

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	
<p>C&E DR 001 NEW RISK Delays responding to Subject Access Requests EXTERNAL / INTERNAL RISK CURRENT RISK</p>	<p>There have been long-standing concerns raised by CFS about the timeliness of responses to Subject Access Requests, particularly those by care leavers, dating back many years. The statutory requirement is one month and these are managed by IMT (the Information Management Team). In February 2023, the CFS Director and a Leaving Care Practitioner were summoned to court due to an outstanding SAR by a care leaver (through his legal representative) made in Aug 2022. The absence of the care leaver's file has significantly delayed a criminal trial they were involved in.</p>	Children and Education		<p>NEW RISK At the time of the cyber attack in October 2020, CFS understood that there were 15 outstanding care leavers SARs to be processed, with the oldest dating back to July 2019.</p> <p>The cyber attack in October 2020 meant no progress could be made on these throughout 2021. In 2022, work began in the Information Management Team (IMT) to progress these and we understand that as of early 2023 most had been completed and shared, with progress made on all.</p>	
Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
<p>C&EDR 001a Delays responding to Subject Access Requests</p>	<p>Requests have been made by CFS for information about any SARs made by care leavers since early 2023, with update reports to be shared on a regular basis.</p>	Jacquie Burke	Diane Benjamin	12/9/23	<p>March 2023 update - On 28/02/2023 IMT provided a list of 57 names that were reportedly open SARs made by people with reference to CFS files. CFS have reviewed that list and identified 6 that are care leavers. There is no information on this list about when these SARs were received.</p> <p>Going forward, CFS would like a regular report from IMT about all open SARs related to CFS, with the date they were received, full details e.g. names, DOB, Mosaic ID if possible, and (ideally) projected completion date. CFS understands from IMT that their current system does not enable them to identify care leavers at the point of request - CFS have asked them to review whether this is</p>

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					<p>possible in future. In the meantime, CFS are willing to review the list as and when received to identify care leavers. This will help us manage expectations of care leavers and escalate if any need prioritisation.</p> <p>These controls will be assessed throughout 2023/24.</p>
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note	
<p>C&E DR 002 NEW RISK Reduction of the use of residential placements EXTERNAL / INTERNAL RISK CURRENT RISK</p>	<p>The main areas of pressure for Children and Family Services continue to be on looked-after children (LAC) and leaving care (LC) care arrangements costs. Corporate Parenting is forecast to overspend by £2.8m after the use of £2m commissioning reserves (as at February 2023), largely driven by a change in the profile of care arrangements linked to the complexity of care for children coming into the service. There are also more children within high cost bespoke packages than in previous years and this has caused upward pressure on cost for the service this financial year. At the start of this financial year we have seen a reduction in the use of residential care arrangements, however the costs are increasing in residential care and semi-independent care arrangements due to care providers being faced with the challenges of rising inflation and the cost of living crisis. The risk relates to the increasing financial pressures this is placing on the Council.</p>	Children and Education		<p>NEW RISK (from Corporate register - March 2023) - One of the main risks for the directorate is the cost of living and fuel crisis, and the potential impact that it will have on the cost of service delivery going forward. It is difficult to estimate the impact that the cost of living crisis will have across services, however we can expect care providers to seek greater inflationary uplifts to care placements than in previous years.</p> <p>This risk is a new escalation to the Corporate register in Dec 2022 - a reflection of the intense pressures the economy is placing on Services.</p>	
Control Title	Control Description	Lead Responsible Officer(s)	Service Manager	Due Date	Control - Latest Note
<p>C&E DR 002a Reduction of the use of residential placements</p>	<p>Management actions of £1.5m have been identified and these are factored into the forecast when delivered. These include reductions in the number of residential care arrangements. A forensic review of the top 20 high cost care arrangements; As part of the forensic analysis of residential care arrangements, the service is targeting a reduction of five residential care arrangements (costing on average £200k per annum, per placement).</p>	Jacque Burke	Diane Benjamin	31/6/23	<p>March 2023 - These controls will be assessed throughout 2023 with regular reporting on progress to SMT and through the monthly OFP report.</p>

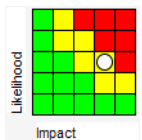

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C&E DR 003 Management of Partnership Agencies in ensuring the wellbeing of children	Potential problems in the management, communication, delivery and shared objectives of different partners which could then negatively impact on a child's wellbeing as well as the Council's reputation.	Children & Education		<p>Joint risk between Children and Families Service and Hackney Education: Publication of the Child Safeguarding Practice Review (CSPR) on 14th March 2022 in relation to the experience of Child Q - recommendations and response by the Children and Education Directorate. This publication analyses the impact for child Q, her family, staff impact, and wider partnership response.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
C&E DR 003a - Safeguarding first approach.	Children and Education take a safeguarding first approach - with clear anti-racism values and identification training and a 'my child' mindset.	Jacque Burke	Paul Senior and Diane Benjamin	Ongoing	<p>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.</p> <p>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.</p> <p>Anti-Racist Action Plan and Anti-Racist Practice 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 Anti-Racist Strategic Lead started in role in the Children and Families Service in June 2021 and was joined in October 2022 by an Interim Anti-Racist Programme Manager and in January 2023 by an Anti-Racist Practitioner for Children and Families. These roles will steer and champion the work of the Anti-Racist Action Plan and will lead on the rollout of Anti-Racist Practice Standards across all areas of the service. The Anti-Racist Praxis</p>

