

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)
1	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).	5	4	20
2	Failure to increase the number of children achieving a good level of development.	5	3	15
3	Failure of our maintained schools to manage the Special Educational Needs and/or Disabilities (SEND) of our children and young people resulting in placement in high cost of independent placements.	5	5	25
4	Rising numbers of children and young people becoming excluded from our schools.	5	5	25
5	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.	5	4	20

Assessment of residual risk(s)						
Item	Risk Control measure(s)	Lead Officer	review frequency	Impact (Severity)	Likelihood (Probability)	Score (I x L)
1	The Raising the Participation Age (RPA) Strategy is implemented and includes in-house data tracking, case working, working with schools to support Post 16 transition, and multi-agency referral groups to reduce those not engaged in education and training, or those whose destination is not known. The team carrying out this work have been	Martin West (Haf Bell)	Quarterly	5	3	15

Implementation of High Risk Mitigation Measures (People Directorate) – Quarter 2 to 30th September 2019

	<p>operating with reduced resource due to staffing issues for a number of months. Measures are being taken to prioritise the cohort being supported by staff to try and reduce the impact on some of the cohort.</p> <p>Additionally a Post 16 provider in the borough closed provision in June 2019, reducing the provision choices available to young people where an FE environment is not suitable. Discussions are in place with two other providers new to the borough, anticipating there could be new provision in place from autumn 2019.</p>					
2	<p>Regular monitoring and tracking of performance in schools and Early Years settings is undertaken with risks managed by increasing challenge, support and training. The One Halton multi-agency strategic group are reviewing and refining the action plan to address need. Halton have been successful in receiving an Early Years Outcomes funding bid which will focus upon speech, language and communication development. Halton will also be part of an Early Years Professional Development fund developing workforce knowledge around Literacy and Mathematics. The Early Years LA workforce have now been restructured to form one, unified team working on shared priorities and aspirations. EY training and sharing of performance continues at strategic and operational leadership, whilst “Ready for Reception” training and GLD training is continuing and working to bring the PVI and school sector together more closely. The EY data officer is now in post and has provided valuable capacity to collate, analyse and identify key issues. A Transition working group has developed a transition protocol and will review and refine transition arrangements ensuring a continuation of learning as children move on. EY risks will be managed with the development and implementation of an EY dashboard.</p>	Jill Farrell	Termly	3	3	9
3	<p>Working with schools we are developing an Inclusion Charter the aim is finalise this work at the Autumn Inclusion Conference. In addition Peopleto have now been commissioned to lead the design and implementation phase of the SEND review with the aim of improving inclusion, improving local provision and reducing the need to place children and young people in high cost independent placements. The new Placements Team has now been established with a dedicated SEND Commissioner. Their role is to reduce the costs of placements, monitor provision and improve the quality of high cost placements.</p>	Sam Murtagh	Termly	5	3	15

Implementation of High Risk Mitigation Measures (People Directorate) – Quarter 2 to 30th September 2019

4	<p>Since becoming fully operational in November 2018 the Behaviour Support Service has worked within a ‘school-facing’ model with the main focus being to support all schools to build their own capacity to meet the needs of individual pupils who may be at risk of presenting challenging behaviour. In doing so, the service has provided strategic support and challenge to school leaders in meeting their statutory duties for managing behaviour, reducing exclusions and improving inclusive practice. The service has also developed specific project work with cohorts of children to support secondary transition of ‘at risk’ pupils. The Behaviour Support Service has had contact with the vast majority of schools in Halton; this has ranged from providing advice and guidance, short pieces of targeted work, more detailed work with a number of schools and prolonged support for two Primary schools who received adverse Ofsted outcomes. The service has also developed a full training offer for schools including, Team Teach and Mental Health First Aid to ensure that schools are compliant with new statutory requirements. A more bespoke training package based on a school’s identified needs has also been provided as required. The Behaviour Support Service is also refining exclusions data collection and analysis in order to target support for schools in reducing the number of exclusions and also building capacity to effectively manage behaviour.</p>	Sharon Williams	Termly	4	4	16
5	<p>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 Children and Young People Safeguarding Partnership and that managers and key partners are supported with regard to inspection preparation. Tightening up performance monitoring arrangements across the Directorate to identify any variation in performance and address this quickly.</p>	Ann McIntyre/ Tracey Coffey	Termly	5	3	15

Progress update

1. Both Post 16 education providers looking to delivery new provision in Halton have not been able to start. One due to the tutor leaving the organisation and the second provider held a meeting with staff to discuss the provision but has not responded to any further contact since then. A current provider has also lost a prominent member of staff and we are currently awaiting further updates. In addition changes to how Traineeships are funded has resulted in two providers stopping this provision offer. On a positive note one new training provider has set up in Halton, with delivery starting imminently.
2. Ongoing training, tracking and informing next steps for planning.

3. Schools are now signed up to the Inclusion Charter. Primary in year fair access protocol (IFAP) developed and implemented. Satellite provision at Brookfields at the Grange Academy established.
4. Lead commissioner of Pivotal training. The ACEs approach has now been adopted in 7 schools in the borough.
5. Unfortunately, there are still two vacancies not appointed to in crucial areas; Divisional Manager for Inclusion and Principal Performance and Improvement.

Children and Families Services Department

Assessment of current risk(s)				
Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Score (I x L)
1	Need to ensure a robust client recording system is in place which supports and enhances the effectiveness of frontline practice in response to changing legislative and performance requirements, and ensures readiness for inspection.	5	3	15
2	Lack of engagement from partner agencies with teams around the family will reduce the impact of early intervention.	5	3	15
3	Failure to improve education and employment opportunities for Care Leavers.	5	3	15
4	Failure to ensure continued recruitment and retention in sufficient numbers of social workers and front line managers to meet statutory duties and requirements in the face of recruitment programmes from neighbouring local authorities.	5	4	20
5	Continued increase in number of Children in Care.	5	3	15
6	Increase demand for Early Intervention and Children's Social Care. Resources struggling to meet demand. Increase in numbers with a CAF and Child Protection Plan's.	5	3	15

Implementation of High Risk Mitigation Measures (People Directorate) – Quarter 2 to 30th September 2019

Assessment of residual risk(s)						
Item	Risk Control measure(s)	Lead Officer	review frequency	Impact (Severity)	Likelihood (Probability)	Score (I x L)
1	New client recording system agreed. Preparation beginning September 2019 for implementation by March 2020.	Mil Vasic	Quarterly	3	3	9
2	Undertaken a review of Early Intervention assessments and plans with a view to implementing revised model by December 2019.	Val Armour	Quarterly	3	3	9
3	A specific multi-agency sub group, of the Children in Care Partnership Board, focusing on care leavers has been established and continues to evolve and progress.	Liz Davenport	Quarterly	3	2	6
4	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.	Tracey Coffey	Quarterly	3	3	9
5	We are refocusing staff across Early Intervention and Social Care on a Systemic approach to divert children from coming into care.	Tracey Coffey	Annually	3	3	9
6	There is a inter authority agreement with a governance and performance management structure in place.	Tracey Coffey	Quarterly	3	3	9

Progress update

1. Workshops are underway in relation to the new client system.
2. Date is slipping for implementing revised model to post April 2020 pending on budget decisions.
3. Work in this area is still evolving.
4. Established a micro site for recruitment.
6. There is a inter authority agreement with a governance and performance management structure in place.