

Detailed Risk Report (incl Control Measure Target Date)

Risk Ref	Risks	Triggers	Consequences	Existing Control Measures	Current Risk			Target Risk			Responsibility	CPT
					L	I	Total	L	I	Total		
CSD0016	Death or serious harm to a child that was or should have been in receipt of services, either from the council or a partner agency. There is an on-going need to ensure that services to all vulnerable children and young people have a focus on safeguarding and prevention of harm.	Our most recent Ofsted report (June 2019) rates Children's Social Care and Early Help service's as "Good". However, there will be a need to regularly review and scrutinise the quality of services for vulnerable young people. This scrutiny and challenge will need to have a focus on; <ul style="list-style-type: none"> • Overall management oversight and quality of supervision. • Compliance with core statutory and local requirements. • Adherence to key safeguarding thresholds. • Regular assessments of cases, and emerging /changing risks. • Strong planning for children, with regular reviews to avoid drift and delay. • Maintaining strong quality assurance and auditing mechanisms. 	<ul style="list-style-type: none"> • Harm to individual Children and young people being left in situations of risk and or unassisted harm. • Poorer than expected outcomes for a child. • Poor audit/review findings • Reputational damage to the council. • Poor Staff development and competence. • Poor Quality assurance and Performance Management • Loss of experienced professional staff. • Potential for legal proceedings against the council leading to financial loss 	<p>Monthly meeting of the Continuous Improvement Board, chaired by the DCS, and involving the Lead member.</p> <p>The Tower Hamlets Children's Safeguarding Partnership, delivering the statutory multi-agency oversight of safeguarding.</p> <p>The Tower Hamlets Safeguarding Children's Partnership is jointly led by the Council, Police and CCG, and benefits from the support and challenge of an Independent Scrutineer. The Partnership provides routine oversight of multi-agency data and quality assurance findings.</p> <p>Monthly service level performance meetings held by the Divisional Director.</p> <p>Underpinned by monthly Performance Surgeries held by each Head of Service.</p> <p>Practice Week which is held twice a year (May and November) which involves all Corporate Directors and members.</p>	5	5	25	4	4	16	James Thomas	People Are Aspirational, Independent And Have Equal Access To Opportunities.
				<p>Increased level of Quality Auditing.</p> <p>From May 2021 the quality assurance programme will move to monthly quality audits and be positioned as a core activity for all managers to ensure consistent and improving standards of casework across Children's Social Care. All audits are moderated.</p> <p>Susannah Beasley-Murray</p> <p><u>Required Control Measure</u></p> <p><u>Target Date:</u> 31/03/2023</p> <p>External peer scrutiny of our safeguarding practice.</p> <p>Three current initiatives: (1) Peer contribution to the Continuous Improvement Board; (2) East London Quality Assurance Peer Review - external moderation of our case auditing; (3) Full LGA Peer Challenge end of March 2022 focused upon our front door, assessment, Child in Need and Child Protection work.</p> <p>James Thomas</p> <p><u>Required Control Measure</u></p> <p><u>Target Date:</u> 31/03/2023</p> <p>Inspection by the regulator, Ofsted</p> <p>Tower Hamlets is due a Focused Visit as part of the ILACS inspection framework expected by summer 2022, which will</p>								

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CSD0024	Written Statement of Action required	Local area joint SEND inspection has identified poor quality and oversight of EHC plans including the annual review and failure to meet the 20-week statutory requirement for EHCP completion. Annual reviews not completed within statutory timelines. Insufficient capacity within SEN Caseworkers Insufficient funding to meet increasing demand for EHCP Negative feedback from parents/carers and children and young people	Local area joint SEND inspection has confirmed a Written Statement of Action is required with 4 areas of significant weaknesses identified. Local area required to respond to identified areas for improvement through a formal Written Statement of Action (WSoA) to the Department for Education (DfE) Local area unable to meet the needs of children and young people with SEND Increased pressure on the DSG Statutory deadlines not met and poor response	Recovery plans Recovery plan in place to address known weakness: EHCP and timeliness and quality Annual reviews DSG recovery plan in place Send Improvement Action Plan and the Witten Statement of Action with oversight from SEND Improvement Board DSG Recovery plan in place Weekly monitoring of EHCP timeliness and quality includes Educational Psychology and therapy advices Capacity of the SEN Caseworkers increased to address increased demand and process out of date EHCPs and Annual Reviews.	5	4	20	4	3	12	Steve Nyakatawa	