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					<p>Conference hosted by Children and Education in May 2022 was recognised for its innovation after winning the Workforce Development Award at the Children & Young People Now Awards 2022.</p> <p>The City & Hackney Safeguarding Children Partnership (CHSCP) have commissioned a half-day online training course on the topic of Adultification - whereby professionals are less protective and more punitive towards Black and Global Majority children - to recur at a monthly frequency, providing regular opportunities for staff from the Children and Education directorate, and from partner agencies including the Police, to explore these issues together.</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>
C&E DR 003b	Communication strategy following publication of Child Q C SPR and response by national media.	Jacquie Burke	Paul Senior 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 C SPR.</p> <p>Staff comms and engagement plan</p> <p>Fortnightly all staff briefings until July</p> <p>Further funding being sought to provide more racialised trauma peer support/manager support</p>

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C&E DR 004 Service demands exceed available resources	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	Children's Services		<p style="text-align: center;"></p> <p>March 2023 - While there has been a steady decrease in the number of looked after children over the last few years (-1.4% in the year to March 2021, -4.7% in the year to March 2022, 3% in the first three quarters of the current reporting year), the profile of looked after children</p>

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	<p>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>has changed significantly over the over the same period, 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 ongoing 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.</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 was caring for 32 UASC as at December 2023.</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>Demand for statutory children's social care in Hackney has risen following the marked decrease in referrals, experienced nationally as well as locally, during the acute phase of the Covid-19 pandemic. While there was a 42% decrease in referrals in 2020/21 compared to 2019/20, there was a 27% increase in 2021/22 compared to 2020/21. This rise in demand appears to be sustained, with a full year projection for 2022/23 (based on volumes received in quarters 1 and 2) showing a 4% increase compared to 2021/22. However, demand for statutory children's social care has still not returned to pre-pandemic levels and this is likely to be linked to the changes driven by the Front Door Review, including improved early help pathways through the successful embedding of an 'Early Help Hub' within the Multi Agency Safeguarding Hub, which ensures that children 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.</p>
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p>C&E DR 004a Clearly defined protocols for referral to services.</p>	<p>Written protocol for referral to services agreed with all partner</p>	<p>Jacque Burke</p>	<p>Diane Benjamin</p>	<p>Ongoing</p>	<p>Our Multi-Agency Safeguarding Hub (MASH) 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 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</p>

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	agencies. Review of FAST to further strengthen multi-agency decision-making and effective hand-off to early help services				<p>needs of children and young people. This function is supported by the Hackney Child Wellbeing Framework and the Local Assessment Protocol, both of which provide guidance both to CFS staff and to our multi-agency partners on appropriate responses to various different levels of need.</p> <p>Replacing FAST in response to the Front Door Review, the Hackney MASH was launched in July 2021, bringing Hackney in line with other authorities across London. The MASH continues to operate the professional consultation line initiated by FAST, through which designated leads from partner agencies seek advice and guidance on whether to make referrals for children's social care services. MASH processes focus 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 - strengthening information sharing and joint decision making - as well as an Early Help hub, ensuring that children and families receive the appropriate level of intervention for their particular needs and do not undergo a statutory intervention unless relevant thresholds are evidently met.</p>
<p>C&E DR 004b Children's social care services assess risk to differentiate and prioritise need and refer appropriately</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.	Jacquie Burke	Diane Benjamin	Ongoing	<p>Replacing FAST in response to the Front Door Review, the Hackney MASH was launched in July 2021, bringing Hackney in line with other authorities across London. The MASH continues to operate the professional consultation line initiated by FAST, through which designated leads from partner agencies seek advice and guidance on whether to make referrals for children's social care services. MASH processes focus 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 - strengthening information sharing and joint decision making - as well as an Early Help hub, ensuring that children and families receive the appropriate level of intervention for their particular needs and do not undergo a statutory intervention unless relevant thresholds are evidently met.</p> <p>Our Multi-Agency Safeguarding Hub (MASH) 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 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, both of which provide guidance both to CFS staff and to our multi-agency partners on appropriate responses to various different levels of need.</p>

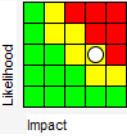

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					<p>A multi-agency Daily Risk Meeting was implemented in early October 2021. This meeting is well attended by agency colleagues including Education, Adult Services, Probation, Police, Health and Housing. Our work on consent / reinforcing partnership 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 produces clear plans for protection and support in partnership with a wide range of partner agencies.</p> <p>In April 2022, CFS resumed the use of Mosaic for the first time since the criminal cyber attack in October 2020. In July 2022 our digital maturity journey reached another milestone with the resumed use of live reporting tools provided by Qlik Sense, enabling managers once again to closely monitor performance in real time to drive improvement in what we achieve for children. Work still continues on the recovery of some historical records lost in the cyber attack and the restoration of these to Mosaic so that complete information on children's histories is available to CFS staff.</p>
<p>C&E DR 004c Identify contingency funding</p>	<p>Additional funding to be identified to ensure Directorate can respond quickly to increased demand for services</p>	<p>Jacquie Burke</p>	<p>Diane Benjamin/ Naeem Ahmed</p>	<p>Ongoing</p>	<p>Budget pressures in relation to looked after children care arrangements remain despite further allocation of growth in 2022/23 for looked after children care arrangement costs. This reflects 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 care arrangements, less in-house, as well as increased use of residential care arrangements). The additional and complex needs of some children with autism and other associated conditions can result in high-cost care arrangements. Locally, the service is focused on increasing the number of in-house foster carers which will reduce the average unit cost of LAC care arrangements.</p> <p>Looked after children numbers have fallen steadily over recent years, from 432 at March 2020 to 426 at March 2021, to 406 at March 2022, to 394 at December 2022. This is being monitored by leaders. The decrease in the number of looked after children is linked to a number of factors including a focus within the service on Edge of Care work to support children 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>Following a successful pilot during 2021 and 2022, an Edge of Care Team has been permanently established within CFS. This multidisciplinary team, which is both clinically</p>

