

The purpose of this report is to provide an update concerning the implementation of mitigation measures for those areas of risk which have been assessed as high within the Directorate Risk Register.

Education, Inclusion & Provision Department

Assessment of current risk(s)				
Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Score (I x L)
3	Failure to demonstrate increased participation in education and training in line with the Local Authority's statutory duty regarding Raising the Participation Age (RPA) requirements may lead to an increase in children and young people not in education, employment and training (NEET).	4	3	12
4	Failure to identify and quality assure the provision for young people who are attending Alternative Provision (AP) leading to them becoming at risk of harm, Child Sexual Exploitation, and failure to achieve their full potential.	4	3	12
5	Failure to continue to see a reduction in teenage conceptions.	4	3	12
7	Failure to ensure compliance with inspection and regulatory frameworks from a policy and performance management perspective, and submission of statutory and regulatory returns for Children's Social Care Services, SEND, and Local Authority School Improvement.	4	3	12
8	Failure to effectively deliver Joint commissioned provision across Halton Local Authority and Cheshire West and Chester Local Authority through the shared service.	4	3	12
9	Failure to provide sufficient resources to ensure required levels of support for schools and settings as a result of changes to the Ofsted inspection framework and central government policy .	4	3	12
10	Failure to have Link Officers for all schools may increase risk of schools going into categories of concern.	4	3	12
11	Failure to ensure the SEND reforms are implemented across the authority may result in failure to meet Ofsted requirements and the LAs statutory duties	4	3	12
12	Failure to increase the number of children achieving a good level of development.	4	4	16
13	Failure of our maintained schools to manage the Special Educational Needs and Disabilities of our Children and Young people resulting in placement in high cost Out of Borough placements.	4	3	12

Implementation of High Risk Mitigation Measures (People Directorate – CYP Priority) – Quarter 2 to 30th September 2016

14	Rising numbers of children and young people becoming excluded from our schools.	4	3	12
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Assessment of residual risk(s)

Item	Risk Control measure(s)	Lead Officer	review frequency	Impact (Severity)	Likelihood (Probability)	Score (I x L)
3	The Raising the Participation Age Strategy is implemented and includes in-house data tracking, case working and multi-agency referral groups to reduce those not engaged in education and training, and those whose destination is not known.	Martin West	Quarterly	4	2	8
4	Alternative Provision Strategy implemented. The Alternative Provision Group reviews cohorts, identifies those not meeting expectations (rates of progress & attendance) and agrees interventions. The Group also monitors any Children in Care in Alternative Provision as a priority, thereby ensuring those children are safeguarded appropriately. The process flags poor performing providers, and any concerns will be addressed. A database is held centrally in the LA detailing all young people attending alternative provision and a directory of Quality Assured Alternative Providers has been produced for schools.	Martin West	Quarterly	3	3	9
5	Ensure any new or existing services are delivered and made available in locations where young people want them, and at an appropriate time.	Ann McIntyre/Lorraine Crane	Quarterly	3	3	9
7	Ensure that policy and performance management systems and Directorate Business Planning frameworks are in place for Halton Borough Council, Halton Children's Trust, and Halton Safeguarding Board and that managers and key partners are supported with regard to inspection preparation.	Ann McIntyre	12 months	2	2	4
8	Undertake equality impact assessments and full consultation on all commissioned services and ensure that any identified areas will be addressed within the developments of any new framework for delivery of commissioned services.	Ann McIntyre/Lorraine Crane	12 months	3	2	6

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9	<p>Further develop models for school improvement through sector led improvement and system leadership including collaboration with Teaching Schools and Multi Academy Trusts (MAT's) and jointly applying for and accessing wider funding such as school to school support bids.</p> <p>Build capacity for support within settings and schools by developing a strategic partnership board to secure high quality educational provision for Halton's children and young people.</p> <p>Develop a unified vision for Early Years across multi agency working, providers and the wider community, so that support is provided at the earliest opportunity to improve practice and provision.</p>	Jill Farrell	Termly	3	2	6
10	<p>Continually monitor pupils attainment and achievement and apply appropriate interventions if required and ensure link officers are assigned to each school including academies and free schools</p> <p>Categorise schools and settings to inform range of provision required and share with school/setting leaders, governors and committees.</p> <p>Increase capacity of link officer role to schools, through the recruitment of Associate School Improvement Advisors (ASIA's)</p> <p>Develop systematic use of data systems to inform at an early stage of any downward trends/patterns in performance, so that interventions can be targeted and implemented effectively, at both an LA level and individual school/setting level.</p>	Jill Farrell	March 2017	3	2	6
11	<p>SEND Local Offer Officer appointment made, SEND Strategic Task and Finish Group now in place. Divisional Manager Inclusion & SEN 0-25 to continue to monitor progress.</p>	Anita Parkinson	August 2016	3	2	6
12	<p>Regularly monitor pupil tracking data and target specific school support where required. Following an independent review of early year's provision and support/challenge partners, develop an early year's action plan and multi-agency group to prioritise EY initiatives leading to improved quality of provision and outcomes for children.</p>	Jill Farrell	Termly	3	3	9

