

Children's Services Directorate risks

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest Note
	Delays responding to Subject Access Requests	There have been long-standing concerns raised by CFS about the timeliness of responses to Subject Access Requests, particularly those by care leavers, dating back many years. The statutory requirement is one month and these are managed by IMT (the Information Management Team). These delays pose both legislative and reputational risks.	Operational	Major (4)	Likely (4)	High	Jacque Burke	<p>February 2026 update: At the time of the cyber attack in October 2020, CFS understood that there were 15 outstanding care leavers SARs to be processed, with the oldest dating back to July 2019.</p> <p>The cyber attack in October 2020 meant no progress could be made on these throughout 2021. In 2022, work began in the Information Management Team (IMT) to progress these. We understand that as of early 2023 most had been completed and shared, with progress made on all.</p> <p>As at February 2026, there were 24 open SARs in relation to CFS, 3 of which belong to care leavers. This is a significant reduction compared to 41 open SARs in March 2024. Of the SARs belonging to care leavers 1 is currently overdue.</p>

Control Title	Control Description	Control category	Status	Control Owner	Latest Note
Delays responding to Subject Access Requests	Requests have been made by CFS for information about any SARs made by care leavers since early 2023, with update reports to be shared on a regular basis.	Resourcing	Ongoing	Jacque Burke Diane Benjamin	<p>February 2026 update: There have been significant improvements over time - particularly since the additional attention from the Data Protection Officer since the end of 2023.</p>

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Reduction of the use of residential placements	The main areas of pressure for Children and Family Services continue to be on looked-after children (LAC) and leaving care (LC) care arrangements costs. This is largely driven by a change in the profile of care arrangements linked to the complexity of care for children coming into the service with an increase in the number of children needing high cost bespoke packages. In addition the costs are increasing in residential care and semi-independent care arrangements due to care providers being faced with the challenges of rising inflation and the cost of living crisis. The risk relates to the increasing financial pressures this is placing on the Council.	Strategic	Major (4)	Likely (4)	High	Jacque Burke	<p>February 2026 Update: One of the main risks for the directorate is the cost of living crisis and its potential impact on future service delivery costs. It is difficult to estimate the future impact the cost of living crisis will have across services, however we are already seeing care providers seek greater inflationary uplifts to care placements than previously.</p>

Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note
------------	---------------	---------------------	------------------	--------	---------------	-------------

	Reduction of the use of residential placements	Management actions have been identified and these are factored into the forecast when delivered. These include reductions in the number of high cost placements and a Panel process to review the top 30 high cost care arrangements. Also a Foster First approach which means all children under the age of 16 are to be offered a foster placement as a first option.	Resourcing	Ongoing	Jacque Burke Diane Benjamin	<p>February 2026 Update: Hackney saw an increase in residential care arrangements starting in 2015, which added considerable budget pressures with an average annual unit cost of circa £370k.</p> <p>Recently, reductions in the number of the most high-cost packages have driven the predicted service underspend in 2025/26. However, the budget is susceptible to considerable in-year variation because it is demand-led i.e. one or two new children with particularly complex needs requiring a very high cost provision can significantly increase the projected spend within a short timeframe. Holiday periods, where relational tensions can see higher numbers of family and care arrangement breakdowns, coupled with limited availability of new arrangements, can add to budget pressures. The Group Director of Finance & Corporate Resources has recognised the growing budget pressures related to care arrangements over time: since 2020, the placement budget has received growth of circa £17.4m, which has enabled the service to deliver within budget this financial year.</p> <p>The number of Children Looked After (CLA) declined from a peak of 470 in November 2020 to March 2025. Since then, these numbers have plateaued and stand at 356 as of February 2026. These figures are now in line with statistical neighbours and below national averages.</p> <p>Seventy percent of our children in care live in foster homes and 46% of these live with in-house foster carers.</p> <p>There are 3 Hackney Villages constellations of linked foster families which promote the stability of foster care arrangements through enabling the development of supportive links between communities of six to ten 'satellite' families to form a constellation. Strong relationships with others in their constellation help individual foster families overcome problems before they escalate or lead to breakdown, which can result in a need for a residential care arrangement.</p> <p>In 2024/25, 72% of our children who had been in care for at least 2.5 years had been in their current homes for more than 2 years. For 2025/26 (year to date) 78% of our children who had been in care for at least 2.5 years had been in their current homes for more than 2 years. The proportion of children who experienced two or more moves in the year was 13% in 2024/25 and is 10% so far for 2025/26.</p> <p>In April 2025 we launched our Kinship Strategy and Kinship Local Offer, which outlines the support available to all our kinship carers, including special guardians, connected carers and private foster carers.</p> <p>In January 2026, we published our Corporate Parenting Sufficiency Strategy for 2026 - 28 which sets out how Hackney intends to meet the accommodation needs of current and future Children Looked After and Care Leavers. The core elements of Hackney's Sufficiency Strategy are:</p> <ul style="list-style-type: none"> - Develop our own children's homes; - Progress our transformation projects; - Continue the promotion of a fostering first approach and grow our internal foster carer capacity; - Strengthen our commissioning and quality assurance through introducing a new centralised Children and Education brokerage function; - Continue to invest in regional collaboration; - Develop a Corporate Parenting Commissioning Plan setting out activities to strengthen our offer. <p>We are moving closer to opening two new, small children's homes in the borough, using existing Council assets. We will commission a partner provider to help us run the new homes, which are scheduled to open at the end of 2026.</p> <p>We are currently working with IMPOWER and the Council's central transformation team on two projects focused on ensuring all looked after children are in the most appropriately matched care arrangement (and achieving value for money in these), plus increasing the recruitment, retention and utilisation of our in-house foster carers. Both projects have significant cost avoidance targets attached, but if successful, they will also help us deliver better outcomes for our children in care.</p>
--	--	---	------------	---------	--------------------------------	--