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				<p>informed and aligned with Hackney's STAR (systemic, trauma-informed and anti-racist) treatment model, provides support to families at the point of acute crisis to proactively reduce the likelihood of children requiring accommodation by the local authority.</p> <p>In January, Hackney's Fostering Service launched the third of its 'constellation' of linked foster families under the Fostering Network's Mockingbird programme, which promotes the stability of care arrangements through enabling the development of supportive links between communities of six to ten 'satellite' families to form a constellation. Strong relationships with others in their constellation helps individual foster families overcome problems before they escalate or lead to placement breakdown.</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 to develop a sub-regional approach to commissioning children's homes. There are currently 3 Hackney 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>While CFS has had success at reducing the overall number of looked after children, the complexities of presenting need combined with structural difficulties in the care market mean that the cost of care arrangements for some children continue to create significant financial pressures. Although some additional funding has been made available through the Social Care Grant, the commissioning of bespoke care arrangements required to keep some of our most vulnerable children safe continues to result in an escalation of cost overall.</p>
<p>C&E DR 004d Minimise impact of efficiency savings on frontline services</p>	<p>To ensure we can respond to any increases in demand, we aim to manage efficiency savings to ensure minimal impact on frontline services</p>	<p>Jacque Burke</p>	<p>Naeem Ahmed/ Diane Benjamin</p>	<p>Ongoing</p> <p>The Directorate has successfully delivered or mitigated the majority of agreed savings to date, and are putting appropriate measures in place to deliver the savings for 2023/24. 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).</p>

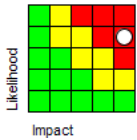

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<p>C&E DR 005 Cyber attack impact on CFS Service Delivery</p>	<p>The cyber attack has meant that CFS has lost access to case recording and document storage systems which hold historical information about families. Lack of access to this data could mean that decisions are made about children without their full history being known.</p>	<p>Children & Families Service</p>		<div style="text-align: center; margin-bottom: 10px;">  </div> <p>The cyber attack on 12th October 2020 created 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 database which holds all records about children and families.</p> <p>Services affected:</p> <ul style="list-style-type: none"> • Referrals to Children and Families Service • Ongoing work with children and families receiving statutory and universal services • Court work in relation to children and families • Referrals to the Domestic Abuse Intervention Service • Ongoing and new complaints investigations • Payments to Foster carers • Payments to some of our suppliers <p>Systems affected:</p> <ul style="list-style-type: none"> • Mosaic (Children and Families case recording database) • Childview (Youth Justice database) - this is still available as a stand alone system, but does have some links to Mosaic which have been affected • EdoCFS - the document storage system which links to both our social care and Youth Justice databases, as well as a number of other systems. • The IKEN case management system used by our Legal Service colleagues is also inaccessible <p>In the immediate aftermath of the cyber attack, staff were unable to access any historical case file information or reporting data on Mosaic, so an interim case management system was established while work was done with the service provider to recover the lost information.</p> <p>Following a decision in October 2021 to restore Mosaic, a complex programme began that involved migrating records from the interim system, matching historic records, developing cyber security with a new cloud-based system, and training all staff on the new version of Mosaic.</p> <p>In April 2022, CFS returned to Mosaic and in July 2022 the use of live reporting tools provided by Qlik Sense resumed, enabling managers once again to closely monitor performance in</p>

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				order to know what we are achieving for children. Work continues on recovering some historical information that is still to be restored and this impacts records on both Mosaic and ChildView. There is a clear improvement here compared to a year ago, which vindicates a reduction in the risk score.
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
C&E DR 005a Restoration of historical social care information	Restoration of historical social care information to ensure children's histories are understood	Jacque Burke	Diane Benjamin	Ongoing	In April 2022, CFS resumed the use of Mosaic for the first time since the criminal cyber attack in October 2020. Work still continues on the recovery of some historical records lost in the cyber attack and the restoration of these to Mosaic so that complete information on children's histories is available to CFS staff.

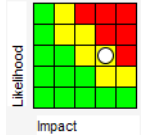

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C&E DR 006 Child or young person suffers significant harm, injury or death	Children and young people who use our services are at higher than usual risk of harm, injury or death. If risks are not adequately assessed and protected, a child or young person 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 2023– This remains a high risk, and controls are in place to manage this.

