of changes to the potential pupil cohort and ultimately potential future demand for places.</p> <p>School roll projections from GLA (for primary) and internally (for secondary) provide a good indication of future demand.</p>	Fran Cox / Nick Wilson	<b>January 2022:</b> Governance arrangements for the Education Estates Strategy will include a School Place Planning working group who will meet half termly to regularly monitor the borough wide and London wide picture. Latest data from census suggest the downward trend is as predicted.

## CHILDREN & EDUCATION DIRECTORATE RISKS

<p>LT 1112 Risk 25 Regular monitoring of reception &amp; secondary transfer applications</p>	<p>Whilst primary applications can be volatile in nature, secondary applications are more predictable. Regular monitoring of numbers of applications received compared to numbers expected allows the Admissions Team to identify and respond to any perceived under-submission. This also gives confidence in the projections being collated.</p>	<p>David Court</p>	<p><b>January 2022:</b> For admission to Reception in September 2022 2211 applications were received to 18 January 2022 compared with 2226 in 2020 and 2850 in 2019 continuing the trend of falling applicant numbers.</p> <p>For admission to Year 7 in September 2022 2387 on-time applications were received until 20 January 2022 compared with 2425 in 2020 and 2402 in 2019.</p> <p><b>Primary projections:</b> As reported in the previous register, Primary projections based on the January 2021 census indicated a high level of surplus places - 505 (16%).</p> <p>An updated set of primary projections based on the January 2022 census will be received in the Spring of this year. However data from the October 2021 census shows a continuing fall in demand for reception places, with fewer children on roll in Reception (2400), when compared to the census taken a year earlier- October 2020 (2504); a decrease of 104 pupils or 4%.</p> <p>PAN reductions of 135 places from September 2022 and a further 120 places from September 2023 is projected to reduce the surplus to circa 7%.</p>
<p>LT EDU 2122 Risk 26 Regular monitoring by School Place Planning Group &amp; SLT</p>	<p>Review data and make recommendations for SLT decision regarding proposals to manage surplus places</p>	<p>Fran Cox</p>	<p><b>January 2022:</b> This system is now in place alongside member working group to determine options in the next 6 months.</p>

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
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## CHILDREN & EDUCATION DIRECTORATE RISKS

<p>LT SCH 1314 0001 High levels of pupil exclusion</p>	<p>An increase in exclusions would affect HE reputation and the organisation's financial position, as HE is responsible for provision for permanently excluded pupils (cost implications of permanent exclusions). In addition to the financial and reputational risk to schools, there is also an increased risk of OFSTED focussing on Hackney schools for inspection.</p> <p>HE cannot intervene in school decision making, but should seek to influence school policy and practice through existing and novel mechanisms, including Supported Schools secondary B&amp;A, fair access. Strategies for an effective approach to exclusions must draw on the expertise of partner agencies such as Young Hackney.</p>		<p><b>January 2022: Risk Review Group noted that the CYP Scrutiny report has been published setting out key recommendations to support ongoing reduction of exclusion in the borough.</b></p> <p><b>Risk judgement and controls remain valid.</b></p>
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Control Title	Control Description	Service Manager	Control - Latest Note
<p>LT 1112 Risk 20 Monitoring &amp; sharing of exclusions, attendance and related data</p>	<p>Monitoring &amp; sharing of exclusions, attendance and related data between schools and at Behaviour and Attendance (B&amp;A) Partnerships to inform practice and develop strategies.</p> <p>Exclusions Executive Group monitors the exclusions strategy and regular reports based on Census Data and reports to the Exclusion Board.</p> <p>Monitoring of equalities data with regard to proportionality of exclusions.</p>	<p>Chris Roberts</p>	<p><b>January 2022:</b> Exclusion information continues to be shared regularly with SLT; head teachers, deputy head teachers and the reducing exclusion executive. This includes disproportionality information.</p> <p><b>February 2022:</b> The reducing exclusions strategy has been expanded to take account of the recommendations of the scrutiny report on exclusion.</p>
<p>LT 1213 Risk 35 Alternative provision in place</p>	<p>HE uses its commissioning role to work to ensure there is an adequate high quality alternative provision offer in place to meet statutory responsibilities and to minimise the potential impact on individual pupils following exclusion.</p>	<p>Fran Cox</p>	<p><b>January 2022:</b> NRC SLA review has been undertaken and SLT decision has been made in terms of proposed changes. Consultation with schools being undertaken in Q4 to agree the best way forward. New SLA with NRC will be confirmed in Q1</p>
<p>LT1112 Risk 21 Use of Local Partnerships</p>	<p>The Behaviour Partnership provides a forum for challenge, strategic planning and consultation for all secondary schools &amp; academies and now primary schools. Partnership working with Young Hackney is encouraged to ensure a whole family approach to behaviour management.</p>	<p>Helena Burke</p>	<p><b>January 2022:</b> The partnership group continues to meet and is very well attended. Schools regularly lead in sharing good practice, as do other partners</p>
<p>LT1516 Risk 07 - Development &amp; implementation of work to reduce exclusions</p>	<p>HE encourages engagement with schools and other partner agencies to ensure awareness and engagement with initiatives and interventions with the aim of reducing exclusions</p>	<p>Chris Roberts</p>	<p><b>January 2022:</b> Through the Reducing Exclusion executive group HEd leads on a range of initiatives designed to support schools to reduce their use of exclusion. The new education early help system will help in this area as will work to increase the use of managed moves.</p>
<p>LT EDU 2122 Risk 08 - Monitoring of SEND pupils to intervene early to reduce exclusion risk</p>	<p>Use of Annual / early reviews to pre-empt exclusions of pupils with EHCPs. These reviews are undertaken to evaluate the exclusions of pupils with EHCPs to:</p> <ul style="list-style-type: none"> <li>• Ensure alternative provision is provided, and</li> <li>• Remind schools of the exclusion process.</li> </ul>	<p>Fran Cox/ Chris Roberts</p>	<p><b>January 2022:</b> New Education Early Help system will target this area. This is being brought to SLT in Q4 for approval and implementation next year</p>

## CHILDREN & EDUCATION DIRECTORATE RISKS