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Management of Partnership Agencies in ensuring the safety and wellbeing of children	Potential problems in the management, communication, delivery and shared objectives of different partners which could then negatively impact on a child's wellbeing as well as the Council's reputation. This relates to partners across health, the police, the voluntary sector and more widely.	Strategic	Catastrophic (5)	Likely (4)	High	Jacque Burke	<p>Joint risk between Children and Families Service and Hackney Education</p> <p>February 2026 update: The Child Safeguarding Practice Review (CSPR) regarding Child Q's experience was published in March 2022, followed by the update report titled 'Why was it me?', in June 2023. Both publications analyse the impact for Child Q, her family and staff, as well as exploring wider issues across the local child safeguarding partnership, particularly in relation to the police and schools. Each publication includes recommendations and responses by the Children and Education Directorate, as well as the wider partnership response. It was announced in February 2025 that the police officers who took part in the strip search of Child Q would appear before a 3-week gross misconduct hearing in June 2025 relating to treatment of the child.</p> <p>The misconduct hearing found that two Met officers involved in the search of Child Q committed gross misconduct and the police disciplinary panel dismissed them without notice.</p> <p>March 2026 Update: Current re-organisation of NHS health systems has the potential to reduce capacity and compromise organisational knowledge in relation to provision of children's health. Senior LBH colleagues are working closely with local NHS providers and partners to influence the new ICB operating model and secure organisational memory.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Safeguarding first approach.	Children and Education take a safeguarding first approach - with clear anti-racism values and identification training and a 'my child' mindset.	Governance	Ongoing			Jacquie Burke Diane Benjamin Jason Marantz	<p>February 2026 update: Partnership response - Following publication of the original CSPP in March 2022, the Mayor, Deputy Mayor Bramble, Cllr Fajana-Thomas, and Chief Executive wrote to the Metropolitan Police about the treatment of Child Q and the need to tackle institutional racism. The most senior officers in the Met Police have been involved in developing their actions and they say they are committed to becoming an anti-racist organisation.</p> <p>The original CSPP published in March 2022 detailed actions needed by all partner agencies in response to the incident. The Children and Education leadership team are working closely with the Group Director to develop a comprehensive plan that involves support to the family, support to our children in schools, support for staff and the wider community engagement around recovery and impetus for change. The update report, 'Why was it me?', published in June 2023 focused on implementing the review's recommendations and the range of activity generated as a consequence of Child Q's experiences. The update report - which also included the voices of children, parents, carers and community networks affected by the incident - concluded that concerns about safeguarding, racism and disproportionality extend to all statutory services. It also concluded that all bodies and organisations need to work together in a coordinated way to embed change.</p> <p>As a partnership between the Prevention and Diversion Team, Metropolitan Police Service, Mouth That Roars and young people we developed a 'know your rights' QR code and video for use with children when they are stopped and searched by police. The project aims to increase transparency in police decision-making regarding their use of stop and search powers; empower young people to seek support and/or make complaints if they have experienced stop and search negatively in Hackney; and to signpost young people to further support. ADD FIGURE FOR QR CODE SCANS FOR 2024/25</p> <p>In July 2020, the Children and Families Services committed to creating and implementing our anti-racist action plan. Our achievements so far include:</p> <ul style="list-style-type: none"> - Development and adoption of Anti-Racist Practice Standards. - Anti-Racist Supervision training has been rolled out to many managers, with further cohorts planned. - The Anti-Racist Practice (ARP) Live Learning Audit (Jan 2024) showed that 59% of practice was rated good or outstanding, demonstrating practitioners' understanding of child identity and advocacy. A further ARP Learning Conversation began in September 2025. ANY UPDATE? - Ongoing delivery of Anti-Racist Practice Programme of Reflective Learning (Action Learning Sets). - Realising Potential Programme for Black and Global Majority staff and a Systems leader programme for senior leads were delivered in 2024/25. A further Realising Potential programme is planned for early 2026. - A peer support group and a Safe Spaces offer of therapeutic support were initiated for staff experiencing racialised trauma, receiving positive feedback. The Safe Spaces offer remains ongoing. - CFS staff partnered with British Association for Counselling and Psychotherapy to create a series of anti-racist podcasts. - Implementation of diverse recruitment panels. - The Anti Racist Practice Staff Reference Group (ARP-SRG), a model of good practice, met for over a year, involving over 30 staff before its final meeting in Summer 2024. Its achievements included shaping Anti-Racist Supervision, the Safe Spaces offer, and the DRIP (Delivering Race Equality in Practice) joint action plan. - CFS participated in its first Skills for Care Social Care Workforce Racial Equality Standards (SC-WRES) in 2024/25 and recently completed the data submission for the WRES for 2025/26. The SC-WRES uses nine indicators to track data on the experiences of Black and Global Majority staff annually. Actions arising have been added to the directorate ARP Action Plan. - The Council held its first Anti-Racist Conference (2022) and an Anti-Racist Summit, 'Building Better Together' (2023). - Anti-Racism work is a core component of the Children's Service Improvement Action Plan: Priority 1 - Proud to be STAR (Systemic, Trauma Informed and Anti Racist). - A dedicated Anti-Racism service was established (Jan 2023) and has moved to the corporate centre. An Anti-Racist Practice Strategic Lead was appointed permanently (Aug 2025) within CFS.