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
C&E DR 006a 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.	Jacque 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

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					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	Individual case supervision between managers and allocated social workers is the mechanism that ensures that children are safe and plans for them are progressing in timescales that meet their needs. Supervision timescales are monitored as a key deliverable by senior leaders in regular data reports. Work is currently underway to develop an additional reflective group supervision model that will enable sharing of best practice and encourage collective problem-solving. A Workforce Development hub established in the Safeguarding and Quality Assurance service to ensure that staff training needs are met and prioritised in terms of urgency.
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	Ongoing, monitored through management oversight and audit, monthly, quarterly and annual performance reports, including statutory returns to DfE and by Independent Reviewing Officers. In April 2022, CFS resumed the use of Mosaic since the cyber attack in October 2020. In July 2022 our digital maturity journey reached another milestone with the resumed use of live reporting tools provided by Qlik Sense, enabling managers once again to closely monitor performance in real time to drive improvement in what we achieve for children.
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	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. 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. 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.

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C&E DR 007 Increased call on resources in respect of No Recourse to Public Funds (NRPF) cases	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.	Children & Families Service		 <p>March 2023 - 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 & 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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C&E DR 007a Robust assessment process in place.	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 & Assessment Service in Children's Social Care.	Jacquie Burke	Diane Benjamin	Ongoing	<p>March 2023 - 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</p>

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					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>C&E DR 007b 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 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>	Jacquie Burke	Diane Benjamin	Ongoing	<p>March 2023 - 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 0.1% of their child population. The number of UASC in Hackney has increased, from 29 at the end of March 2022 to 32 at the end of December 2022.</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. Since then, the Home Office has commissioned three other hotels in Hackney to accommodate asylum seekers. Over time, a significant number of young people living in these hotels have disputed the Home Office assumption that they are adults and requested additional assessments of their age from the UASC team. Where the UASC assessments similarly conclude that these young people are adults, we have experienced a number of challenges of our decision-making through the judicial process. The costs of each legal challenge can be very significant.</p>

CHILDREN & EDUCATION DIRECTORATE RISKS

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>March 2023: The Risk Review Group (RRG) noted that due to the recent restructure and ceasing focus on trading, it is important that new objectives and a focus are set for this service.</p> <p>It is important that strategic goals and vision are communicated across the organisation.</p> <p>Risk rating remains and controls are appropriate.</p>

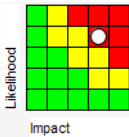
Control Title	Control Description	Service Manager	Control - Latest Note
LT1920 Risk 01 - Ensuring there is a continued focus on the importance of trading and development of HE's traded offer.	<p>Planned messages from senior leadership.</p> <p>Performance monitoring reports & termly meetings with key service managers to ensure development of their traded offer.</p>	Jayne Banks	<p>March 2023: Monthly sales reports and quarterly SLT reports continue to be shared but attempts at 'growth strategies' have proved difficult - it is difficult for Hackney to invest in new staff to support growth and trading goals often conflict with delivery requirements to support Hackney schools. The restructure has identified a renewed focus on Hackney schools - this traded offer needs to be published post restructure.</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>	Jo Larkin / Tatiana Pavlovsky / Paul Foster / Jayne Banks	<p>March 2023: The Ed Ops team is still undergoing their restructure. Once this is finalised, the Head of Education Operations will look at re-ascertaining the commercial model. This will then allow OD to have a better understanding of the requirements and develop an effective L&D plan.</p> <p>We may need to re-assign the owners from Ed Ops to this control.</p>
LT1920 Risk 03 - Inducting new headteachers and business managers	Ensuring that headteachers & 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.	Jayne Banks	<p>March 2023: Traded Services offer inductions to all new Business Managers after being notified by the Schools' finance team. School improvement includes traded services info in new Heads inductions.</p>

CHILDREN & EDUCATION DIRECTORATE RISKS

	<ul style="list-style-type: none"> I. Prepare an induction plan that promotes HE products. II. Ensure traded services are included in headteacher inductions. III. Traded Services offer Business Manager Inductions. 		
LT1920 Risk 04 -Developing effective trading partnerships with external organisations	Identify potential for trading partnerships with other providers and develop where possible, maximising trading opportunities.	Jayne Banks	March 2023: Existing partnerships with Education Mutual, E-schools and Shard continue to be developed and maximised. Webinars have been run with all three partners in the last 3 months and new schools signed up for each. Marketing has been supporting the commercial relationship with Scholastic.
LT1920 Risk 05 - Ongoing & creative product development & renewal of service offer	Identify and invest in the development of existing and new products.	Jayne Banks	March 2023: New product development activity has largely closed down due to the marketing restructure and a move away from trading out of borough. However, there are new product ideas in the reading team (Reading Champions) and HR team (bronze, silver, gold packages) that could be developed.
LT EDU 2223 Risk 06 -Increasing commercial acumen & skills across service leads	Align to corporate commercial framework	Kathryn Lloyd	March 2023: A refresh of the vision and strategy for Services for Schools (traded services) will include strengthening alignment with corporate commercial framework and supporting service leads with skills to successfully deliver traded services to settings.