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		Lack of data for local area to have shared understanding of outcomes for children and young people with SEND Growth bid submitted and accepted to increase capacity in the SEN Team.	times to communications from parents/carers Lack of confidence and trust in SEND provision in the local area No oversight of overall performance for children and young people with SEND across Education, Health and Care									
CSDLA0001	Special Educational Needs (SEN) Budgets over-spend including transport costs. There remains a significant deficit in the High Needs Funding block subject to a Management Plan monitored by the DFE – which will be updated for October 2021.	Local population growth along with the numbers of children with very complex needs. Significant influx of children with complex needs move into the borough from abroad. New legal framework extends Council duties to children 0-25. Not enough special school places locally. The quality of data held on the system produces inconsistent data reports and a lack of clarity in terms of the real picture for SEN.	Pressure on service resources and budgets Over stretched staff can't complete statutory duties in a timely fashion. Parents take out tribunals against the Council who award them expensive placements Data does not accurately reflect the correct numbers and the finance module is ineffective in tracking spending.	Monthly monitoring of budgets in place. Monthly monitoring of budgets in place. New budget codes set up to separate different elements of funding and improve tracking of spending. New requests of assessment tracked. SEN Grant funds ceased in 2017 and so the current additions to capacity within the service are being sourced by the Children's Finance Team – who are also working on the DSG Recovery plan above. New IT system to be procured though implementation has been delayed. Present IT system modified to accommodate new reporting requirements. New budget codes set up to separate different elements of funding and improve tracking of spending. New requests for EHCP assessment tracked. all new requests for EHCP assessments are now tracked. Improved SEN IT system in place and compliant with all aspects of new legal framework	5	4	20	4	4	16	John O'Shea	A Dynamic Outcomes-Based Council Using Digital Innovation And Partnership Working To

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				<p>Improved dedicated SEN IT system in place and compliant with all aspects of new legal framework</p> <p>Training</p> <p>Service Staff have undergone recent training (May 2021).</p> <p>Funding</p> <p>The use of the Government capital funding for SEND has meant that 3 special schools have been expanded to meet current capacity and additional resource bases have been set up in 2 primary schools. A further £2.8million pounds of funding has been received and working with the Schools Sufficiency team and schools we will continue to expand resource provision in local schools.</p>								
CSD0025	Poor pupil placement planning.	<p>Surplus places above expected limits -schools not full to capacity</p> <p>Lack planning and future projection of school places based on birth rate and demographic data</p>	<p>Schools with deficit budgets as per pupil funding declines or</p> <p>Schools full to capacity and no places for additional pupils in the Borough</p> <p>Transport costs increase if pupils go out of Borough</p> <p>Borough does not meet its statutory duties</p>	<p>Planning and Oversight SEND School Sufficiency Plan 2021 – 2023</p> <p>Primary Review School Organisation Changes Plan</p> <p>Sustaining Church of England Provision in Tower Hamlets</p> <p>Oversight from Capital Programme Board</p>	3	5	15	1	5	5	Steve Nyakatawa	<p>People Are Aspirational, Independent And Have Equal Access To Opportunities.</p>

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CDCYJ000 1	Incidents of serious violence where children/young people are simultaneously open to YJS and CSC (current CIN, CP, CLA, or Care Leavers) have perpetrated harm or been victims of harm. Incidents of serious violence where children/young people are simultaneously open to YJS and CSC (current CIN, CP, CLA, or Care Leavers) have perpetrated harm or been victims of harm. Since the last update on this Risk Register (which ran until 31/01/2020), there have been 2020-2021 – 10 serious youth violence incidents notified to QA – 6 known to YJ at the time; 2021-2022 – 16 serious youth violence incidents notified to QA - one of these escalated to DfE – 4 known to YJ at time and 1 prior 2022-2023 (to date) – 5 serious youth violence notified to QA – 4 known to YJ	Tensions between groups of children continue to be a concern within LBTH. The children involved at times may consider themselves to be aligned to a particular group but this is transitory. There is a far greater concern around co-offending groups within LBTH than gangs. Children move between co-offending groups rather than belonging to an identified gang. There has been an increase in children being arrested for possession with intent to supply (PWITS) class A drugs which have in some cases been linked to violence. The children coming to light for incidences of violence are appropriately responded to through the embedded safeguarding processes. There is now a risk and harm assessment for children open to children's social care which allows an improved understanding of the risk and harm pertained to children to allow for targeted, bespoke support for each child. Additional support is provided through the support workers within the exploitation service to	Risk of serious harm or death to the young people concerned. Risk of harm to community members who may inadvertently become caught up in the incident. Reputational risk to Local Authority and poor media coverage. LBTH still ranks in the top 30 YOT's across the country for youth violence in London .	Better co-ordination of intelligence through the appointment of a data analyst A Data Manager has been appointed in the YJS in 2018. An Exploitation Team was set up in Children's Social Care in 2018. A Data Analyst was appointed in the Exploitation Team in January 2020. Partnership working between YJS, Exploitation, Police, MAPPA and through the monthly multi-agency MARP meetings will monitor and control this risk.	3	4	12	Targetted or/and specialist intervention Targetted or/and specialist intervention with young people and their families from a range of services within the Community Safety partnership. Monitoring of intelligence through the monthly gangs unit meetings (with the expectation that YJS representative is invited if a case open to YJS is up for discussion) and daily police intelligence meetings in the Youth Justice Service. Regular reviews to assist risk management using the monthly MARP Panel. Serious Youth Violence Strategy and steering group currently in process - lead is Rachel Ringham, Exploitation Team. Continue the development of the locations work to make community spaces and places safer for children. Ensure that appropriate representatives are in attendance a MACE to ensure the child's network is represented. Development of the adolescent offer across the division is currently underway to ensure an effective framework to manage harm and risk outside of the home. Start to develop a plan for more intensive support at a lower level to try to prevent the escalation of risk and harm that is evidentially clear from the research done Susannah Beasley-Murray <u>Required Control Measure</u> Target Date: 30/09/2022	3	3	9	Susannah Beasley-Murray	People Are Aspirational, Independent And Have Equal Access To Opportunities.		