	Service demands exceed available resources	The directorate needs to manage demand within an ongoing climate of reducing resources. If demand is not managed, this could compromise service delivery. The department's services continue to experience fluctuating demand, which can add to resource pressures. In addition, services need to be able to respond to new and emerging priorities.	Strategic	Major (4)	Possible (3)	Medium	Jacquie Burke	<p>February 2026 update: The number of Children Looked After (CLA) continued to decline over the past year, as part of a longer-term trajectory from a peak of 470 in November 2020. Since March 2025 these numbers have plateaued at 357 as of September 2025. These figures are now in line with statistical neighbours and below national averages.</p> <p>However, the changing profile of looked after children (more adolescents presenting complex behaviours and needs entering the care system and subsequently receiving support as care leavers) continues to place pressure on the care arrangement budget. This requires more specialised care arrangements and makes care arrangement stability more difficult to achieve. Children aged 16+ will have additional needs that correspond to the associated risks for their age group, including exploitation. The ongoing shortage of in-house foster carers for these older children adds to the cost pressure. Furthermore, the number of children requiring more expensive residential care arrangements has increased. In February 2026, 46% of our children looked after lived with in-house foster carers.</p> <p>The specialist Migrant Families Team (which includes families with No Recourse to Public Funds) continues to carefully manage the demand for high-cost NRPF cases. The Southwark Judgement, LASPO legal aid and unaccompanied asylum seeking children (UASC) continue to create cost pressures for 16- and 17-year-olds who are afforded looked after child status due to homelessness, remand or asylum claims. Hackney was caring for 29 UASC as at February 2026.</p> <p>Demand for statutory children's social care in Hackney has increased over the last few years. Contacts rose from 11,473 in 2020/21 to 14,681 in 2023/24, an increase of 28% over 3 years. The number of remained at a similar rate for 2024/25 when 14,649 contacts were received. Despite the increasing volumes, the conversion rate of contacts progressing to a referral has remained stable over the last few years, ranging only between 25% and 29%. We are confident in our pathways and thresholds, confirmed by our 'Good' rated Ofsted ILACS inspection in July 2024. This inspection recognised the strength of the Multi-Agency Safeguarding Hub (MASH), including the Early Help Hub which ensures that children and families are able to get the right support for them, as quickly as possible. Children in need of help and protection receive a timely response from the MASH.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Clearly defined protocols for referral to services.	Written protocol for referral to services agreed with all partner agencies. Reviews to further strengthen multi-agency decision-making and effective hand-off to early help services	Communication	Ongoing	Jacquie Burke Diane Benjamin	<p>February 2026 update: Our Multi-Agency Safeguarding Hub (MASH) operates as a single point of contact for the public and professionals seeking advice, information, or requesting support for a child in Hackney who may need help or protection. Referrals are screened using a RAG (Red/ Amber/ Green) rating system. Requests rated as 'RED' require a response within 4 hours, 'AMBER' requests need to be responded to within 24 hours and 'GREEN' requests need to be responded to within 72 hours. MASH considers the information available across a range of co-located agencies to make timely and safe decisions about which agency is best placed to access and/or meet the needs of children and young people. This function is supported by the MASH Operational Protocol, Hackney Child Wellbeing Framework and the Local Assessment Protocol, all of which provide guidance both to CFS staff and to our multi-agency partners on appropriate responses to various different levels of need.</p> <p>The Ofsted ILACS inspection in July 2024 confirmed that the MASH in Hackney is 'highly effective'. Inspectors also found that 'Effective early help services work in partnership with statutory, community and voluntary sector services, enabling children with additional needs to benefit from timely whole-family interventions that are culturally specific and sensitive to their needs. These services are making a positive difference for families by reducing risk and providing space for activities and opportunities for children and young people before needs and risk escalate or reach crisis point.'</p>		
	Children's social care services assess risk to differentiate and prioritise need and refer appropriately	All referrals to Children's Social Care need to be appropriately assessed to ensure that the child and their family receive the most appropriate service.	Project	Ongoing	Jacquie Burke Diane Benjamin	<p>February 2026 update: The MASH operates the professional consultation line through which designated leads from partner agencies seek advice and guidance on whether to make referrals for children's social care services. MASH processes focus on better informed multi-agency decision making so that children and families receive the right service at the right time. The partnership shares a joint mission across the partnership to reinforce the respectful and consistent application of seeking consent from children and families, and a focus on proportionate assessment with a clear commitment to streamlined pathways to services. The MASH includes an Education representative - strengthening information sharing and joint decision making - as well as an Early Help hub, ensuring that children and families receive the appropriate level of intervention for their particular needs and do not undergo a statutory intervention unless relevant thresholds are evidently met.</p> <p>Our Multi-Agency Safeguarding Hub (MASH) operates as a single point of contact for members of the public and professionals seeking advice and information, and/or requesting support for a child in Hackney who may be in need of help or protection. MASH considers the information available across a range of co-located agencies to make timely and safe decisions about which agency is best placed to access and/or meet the needs of children and young people. This function is supported by the Hackney Child Wellbeing Framework and the Local Assessment Protocol, both of which provide guidance both to CFS staff and to our multi-agency partners on appropriate responses to various different levels of need.</p> <p>A multi-agency Daily Risk Meeting is well attended by agency colleagues including Education, Adult Services, Probation, Police, Health and Housing.</p> <p>Children's social care undertakes all statutory assessments for children in relation to need, harm and risk and produces clear plans for protection and support in partnership with a wide range of partner agencies.</p>		