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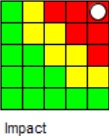
CHILDREN & EDUCATION DIRECTORATE RISKS

<p>LT EDS 1415 0004 –The statutory requirements of the SEND aspects of the Children & Families Act are not met.</p>	<p>The Children & Families Act places a statutory requirement to implement Education Health & 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 possible Judicial Review.</p>		<p>March 2023: The RRG noted that the new structure and processes are in place which reduce risk although these are still being embedded.</p> <p>In light of the restructure, there are some good changes, with an increase in capacity which have improved the 20 week deadline performance; however, a backlog still remains.</p> <p>Risk and controls remain appropriate.</p>
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Control Title	Control Description	Service Manager	Control - Latest Note
<p>LT 1920 Risk 01 – Robust monitoring and challenge of arrangements in place with regular reporting process via SLT</p>	<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 & Health Care Plan (EHCP). In order to achieve this the following will be undertaken:</p> <ul style="list-style-type: none"> • Develop robust quality assurance of case management with external moderation; • Implement action plan based on self-evaluation/annual report and points identified in SEND inspection; • Develop viable business case to increase capacity of Education Psychology team; • Review SEND staffing levels to ensure sufficient capacity in face of increased demand • Improve the quality and timeliness of advice from partner agencies; and • Ensuring robust Post-16 Commissioning 	<p>Joe Wilson</p>	<p>March 2023:</p> <ul style="list-style-type: none"> • QA process is in process including education, health and care developed by external contractor. • Action Plan will be presented to PSG (06/02/23) and Scrutiny Commission (20/02/23) • New Structure is in place and includes additional capacity in both EHC and EPS • New tracking system in place to ensure timely advice from partners • Post 16 Commissioning panel meets weekly to ensure challenge and oversight..
<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.</p>	<p>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.</p>	<p>Joe Wilson</p>	<p>March 2023: New Structure and staffing now in place.</p>

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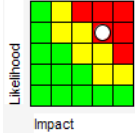
CHILDREN & EDUCATION DIRECTORATE RISKS

<p>LT EDS 1617 01 C&E : SEND funding – Escalating SEND spend has an adverse impact on HE and Council budgets.</p>	<p>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>	 <p>Likelihood</p> <p>Impact</p>	<p>March 2023: The RRG noted that the LA is now part of the Better Value Programme, which is currently in the logistics stage.</p> <p>Risk to be further reviewed in Q4.</p>
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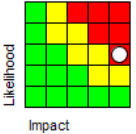
Control Title	Control Description	Service Manager	Control - Latest Note
<p>LT 1617 02 Ongoing work to develop plans/strategies to control/manage SEND spending.</p>	<p>SLT has approved a cost management plan to address the pressures placed on the SEND budget by increasing numbers of children and young people being eligible for SEN statements.</p> <p>The cost management plan is regularly reviewed by STAG and via the Better Value DfE programme.</p>	<p>Nick Wilson</p>	<p>March 2023: See below. An external finance consultant has been commissioned to review funding to special schools. (completed 1st February 2023), additional resource provision and to update the business case for the expansion of places for children with EHC Plans.</p>
<p>LT 1617 06 - Forecasting of financial impact of SEND budget pressures.</p>	<p>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.</p>	<p>Sajeed Patni</p>	<p>March 2023: Hackney is working with the DfE through the Better Value SEND programme to agree an action plan for the deficit. The statutory override which allows the deficit to be carried on the Councils balance sheet has also been extended to March 2026.</p>
<p>LT 1617 07 - Changing the culture of SEND in schools and HE to implement the action plan.</p>	<p>If the action plan is to control expenditure and distribute resources fairly, changes in the existing culture in Hackney Education 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.</p>	<p>Nick Wilson</p>	<p>March 2023: The Graduated Approach and Team Around the School (TAS) commenced in September 2022. Positive engagement, however this is a long term programme to deliver the cultural change required.</p>
<p>LT 1617 Risk 08 – The initiation of EHCP assessments is rigorously reviewed</p>	<p>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.</p>	<p>Joe Wilson</p>	<p>March 2023: Robust panel process is in place to consider all requests for assessment based on the LA's graduated response for SEND. Current data (2022) shows 30% of requests declined.</p>

CHILDREN & EDUCATION DIRECTORATE RISKS

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.	Nick Wilson	March 2023: Joint Assessment Panel overseas bi and tri funding arrangements.
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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.		<p>March 2023: The RRG noted that the Estates Strategy process is moving, however the time delay means that risk has increased as roles continue to fall and SEND continues to rise.</p> <p>Risk rating to be reviewed in Q4.</p>

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.	Nick Wilson	March 2023: SLT will receive an update on the Estates programme on the 3rd February 2023. .
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.	Nick Wilson	March 2023: See above. Seven school meetings to discuss closure/amalgamation have taken place. Possible use for SEND places is part of the asset review process.

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
LT SCH 1112 0002 Serious safeguarding failure in schools & settings	<p>A failure of safeguarding systems and processes, through a lack of coordination between partnership-wide services or professionals, could contribute to a serious safeguarding issue, which would impact negatively on Hackney Education's reputation.</p> <p>Additionally, the accessibility to the internet and social media opens children & young people to increased safeguarding risks, as well as risks of harmful cyber bullying, grooming, sexual abuse and exploitation. Schools need to be wise to these issues and implement appropriate training, programmes & strategies to mitigate risk and raise awareness amongst children & young people and their families. This should be approached as a whole school issue and embedded within the curriculum, supported by a suitably skilled and experienced member of school staff who can take lead responsibilities on this issue.</p> <p>This is an ongoing risk given HE's responsibilities; there is always a degree of uncertainty due to the nature of this risk, coupled with movements of individuals in and out of the Borough.</p>		<p>March 2023: The RRG noted that in light of the new Acting Head of Wellbeing and Safeguarding in Education, this risk and controls need to be further reviewed for impact in Q4.</p>