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		provide intensive, relational based work with children who have been harmed through violence. There are also a number of third sector organisations across Tower Hamlets who provide additional support.							
CSDSC0003	Quality of practice could be impacted negatively by an increased staff churn as a result of high caseloads, poor service offer and ineffective management. currently case-loads remain at an acceptable level, although with the increased demand they are currently higher than previously. These are reviewed regularly by the DD and CD.	The combined impact of Covid, austerity and Brexit.	Inability to meet statutory responsibilities to expected standards. Poor decision-making for children and ineffective impact of professional practice on children's outcomes. Increase in escalations by QA staff as well as partners. Increase in staff leaving, exit interview and other feedback indicating ineffective practice system; SW health Checks; complaints; JR/legal challenges.	Monitoring Staff recruitment and retention data is reviewed monthly at the divisional improvement board.	3 3 9	Recruitment and Retention On going recruitment campaign, online and within the media. We ensure high levels of retention through maintain low caseload and staff support. Sam Nair <u>Required Control Measure</u> Target Date: 31/03/2022	2 3 6	Sam Nair	A Dynamic Outcomes-Based Council Using Digital Innovation And Partnership Working To
CSD0026	Failure to provide sufficient childcare.	Insufficient places to support the provision of the free early education entitlements (FEEE) due to closure of PVI settings because of falling demand or other financial challenges for settings during and post-pandemic. Historically, a low take up has been attributed to Cultural factors of the large BAME population	Eligible parents may not be able to access a FEEE place (or a place near enough to their home). This would be especially true for Early Learning for 2-year olds and/ or 30 Hours Childcare. Could lead to LBTH failing in statutory duties; "Local authorities are required to ensure sufficient childcare." Community perception of increased Covid risk to BAME may see providers reduce funded places in	Funding, planning and publicity So far funding of FEEE has remained at "normal" level, however since Spring 2021, funding is to be paid based on actual numbers attending; income may not now cover expenditure for providers. Currently planning business support for providers towards recovery. Increased publicity and outreach, introduction of 'parent portal' to make application easier	2 4 8	Communication Promotion and publicity of FEEE to encourage eligible parents to take up their place. Specific work with providers to help them to promote themselves and to maximise their occupancy. Update information to dispel Covid myths. (exploring co- production with HV) Abdul Quddus <u>Required Control Measure</u> Target Date: 31/12/2021	2 3 6	Steve Nyakatawa	

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			favour of paid if business is struggling									
CSDSC0002	There is a continued risk of rising demand which places pressure on current staffing levels and resources. Since the return of schools to full time "on-site" curriculum, referral levels have gradually risen as school staff have identified concerns for young people. At present we have sufficient staff to manage this increase on demand in Children In Need cases and Child Protection cases.	A potential cumulative affect of Brexit, austerity and Covid-19.	Inability to meet demand/statutory responsibilities within budget leaving risk and poor morale. Overspend on General Fund . Increased threat of JR leading to insurance/legal costs as well as adverse media attention and poor findings from audits/ reviews. Impacts on staff retention. At present the levels of demand remain within capacity, but are regularly reviewed by both the DD and CD.		2	3	6	2	3	6	Sam Nair	People Are Aspirational, Independent And Have Equal Access To Opportunities.