	Identify contingency funding	Additional funding to be identified to ensure Directorate can respond quickly to increased demand for services	Resourcing	Ongoing	Jacque Burke Diane Benjamin Naeem Ahmed	February 2026 update: While there has been a reduction in the overall number of looked after children, the complexities of presenting need combined with structural difficulties in the care market means that the cost of care arrangements for some children continues to create significant financial pressures. Although some additional funding has been made available through the Social Care Grant (£20.4m for 2025/26), the commissioning of bespoke care arrangements required to keep some of our most vulnerable children safe continues to result in an escalation of cost overall.
	Minimise impact of efficiency savings on frontline services	To ensure we can respond to any increases in demand, we aim to manage efficiency savings to ensure minimal impact on frontline services	Resourcing	Ongoing	Jacque Burke Diane Benjamin Naeem Ahmed	February 2026 update: Over the previous eleven years the service has delivered £13.9m savings. The financial position for 2025/26 is a net budget of £70.2m for the Children and Families Service, and the service is forecasting to underspend by £0.5m (as at August 2025) after use of reserves and drawdown of grants totalling £20.6m The business support review began in 2025 and the new structure will go live in April 2026. The new Hub and Spoke Business Model consists of six dedicated hubs: Finance, Front Door, Practitioner Support x2, Conferences and Panels, and Events and Estates. HALO Portal, a new digital system, will be used for tracking and submitting all business support requests. The new model aims to deliver greater consistency, improved tracking and specialist support and will reduce the overall administrative burden on practitioners.