CHILDREN & EDUCATION DIRECTORATE RISKS

Control Title	Control Description	Service Manager	Control - Latest Note
LT 1112 Risk 58 Core Safeguarding training offered to schools, governing bodies & settings and support to DSLs	<p>School governing bodies are responsible for ensuring that school staff have completed the relevant safeguarding training. The HE Wellbeing and Education Safeguarding Team provides training through a CPD package. We will provide advice, guidance and work in collaboration with the City and Hackney Safeguarding Partnership to:</p> <ul style="list-style-type: none"> Remind schools and governing bodies of their statutory responsibilities to provide safeguarding training on regular basis; and Raise awareness of e-safety strategies, within the broader context of child protection/safeguarding – link to S11 audits Support Designated Safeguarding Leads (DSL), particularly newly appointed DSLs, in fulfilling their duties through the DSL forum and other support with specific education safeguarding issues. 	Kate Cracknell	March 2023: Hackney Education continues to meet its duty in these areas - a CHSCP Education QA sub group is planned, which will allow for a more centralised and strategic approach. Operational functions will lead out of this group and this will strengthen our overall safeguarding offer to schools through better communication and accessibility
LT 1112 Risk 59 Information sharing activities in place across partner agencies	<p>HE is represented on local Safeguarding Boards at all levels, and work proactively across Children & Education Directorate by contributing to all safeguarding forums and initiatives, subject to capacity. The HE contributes to all reviews & multi-agency audits as required by the Safeguarding Board, and implements all actions.</p> <p>HE's membership of the Ofsted Preparation Group for Ofsted inspections provides the opportunity to establish and use linkages to share information.</p> <p>HE disseminates to schools briefings based on the findings of Serious Case Reviews. All published SCRs have been shared at Headteacher termly briefings, and with Schools and Settings after discussion and agreement with HE SLT.</p>	Kate Cracknell	March 2023: Hackney Education shares briefings via CHSCP to schools, HE is represented on CHSCP
LT 1415 Risk 10 Monitoring of Safeguarding and Safer Recruitment issues through School Improvement Partner visits.	Oversight of any concerns picked up through SIP visits and Supported Schools process used to inform interventions and support provided to schools	Jason Marantz	March 2023: SIP processes are being refined to ensure clear tracking of areas of concern. Some schools identified through SIP to follow up with potential additional support.

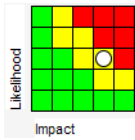
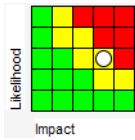
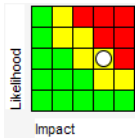
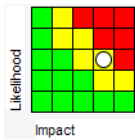
Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
LTSCH 1415 0007 C&E: Risks posed to children not in school, particularly those attending unregistered schools and settings.	Safeguarding considerations for those pupils who are not registered at a school – Electively Home Educated pupils, children missing from education, children attending unregistered settings, children who are yet to be allocated a school place etc This is the particular focus for current Local Authority Safeguarding Inspection frameworks, and there is an expectation that HE must work with partners to ensure effective and robust identification, tracking, consultation and referral.		March 2023: The schools bill was to address this area yet the bill has been cancelled and the DfE will not be pursuing additional powers.

CHILDREN & EDUCATION DIRECTORATE RISKS

	<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>		<p>No change to likelihood and impact , however, this will need to to be reviewed in Q4.</p>
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Control Title	Control Description	Service Manager	Control - Latest Note
<p>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.</p>	<p>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.</p>	<p>Kate Cracknell</p>	<p>January 2023: On identification of a new unregistered education setting (UES), the UES protocol is enacted which ensures the partner with the most agency is able to take all actions possible within the current framework (12 UES protocols enacted in 2022). Any illegal school or unregistered schools (as opposed to UESs which are different and have a different landscape in terms of partners' leg</p>
<p>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.</p>	<p>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.</p>	<p>Kate Cracknell</p>	<p>January 2023: This risk continues to be very high - we have around 1000 known CYP in UESs in the Orthodox Jewish community (figures correct as of December 2022). The risks around this situation are shared at UES strategic group meetings, as well as to our Scrutiny Commission annually (report delivered on 16/1/23). CHSCP continues to work with partners to provide a safeguarding offer to UESs but there is no uptake to date.</p>
<p>LT 1617 Risk 03: Ongoing dialogue between HE, DfE and Ofsted around necessary legislation to ensure safeguarding duties can be effectively carried out.</p>	<p>Currently, the roles and responsibilities of LAs, DfE and Ofsted are not clearly defined with regard to safeguarding duties.</p>	<p>Kate Cracknell</p>	<p>January 2023: This continues, Ofsted sit on our UES protocol meeting (when we identify a new UES) and CHSCP continue to lobby government around this issue. Jacquie Burke has also written to the secretary of state following the shelving of the Schools Bill in December 2022, which has meant we have now no possibility for progress in this area based on current government plans.</p>
<p>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.</p>	<p>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.</p>	<p>Kate Cracknell</p>	<p>January 2023: Hackney Education has a dedicated officer in this area of work, and much of their work is relational - it is through this work we are able to identify most of our now known UESs. However without clearly defined statutory responsibilities progress cannot be guaranteed towards establishing the safety of children in Hackney attending UESs</p>

