

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> <p>Bi-monthly and bi-annual plans in place.</p>	5	5	25	4	4	16	James Thomas	People Are Aspirational, Independent And Have Equal Access To Opportunities.

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								Annual Conversation with Ofsted indicated our next inspection will be the full ILACS, expected later in 2023. James Thomas <u>Required Control Measure</u> Target Date: 31/10/2023 Tower Hamlets Safeguarding Children's Partnership and increased quality assurance. The THSCP is delivering for 23/24 an increased level of quality assurance, including multi-agency case audits and Safeguarding Child Practice Reviews. On track James Thomas <u>Required Control Measure</u> Target Date: 31/03/2024							
CSD0024	Quality of provision for children with SEND in LBTH local area	The last local area SEND inspection identified significant failings, particularly in respect of oversight of EHC plans. The local area is subject to monitoring from the DfE on our Written Statement of Action - should the DfE determine that there is insufficient progress on the WSoA, this could trigger a full Ofsted Local Area SEND inspection. An Inspection of Local Authority Children's Services is anticipated in the autumn of 2023 which will also include scrutiny of this area.	Local area is unable to meet the needs of children and young people with SEND Increased pressure on the DSG Statutory deadlines not met and poor response times to communications from parents/carers Lack of confidence and trust in SEND provision in the local area		5	4	20	Action owners - John O'Shea, Lewis Teasdale, Emma Shelton Increase the number of SEN Caseworkers. Implement EHCP and Annual review workflow tracking through Synergy. Implement quality Assurance process for EHCPs and annual reviews and associated workforce training and development. Signpost available support to parents/cares prior to requesting an EHCP needs assessment. Increase capacity of Educationla Psychology Service by 4 EPs John O'Shea <u>Required Control Measure</u> Target Date: 31/08/2024 Recovery plans	4	3	12	Lisa Fraser			

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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	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	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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		terms of the real picture for SEN.		<p>requirements. New budget codes set up to separate different elements of funding and improve tracking of spending.</p> <p>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 Improved dedicated SEN IT system in place and compliant with all aspects of new legal framework Training Service Staff have undergone recent training (May 2021). Funding 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>				John O'Shea					
								<u>Required Control Measure</u> Target Date: 31/12/2021					
CSD0025	Poor pupil placement planning	Surplus places above expected limits - schools not full to capacity Lack of 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 Borough does not meet its statutory duties	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	3	5	15	Data analysis More precise data on demographics considering the impact of the pandemic, declining birth rates, Brexit and pan-London migration patterns Families moving out of the Borough/London as a result of Brexit and/or more flexible working arrangements Anlysis for be refined to include	1	5	5	Lisa Fraser	People Are Aspirational, Independent And Have Equal Access To Opportunities.

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						different localities across the Borough. Terry Bryan <u>Required Control Measure</u> <u>Target Date:</u> <u>28/11/2024</u>			
CDCYJ0001	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. April 1st 2022 to date there have been 22 violent related incidences pertaining to 20 young people. Of the 20 young people 6 were open to Youth Justice Service (YJS) at the time of the incident. The 6 open to YJS at the time of the incident 4 were known to Children's Social Care	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.	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.	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. The Exploitation Service have 5 intensive support workers who provide specialist intervention for children being harmed through exploitation and violence. From April 2022 to date we have supported over 80 children directly with intensive support. The service also provides additional support to professionals working with children being harmed outside the home. In Q3 of 2022-2023 the service attended 44 strategy meetings to provide support and intelligence, undertook 34 consultations with professionals	3 3 9	Susannah Beasley-Murray	People Are Aspirational, Independent And Have Equal Access To Opportunities.

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									and trained 54 professionals in harm outside the home. 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: 30/09/2023						
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 caseloads remain on average at an acceptable level. However, in line with the national picture there has been an increase in staff turnover and vacancies which can affect caseloads in areas such as Assessment and Intervention. Caseloads are reviewed on a monthly basis by the Director of Supporting Families and the	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 We are updating our recruitment and retention policy in order to ensure that we are able to recruit social workers and retain them. Although we have a history over the last three years of a stable workforce and good recruitment traction (in sharp contrast of our neighbouring authorities). However, post covid and with the cost of living issues the trend is changing. There has been an increase of staff leaving permanent positions to earn higher salaries as agency workers. We are updating our recruitment and retention policy in order to ensure that we are able to recruit social workers and	3	3	9	Susannah Beasley-Murray	A Dynamic Outcomes-Based Council Using Digital Innovation And Partnership Working To		

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	Corporate Director.					retain them. We are also working Pan London with the other Local Authorities to take forward initiative to improve recruitment and retention. Some of the initiatives being considered – eg apprenticeships targeting the local communities will have initial funding implications Susannah Beasley-Murray <u>Required Control Measure</u> Target Date: 31/03/2024			
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 is especially true for Early Learning for 2-year olds and/ or 30 Hours Childcare. This 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 favour of paid if business is struggling.	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: 31/12/2023	2 3 6	Lisa Fraser	
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	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	Demand Management and Monitoring SLT monitors demand via the Childrens Services Improvement Board and via supervision.	2 3 6	Demand Management and Monitoring Currently a review into demand taking place in the Through Care and Children in Care Service Susannah Beasley-Murray <u>Required Control Measure</u> Target Date: 30/09/2023	2 3 6	Susannah Beasley-Murray	People Are Aspirational, Independent And Have Equal Access To Opportunities.

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	<p>have sufficient staff to manage this increase on demand in Children In Need cases and Child Protection cases.</p> <p>The level of demand to the Front Door has slightly decreased in the last six months.</p> <p>Therefore we currently have sufficient staff to manage this risk of demand in child in need and child protection cases. We continue to monitor the support required by returning care leavers up to the age of 25 years. The risk could be that the service could be overwhelmed and therefore impact on the service provided</p>		<p>retention. At present the levels of demand remain within capacity, but are regularly reviewed by both the DD and CD.</p>									