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
------------	------------	---------------------	---------------	---------------	-------------------	--------	------------	-------------

	Cyber attack impact on CFS Service Delivery	The cyber attack has meant that CFS has lost access to case recording and document storage systems which hold historical information about families. Lack of access to this data could mean that decisions are made about children without their full history being known.	Operational	Major (4)	Possible (3)	Medium	Jacque Burke	February 2026 update: The cyber attack on 12th October 2020 created significant challenges for the Children and Families Service regarding access to historical information about children. The attack caused CFS to lose access to Mosaic, the social care database which holds all records about children and families. In the immediate aftermath of the cyber attack, staff could not access any historical case file information or reporting data on Mosai. Therefore, an interim case management system was established while work was done with the service provider to recover the lost information. Following a decision in October 2021 to restore Mosaic, a complex programme began that involved migrating records from the interim system, matching historic records, developing cyber security with a new cloud-based system, and training all staff on the new version of Mosaic. CFS returned to using Mosaic in April 2022. In July 2022 the use of live reporting tools provided by Qlik Sense resumed, enabling managers once again to closely monitor performance in order to know what we are achieving for children. Data recovery processes are now complete; however, there continue to be gaps in some historical information for children and this impacts records on both Mosaic and ChildView.
--	---	--	-------------	-----------	--------------	--------	--------------	--

Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note
------------	---------------	---------------------	------------------	--------	---------------	-------------

	Restoration of historical social care information	Restoration of historical social care information to ensure children's histories are understood	Resourcing	Ongoing	Jacque Burke Diane Benjamin	February 2026 update: In April 2022, CFS resumed the use of Mosaic for the first time since the criminal cyber attack in October 2020. Work to recover historical records was completed last year. All historical records are now stored either in Mosaic or Google Drive, ensuring CFS staff have complete information on children's histories. However there continue to be gaps in some historical information for children and this impacts records on both Mosaic and ChildView.
--	---	---	------------	---------	--------------------------------	---

February 2	Maintain a program of data protection and cyber security compliance	Maintain a program of data protection and cyber security compliance	Resourcing	Ongoing	Jacqui Burke Diane Benjamin	February 2026 update: The Council maintains an ongoing program of data protection and cyber security compliance. This includes the ongoing appointment of a Data Protection Officer, a Senior Information Risk Owner (the Council's Group Director of Finance), a Head of Cybersecurity and technical support staff. Technical Controls: The Council maintains technical and organisational measures (including policies) to ensure the ongoing protection of personal and sensitive personal information. Resilience: The Council has implemented a data breach reporting process which is available to all staff from the intranet. Colleagues are reminded of the data breach reporting process as part of their mandatory data protection training annual refresher. In respect of data recovery, the Council's Disaster Recovery Policy requires each service and data set owner to demonstrate, at least annually, that defined Recovery Point Objectives and Recovery Time Objectives can be achieved within production environments using representative data samples. Critical systems are subject to a full disaster recovery test at least once per year. Backups are subject to regular integrity assurance checks to confirm successful completion, with any anomalies investigated promptly and root causes identified and addressed. Human Factors: Alongside mandatory data protection training for all staff, the Council delivers bespoke training for colleagues working with sensitive personal data. The current compliance rate is 86% (maternity, sick leave and other types of leave account for much of the remaining %). Other security measures: The Council maintains an Information Governance Group to ensure oversight of personal data risk across the Council, including a subordinate Cybersecurity Group comprising technical and policy expert colleagues. The Council maintains specific data protection guidance for colleagues working in Children & Families Services. Following the previous cyber security incident, the Council has undertaken a structured programme of improvement to strengthen its overall security position. This has included prioritising and implementing recommendations from independent cyber security reviews, reinforcing technical and organisational controls, and reviewing relevant policies and procedures to ensure they remain robust and effective. A formal Major Incident Response Plan is now in place to coordinate response activity in the event of a significant cyber incident, alongside established incident response and disaster recovery arrangements. The Council maintains an ongoing focus on testing, assurance, and continuous improvement in cyber security and resilience.
-------------------	---	---	------------	---------	--------------------------------	--