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13	Failure of our maintained schools to manage the Special Educational Needs and Disabilities of our Children and Young people resulting in placement in high cost Out of Borough placements. Nurture Groups being encouraged in all schools and Bids in place for Regional Special Schools.	Anita Parkinson	Termly	4	3	12
14	Rising numbers of children and young people becoming excluded from our schools. Meetings to be held with Head Teachers on how we can help to reduce exclusions.	Anita Parkinson	Termly	4	3	12

Progress update

- 4.** A report will be submitted to secondary Head teachers in Spring 2017 to summarise and review Alternative Provision reports and to identify any developments required in the current reporting mechanism going forward.
- 5.** Services that are delivered under the umbrella of Halton’s Integrated Youth Support Strategy are commissioned to deliver services in a range of venues across Halton, including outreach work on the streets. The outreach services operates in the evening, at weekends and during school holidays. Delivering during these times enable young people to have easier access to provision to meet their needs.
- 9 & 10.** Some of the risks to schools and settings have been mitigated due to increasing capacity gained through the commissioning of Associate School Improvement Advisors (ASIA’s) and their deployment to support schools. Key priorities are shared with the wider system leadership group and training offers are provided through the Learn and Lead group and wider Teaching School Alliance. Schools of concern are targeted for further support and bids have been submitted for DFE “School to School” support bids. Whilst this is providing capacity and a One Halton Strategic group has been established to develop a vision for Early Years across the borough this is in the Early stages of development. Longer term risks are faced dependent upon the publication of the Schools National Funding Formula and how that may or may not fund a role for school improvement services going forwards.
- 13.** The Local Authority has made schools aware of the situation through Schools Forum and Head Teachers meetings. All Schools are being encouraged to take up our offer of support to add Nurture Bases to their schools. We are also part of two Regional Bids for Special Free schools that will offer places for children as an alternative to independent Education.

Children and Families Services Department

Assessment of current risk(s)				
Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Score (I x L)
1	Failure to ensure the continued development of Carefirst6 which supports and enhances the effectiveness of frontline practice in response to changing legislative and performance requirements, and ensures readiness for inspection.	4	4	16
3	Failure to improve education and employment opportunities for Care Leavers	4	3	12
4	Failure to ensure all Children’s Centres are prepared for inspection by Ofsted and are able to demonstrate that reach data is used effectively to target vulnerable families, and that every Children’s Centre is graded as Good or better	4	3	12
5	Failure to ensure continued recruitment in sufficient numbers of social workers and front line managers to meet statutory duties and requirements	4	4	16
6	Continued increase in number of Children in Care	4	4	16

Assessment of residual risk(s)						
Item	Risk Control measure(s)	Lead Officer	review frequency	Impact (Severity)	Likelihood (Probability)	Score (I x L)
1	User group feeds in to front line management and practitioners involved in Carefirst6 Strategy	Zoe Fearon	Quarterly	3	3	9
3	A revised Council Care Leavers Employment Policy allows for priority to be given to Care Leavers for Council vacancies. The number of care leavers in traineeships has reduced and the options for accommodation for care leavers have become more challenging due to some individual complexity and the impact of benefit changes. More young people are accessing training opportunities. This may be further affected	Christine Taylor	6 monthly	3	2	6

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	by the current financial limits in the Council and the economy reducing the number of opportunities and is kept under review.					
4	Children’s Centres are managed in groups of two centres with one Advisory Board overseeing all 4 Runcorn centres and another overseeing the 4 Widnes centres with good engagement from all key partners. One group of centres has been inspected under the new Ofsted inspection framework and achieved Good. Reach and engagement for all centres remain high, especially with the most vulnerable groups, and centre managers, Advisory Boards and the Divisional Manager have access to good data for Performance Management purposes on a quarterly basis.	Veronica Wright	Quarterly	3	2	6
5	Continue to review and update the Recruitment and Retention policy to assist in recruiting qualified Social Workers who have sufficient experience to undertake the tasks required.	Zoe Fearon	Quarterly	3	3	9
6	Revised structure has focused on Early Intervention to prevent children requiring care. Where they do, the realigned social worker services should build capacity to deal with individuals but financial pressures associated with identifying placements for children continue to be a challenge.	Tracey Coffey	Quarterly	3	3	9

Progress update

3. Training and education opportunities are being accessed by care leavers but the number of traineeship opportunities has fallen and needs to be a focus for attention in the coming year. However, there is a new advice and guidance offer through the Virtual School, open to all 14 – 18 year olds that covers the range of post 16 options to inform their decision making and encourage participation. The Virtual School also commissions bespoke IAG through MPloy for targeted young people who are at risk of becoming NEET and where necessary, support in their transition into a more appropriate route.

4. The inspection framework for Childrens Centres remains suspended by Ofsted and no news yet if it will be replaced or revised and when any new inspection framework will be in place.