

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>An established Audit process which is undertaken 5 x times each year.</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.

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CSD0024	Negative OFSTED rating for SEND.	<p>Areas of significant weakness identified as a result of a Local area SEND inspection Current performance: Failure to meet the 20-week statutory requirement for EHCP completion Quality of EHCP below expected standards</p> <p>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</p> <p>Lack of data for local area to have shared</p>	<p>Risk of a negative inspection outcome</p> <p>Local area required to respond to identified areas for improvement through a formal Written Statement of Action (WSOA) to the Department for Education (DfE)</p> <p>Local area unable to meet the needs of children and young people with SEND Increased pressure on the DSG</p> <p>Statutory deadlines not met and poor response times to communications from parents/carers</p> <p>Lack of confidence and trust in SEND provision in the local area</p> <p>No oversight of overall</p>	<p>Recovery plans</p> <p>Recovery plan in place to address known weakness:</p> <p>EHCP and timeliness and quality Annual reviews</p> <p>DSG recovery plan in place</p> <p>Send Improvement Action Plan with oversight from SEND Improvement Board</p> <p>DSG Recovery plan in place</p>	5	4	20	4	3	12	Steve Nyakatawa	

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		understanding of outcomes for children and young people with SEND	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.	<p>Local population growth along with the numbers of children with very complex needs.</p> <p>Significant influx of children with complex needs move into the borough from abroad.</p> <p>New legal framework extends Council duties to children 0-25.</p> <p>Not enough special school places locally.</p> <p>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.</p>	<p>Pressure on service resources and budgets</p> <p>Over stretched staff can't complete statutory duties in a timely fashion.</p> <p>Parents take out tribunals against the Council who award them expensive placements</p> <p>Data does not accurately reflect the correct numbers and the finance module is ineffective in tracking spending.</p>	<p>Monthly monitoring of budgets in place.</p> <p>Monthly monitoring of budgets in place.</p> <p>New budget codes set up to separate different elements of funding and improve tracking of spending.</p> <p>New requests of assessment tracked.</p> <p>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.</p> <p>New IT system to be procured though implementation has been delayed. Present IT system modified to accommodate new reporting requirements.</p> <p>New budget codes set up to separate different elements of funding and improve tracking of spending.</p> <p>New requests for EHCP assessment tracked.</p> <p>all new requests for EHCP assessments are now tracked.</p> <p>Improved SEN IT system in place and compliant with all aspects of new legal framework</p> <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>	5	4	20	Children's Digital Steering Board	4	4	16	John O'Shea	A Dynamic Outcomes-Based Council Using Digital Innovation And Partnership Working To

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				<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>								
CDCYJ0001	<p>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 3 Serious Incident Alert notifications concerning young people open/previously known to YJS who had either been the victims of serious violence or perpetrated harm (01/02/2020 to 17/08/2020).</p>	<p>Tensions between different groups of young people who consider themselves to be aligned to a particular area or peer network. Revenge attacks by friends or family of young people who have been targeted for violence or humiliation (eg. via social media). In recent months (July 2021) there has been a rise in such incidents. All have been dealt with appropriately and have been responded to through use of safeguarding processes and involved all appropriate agencies. Increased use of knives and other weapons Increased tensions during lockdown (COVID-19) if bored/NEET/ASB and coming to attention of police more.</p>	<p>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 .</p>	<p>Better co-ordination of intelligence through the appointment of a data analyst</p> <p>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.</p>	3	4	12	3	3	9	Richard Baldwin	<p>People Are Aspirational, Independent And Have Equal Access To Opportunities.</p>

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CSD0025	Poor pupil placement planning.	Surplus places above expected limits -schools not full to capacity Lack planning and future projection of school places based on birth rate and demographic data	Schools with deficit budgets as per pupil funding declines or Schools full to capacity and no places for additional pupils in the Borough Transport costs increase if pupils go out of Borough	Planning and Oversight SEND School Sufficiency Plan 2021 – 2023 Primary Review School Organisation Changes Plan Sustaining Church of England Provision in Tower Hamlets Oversight from Capital Programme Board	2	5	10	Data analysis More precise data on demographics considering the impact of the pandemic and Brexit Families moving out of the Borough/London as a result of Brexit and/or more flexible working arrangements – working from home Terry Bryan <u>Required Control Measure</u> Target Date: 31/12/2021	1	5	5	Steve Nyakatawa	
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. Richard Baldwin <u>Required Control Measure</u> Target Date: 31/03/2022	2	3	6	Richard Baldwin	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	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."	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)	2	3	6	Steve Nyakatawa	

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		large BAME population	Community perception of increased Covid risk to BAME may see providers reduce funded places in favour of paid if business is struggling						<i>Abdul Quddus</i> <u>Required Control Measure</u> <i>Target Date:</i> <i>31/12/2021</i>						
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	Demand Management and Monitoring DLT will review demand regularly and demand will be managed through supervision. <i>Richard Baldwin</i> <u>Required Control Measure</u> <i>Target Date:</i> <i>31/03/2022</i>	2	3	6	Richard Baldwin	People Are Aspirational, Independent And Have Equal Access To Opportunities.		