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
------------	------------	---------------------	---------------	---------------	-------------------	--------	------------	-------------

	Child or young person suffers significant harm, injury or death	Children and young people who use our services are at higher than usual risk of harm, injury or death. If risks are not adequately assessed and protected, a child or young person could suffer significant injury or death attributable to the Directorate's failure to take appropriate safeguarding and risk management measures.	Strategic	Catastrophic (5)	Possible (3)	High	Jacqui Burke	This remains a high risk, and controls are in place to manage this.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Local Safeguarding Children Partnership (LSCP) reviewed and operating as an effective multi-agency forum.	The City & Hackney Safeguarding Children Partnership (LSCP) has a remit to monitor safeguarding across all partner agencies, including the local authority.	Project	Ongoing	Jacqui Burke Rory McCallum	<p>February 2026 update:</p> <p>A range of measures have been put in place to ensure the CHSCP is operating as an effective multi-agency forum. Independent chairing is in place, defined governance arrangements, regular attendance from partners at Executive and relevant sub / working groups and Hackney-specific self-assessment. CHSCP also maintains a risk register covering all key statutory requirements; these actions and progress are regularly reviewed through the CHSCP Executive and full CHSCP.</p> <p>The CHSCP have decided against appointing a partnership chair role (set out in Working Together to Safeguard Children 2023). CHSCP's arrangements remain with the Independent Safeguarding Children Commissioner (ISCC) continuing to facilitate and coordinate the meetings of DSPs – delivering independent leadership, scrutiny and advocacy. This decision was made because the partnership chair role wouldn't work effectively in Hackney and City's complex, dual-area situation. The CHSCP has defined this as an exceptional circumstance that justifies the divergence from statutory guidance. This decision does not weaken the partnership and allows all partners to continue to fulfil their duties.</p>		
	Ensure staff have the necessary skills to ensure risk and needs are properly assessed	The Directorate as a whole understands areas of high risk and works together to mitigate risk in relation to individual children by joint training and development and joint monitoring of practices across the services.	Communication	Ongoing	Jacqui Burke Diane Benjamin	<p>February 2026 update:</p> <p>Individual case supervision between managers and allocated social workers is the mechanism that ensures that children are safe and plans for them are progressing in timescales that meet their needs. Supervision timescales are monitored as a key deliverable by senior leaders in regular data reports and these are also scrutinised at the regular Improving Outcomes for Children Board.</p> <p>In July 2024, the supervision policy was updated to include the need for reflective group supervision that will enable sharing of best practice and encourage collective problem-solving.</p> <p>This Workforce Development Strategy (2025-2028) outlines Hackney Children and Families Service's commitment to cultivating a highly skilled, diverse, and resilient workforce. It focuses on six interconnected strategic objectives: recruitment and retention, continuing professional development/ STAR practice, practice learning, well-being and voices of children and families.</p>		
	Child Protection procedures in place	Children subject to Child Protection Plans and Looked After Children are visited in line with statutory guidance & care plans are monitored, updated and amended as appropriate. Children are to be seen alone.	Governance	Ongoing	Jacqui Burke Diane Benjamin	<p>February 2026 update:</p> <p>Ongoing - monitored through management oversight and audit, monthly, quarterly and annual performance reports, including statutory returns to DfE and by Independent Reviewing Officers. There is also clear oversight of performance, including scrutiny and challenge of data reports, at the regular Improving Outcomes for Children Board.</p> <p>Managers use Qlik Sense to closely monitor performance in real time, ensuring practitioners adhere to practice standards and driving improvement in outcomes for children.</p>		
	Risk assessing activities for young people	All activities directly provided and commissioned by the directorate must be subject to rigorous risk assessments.	Project	Ongoing	Jacqui Burke Diane Benjamin	<p>February 2026 update:</p> <p>All providers of proposed activities, including the local authority, must submit a written risk assessment which the service area scrutinizes and then approves or denies. If the service area does not approve a risk assessment, the activity cannot proceed. Minimum ratios of adults to young people are required.</p> <p>The local authority's physical assets undergo regular health and safety testing to ensure the safety and wellbeing of children and young people on the premises. These checks include annual certification of play structures, daily staff checks of play structures, annual fire evacuations and risk assessments, quarterly checks of fire extinguishers, weekly tests of fire alarms and annual portable appliance testing.</p> <p>Our externally commissioned providers are expected to demonstrate that they meet health and safety standards as part of their contract including systems and processes for conducting risk assessments of premises and activities. This is underpinned by a new Integrated Commissioning Service which works across children and families, education and public health and a new Integrated Commissioning Strategy is in place.</p>		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Continued call on resources in respect of No Recourse to Public Funds (NRPF) cases	The Council might be unable to handle the increased call in NRPF cases. Children's Social Care has a duty to assess children's needs under section 17 of the Children Act 1989 if they are at risk of homelessness or destitution, even if their parent has no legal entitlement for services in the UK.	Regulatory / Statutory	Major (4)	Possible (3)	Medium	Jacqui Burke	<p>February 2026 update:</p> <p>Hackney, like many local authorities, has a number of individuals living within its boundaries who are subject to immigration controls as defined by the Immigration & Asylum Act 1999. These individuals are excluded from access to welfare benefits, public housing and Home Office asylum support; they are collectively known as having No Recourse to Public Funds (NRPF). This group includes individuals who have overstayed their visa entitlement in the UK, and those who have leave to remain without recourse including EU Nationals. Hackney's approach effectively protects resources and avoids costs.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		