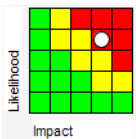
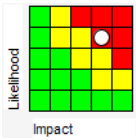
CHILDREN & EDUCATION DIRECTORATE RISKS

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
LT SCH 1112 0008 C&E Effectiveness of provision in nursery and primary schools or settings declines, stagnates or fails and goes into special measures	The overall effectiveness of schools or settings defined by: a. Inspection Outcomes - proportion of pupils attending good or better schools reduces, leading HE to engage with Ofsted to challenge schools under the Good to great policy. b. Pupil Outcomes - Performance gaps for disadvantaged, SEND and other focus groups are not narrowed. c. Pupil outcomes fail to improve - the quality of provision in schools or settings fails to improve, leading to plateau and coasting year to year at borough level. d. Ofsted judgement of requiring improvement or inadequate, or where the school meets the DfE coasting criteria.		January 2023: Risk Review Group notes that Ofsted inspection grades for primary and nursery schools in Hackney in January 2023 are as follows: <ul style="list-style-type: none"> Outstanding – 22 schools (37.3%) Good – 34 schools (57.6%) Requires improvement – 3 schools (5.1%) Inadequate – 0 schools (0%)
LT SCH 1112 0009 C&E Effectiveness of provision in secondary schools or settings declines, stagnates or fails and goes into special measures			January 2023: Risk Review Group notes that Ofsted inspection grades for secondary schools in Hackney in October 2022 are as follows: <ul style="list-style-type: none"> Outstanding – 3 schools (18.8%) Good – 12 schools (75.0%) Requires Improvement – 1 schools (6.3%) Inadequate – 0 school (0.0%)
LT SCH 1415 0001 C&E Effectiveness of provision in special schools or settings declines, stagnates or fails and goes into special measures			January 2023: Risk Review Group notes that Ofsted inspection grades for special schools in Hackney in October 2022 are as follows: <ul style="list-style-type: none"> Outstanding – 2 schools (66.7%) Good – 1 school (33.3%) Requires Improvement – 0 school (0.0%) Inadequate – 0 schools (0.0%)
LT SCH 1415 0002 C&E Effectiveness of provision in Pupil Referral Unit declines, stagnates or fails and goes into special measures			January 2023: 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.

Control Title	Control Description	Service Manager	Control - Latest Note
LT 1112 Risk 17 High quality traded offer that is fit for purpose and meets school needs	Quality of provision (particularly teaching, learning & assessment) and leadership and management (with a particular focus on sustained capacity for improvement) will be key aspects of the support provided. Increasing the levels of buy in from schools in Hackney and out-borough will increase the capacity for a viable school improvement service.	Laleh Laverick – Primary Anton Francic – Secondary	January 2023: No change. Currently, maintained primary schools participate and have a 'buy-in' in terms of participation in Hackney school improvement work and share the vision of raising achievements, reducing exclusions and supporting Hackney priorities. Traded work with Redbridge and Southend schools have continued this year. Redbridge hopes to strengthen the partnership through CPD and research collaboration. We also work closely with our new Teaching School Hub in Tower Hamlets.

CHILDREN & EDUCATION DIRECTORATE RISKS

LT 1112 Risk 02 Supported Schools approach continually reviewed	Good to Great Policy is enacted to identify and support schools who are at risk of failing to provide a good quality of education.	Jason Marantz	January 2022: No change. Currently there are 13 schools receiving additional support. 11 primaries and 2 secondaries. 2 are intensive, 1 is enhanced and currently 7 are receiving focussed support with three receiving modified focussed support (Team around the school).
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.	Jason Marantz	January 2022: No change. Pupil outcomes remain a key focus for the SIP programme with specific questions remaining sighted on these areas. Primary raising achievement programme is running with one initiative starting in the autumn and three in the spring/summer. 2022 programme data shows impact. 2022 KS1 and 2 statutory data is being reviewed to ensure the appropriate groups receive the correct focus and support.
LT 1112 Risk 15 Increased CPD and capacity	Seek to increase levels of professional development and capacity in schools.	Jason Marantz	January 2022: Risk lowered. The CPD programme has been focussed to ensure more sessions for teacher and middle leaders. Numbers show good and increasing take up of these sessions. Pobble writing moderation has been extended to two sessions for primary. Full suite of secondary subject networks are running. SIP programme continues to focus on CPD. Control is still needed to mitigate risk; improved take up of offer. A cycle of 12 months required to evidence impact

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.		January 2023: The Risk Review Group noted the continued increase in surplus primary places. This risk needs to be continually reviewed, however no change to current rating and impact.
LT EDU 2021 0012 Projected surplus school places (Secondary)	Surplus secondary school places result in financial pressure on schools and threatens their long-term viability.		January 2023: The Risk Review Group notes the impact of surplus places on secondary schools. This risk needs to be continually reviewed, however no change to current rating and impact.

Control Title	Control Description	Service Manager	Control - Latest Note
LT 1112 Risk 23 Regular review & oversight of	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.	Nick Wilson	January 2023: GLA projection has been reviewed.