	Robust assessment process in place.	To provide a comprehensive assessment and safeguarding service to this vulnerable group of children, additional resources were established in Children's Social Care to assess the specific needs of families with no recourse to public funds. The No Recourse to Public Funds Team was formed in 2012 as a pilot service but has now been combined with the Unaccompanied Asylum Seeking Children Team and renamed as the Migrant Families Team and moved to the Corporate Parenting Service from January 2025.	Governance	Ongoing	Jacquie Burke Diane Benjamin	<p>February 2026 update: The issues relating to NRPf families presenting as destitute are often complex and the service recognises that families may have many reasons for finding it difficult to share information. Migrant children may be at risk of child trafficking, exploitation and fraudulent activities.</p> <p>To ensure the Migrant Families Team can comprehensively assess children's needs within a complex legal environment concerning housing, immigration, human rights and child safeguarding, the service works closely with other agencies, including the UKBA, legal services, government embassies and anti-fraud units. This ensures services are appropriately provided to those who are entitled to and need them. This joined up approach robustly mitigates the risk of children in Hackney being exploited or trafficked for services.</p>		
	Cross-London management arrangements for unaccompanied asylum seeking children.	The Pan London unaccompanied asylum seeking children (UASC) dispersal rota is a voluntary arrangement that is supposed to operate in equal distribution order. There has been a recent drive across all London authorities to ensure that each borough takes their turn on the rota in the wake of a number of authorities having withdrawn over the past year. The withdrawal from some authorities had a negative impact of increasing the numbers of UASC being dispersed to Hackney. The government have introduced a National Transfer Scheme under which authorities will be expected to accept UASC up to the equivalent of 0.07% of their child population, after which they will be able refer young people to the NTS	Resourcing	Ongoing	Jacquie Burke Diane Benjamin	<p>February 2026 update: The National Transfer Protocol set the maximum UASC population for each local authority at 0.1% of its total child population. The number of UASC in Hackney has decreased from 32 at the end of December 2022 to 29 in January 2026.</p> <p>The Migrant Children & Families Team, located in the Corporate Parenting Service specialises in support for two distinct groups of service users: families who have or are affected by the NRPf condition and unaccompanied asylum seeking children.</p> <p>In August 2020, the Home Office commissioned beds at the Old Street Holiday Inn to disperse asylum seekers, some of whom applied to be age assessed as children. Due to their location the duty to assess falls on Hackney. Since then, the Home Office has commissioned three other hotels in Hackney to accommodate asylum seekers. Over time, a significant number of young people living in these hotels have disputed the Home Office assumption that they are adults and requested additional age assessments from the Migrant Families team. When UASC assessments conclude that these young people are adults, we have experienced a number of challenges to our decision-making through the judicial process. The costs of each legal challenge can be very significant. In 2025-26, we continue to receive referrals for age disputed young people, although not at the same volume as in 2020/2021.</p> <p>Proposed new legislation and policy changes would increase the risk of child poverty and homelessness, placing significant financial pressure on LAs. Proposals to extend settlement qualifying periods and impose restrictions on those accessing benefits are a huge concern for our families and young people subject to immigration control. It could lead to families being unwilling to access public funds for fear of extended settlement routes, placing LAs in an ethical dilemma about ending NRPf support.</p> <p>We are concerned about proposals that restrict access to public funds for refugees. It is unclear if it will impact former UASC (care leavers) who have been granted refugee status. This leaves young people in an extremely risky position if they are unable to work (most have not yet built the relevant language skills) and are at risk of exploitation and destitution. Again it could mean a duty on Leaving care service to provide ongoing financial support and accommodation until 21/15 for those who previously could have accessed housing and benefits.</p>		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Changes to statutory requirements	The Council might not have sufficiently responded to the Government's reforms to children's social care as set out in the revised statutory guidance, Working Together to Safeguard Children 2023, and the new statutory Children's Social Care National Framework. Further requirements for change are being established by the DfE and through the Children's Wellbeing and Schools Bill.	Regulatory / Statutory	Major (4)	Possible (3)	Medium	Jacquie Burke	<p>February 2026 update: The changes set out in Working Together to Safeguard Children and in the Children's Social Care National Framework, both published in 2023, were further strengthened by the Children's Wellbeing and Schools Bill (currently in the final stages of considerations before Royal Assent). The DfE then published the Families First Partnership Programme guide in March 2025, followed by subsequent guidance. The Families First Partnership Programme aims to transform the whole system of help, support and protection.</p> <p>A Families First Partnership Programme Manager was appointed in June 2025 and the Families First Programme Board was established to oversee significant systems changes.</p> <p>Phased implementation of the Families First Partnership Programme reforms is due to begin in April 2026.</p>
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Understanding the changes	Work is underway to understand the changes to statutory requirements and ensure a suitable response.	Communication	Ongoing	Jacquie Burke Diane Benjamin	<p>February 2026 update: The Social Care Reform Task and Finish Group, set up in 2024, brought together key leads across Children and Education to consider the potential impact of the reforms, learning from pathfinder LAs and explore possible options for change in Hackney.</p> <p>In July 2024, the Children's Social Care Reform Board, co-chaired by the Chief Executive and the Group Director for Children and Education, was set up to oversee the response to the Child Wellbeing and Schools Bill and the wider social care reforms.</p> <p>Leaders across CFS attended a number of pathfinder events and DfE meetings to understand the proposed changes.</p> <p>Implementation of the Family Help Service, as part of the Families First Partnership Reforms, will begin in May 2026.</p>		