CHILDREN & EDUCATION DIRECTORATE RISKS

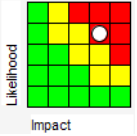
various pupil demand data	School roll projections from GLA (for primary) and internally (for secondary) provide a good indication of future demand.		
LT 1112 Risk 25 Regular monitoring of reception & secondary transfer applications	Whilst primary applications can be volatile in nature, secondary applications 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.	David Court	<p>January 2023: Demand for secondary places remains stable for the 23/24 academic year. While there are 43 fewer on-time Hackney residents applying at secondary transfer (Sept 2023 admission) compared with the previous year, the number of first preferences expressed for Hackney secondary schools has increased by 38. View stats here.</p> <p>Demand for reception places continues on a downward trend. There were 38 fewer on-time Hackney residents applying at reception (Sept 2023 admission) compared with the previous year. This represents a 1.8% drop (against a 1.3% drop in numbers across all of London) The number of first preferences expressed for Hackney primary schools has dropped by 133 compared with the previous year. View stats here.</p>
LT EDU 2122 Risk 26 Regular monitoring by School Place Planning Group & SLT	Review data and make recommendations for SLT decision regarding proposals to manage surplus places	Nick Wilson	<p>January 2023: Recommendations have been made to SLT.</p>

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
LT SCH 1314 0001 High levels of pupil exclusion	<p>An increase in suspensions and 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&A, fair access. Strategies for an effective</p>		<p>January 2023: The RRG noted that the very early data suggests a slight decrease in exclusions yet continued monitoring is required.</p> <p>Further update in Q4. Risk and controls remain unchanged.</p>

CHILDREN & EDUCATION DIRECTORATE RISKS

	approach to exclusions must draw on the expertise of partner agencies such as Young Hackney.		
Control Title	Control Description	Service Manager	Control - Latest Note
LT 1112 Risk 20 Monitoring & sharing of exclusions, attendance and related data	<p>Monitoring & sharing of exclusions, attendance and related data between schools and at Behaviour and Attendance (B&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>	Kate Cracknell	January 2023: Progress has been made towards ensuring schools are able to meet their new statutory duties around attendance (applicable in September 2023). The Exclusions Executive Group continues to monitor progress towards the Reducing Exclusions Strategic plan, a report was shared with Scrutiny around progress was shared in January 2023.
LT 1213 Risk 35 Alternative provision in place	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.	Nick Wilson	January 2023: HE only commissions places from New Regents College (NRC). NRC then commission alternative provision for individual children & young people.
LT1112 Risk 21 Use of Local Partnerships	The Behaviour Partnership provides a forum for challenge, strategic planning and consultation for all secondary schools & academies and now primary schools. Partnership working with Young Hackney is encouraged to ensure a whole family approach to behaviour management. This provides a forum for promoting inclusive whole school practice.	Helena Burke	January 2023: No change
LT1516 Risk 07 - Development & implementation of work to reduce exclusions	HE encourages engagement with schools and other partner agencies to ensure awareness and engagement with initiatives and interventions with the aim of reducing exclusions; this will be done through promoting both inclusive whole school practice and providing support for individual children.	Kate Cracknell/ Helena Burke	January 2023: CHSCP Education QA sub group will provide a more centralised plan and a better communication route for supporting schools around safeguarding issues, which include those to exclusions
LT EDU 2122 Risk 08 - Monitoring of SEND pupils to intervene early to reduce exclusion risk	<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"> • Ensure alternative provision is provided • Remind schools of Equality Act Duties, and • Settings are implementing the Graduated Approach and seeking external specialist advice when a pupil is at risk of exclusion. 	Nick Wilson / Kate Cracknell	January 2023: No change

CHILDREN & EDUCATION DIRECTORATE RISKS

Risk Title	Description of Risk	Current Risk Matrix	Risk - Latest Note
<p>LT EDU 2022 0013- Outcome of SEND Local Area Partnership Ofsted inspection shows widespread/systemic failings, leading to significant concerns about Hackney CYP with SEND.</p>	<p>The Hackney Local Area was inspected by the Care Quality Commission (CQC) and Ofsted between 27th November 2017 to 1st December 2017, the report was published on the 18th January 2018. The inspection was in the first tranche of local authority inspections of, at that time, a new inspection framework. The report highlighted strengths and areas for development. The majority of the areas for development have been resolved. Since 2017 the inspection framework has focused on the lived experience of children and young people and their families, which is a higher threshold of compliance. On the 13th June 2022 Ofsted and the Care Quality Commission consulted on a new inspection framework to reflect the changing landscape of the SEND system. It is expected that Hackney Local Area will be inspected in 2023, six years since its last inspection. To "pass" the new framework the local area must demonstrate that the last inspection findings have been discharged and the new framework focusing on impact on C&YP and families has been met.</p>		<p>January 2023: The RRG noted that as a SEND inspection is imminent, controls need to be made on time. Possible need for additional control monitoring progress against the action plan in the context of the imminent inspection.</p> <p>Management of risk to be reviewed in Q4.</p>
Control Title	Control Description	Service Manager	Control - Latest Note
<p>LT EDU 2122 Risk 09 - Plan to achieve a "Good" inspection grade in 2023.</p>	<p>Create a subgroup of the SEND Local Area to lead and monitor the actions in the 3 year plan.</p>	<p>Joe Wilson</p>	<p>January 2023: In progress following Partnership Board and Scrutiny approval.</p>