Feb 2026	Implement Families First reforms	Non-compliance the Families First Partnership reforms in line with government guidance, to begin in May 2026.	Project	Ongoing	Jacquie Burke Diane Benjamin	<p>February 2026 update: We will be rolling out the implementation of this new Family Help Service from May 2026. The shape and design of the new Family Help Service has been agreed and shared with colleagues across the Children and Education directorate. Our Family Help Service will be neighbourhood-based, combining family support and social work roles into each team. These teams will deliver support currently described as targeted early help, child in need, child protection, and court work. To enable a test-and-learn approach to the rollout of our neighbourhood Family Help teams, our first neighbourhood area will launch in May, with two more due to follow three months later, and the final one due to follow three months after that. We will also change our Disabled Children's Team into a Disabled Children's Family Help Team and creating a new Family Help Team to focus specifically on children at the highest risk of extra-familial harm.</p> <p>Work also continues on developing our Multi-Agency Child Protection Team (MACPT), including the new role of Lead Child Protection Practitioner. These practitioners will work alongside our Family Help Teams whenever children require a child protection response. The Police, Health and Education will all play crucial roles in the MACPT and we are currently working with our multi-agency partners to develop their roles. We are also working with colleagues across the Children and Families Service on how the MACPT will collaborate with the Family Help teams around key processes such as Strategy Discussions and Section 47 investigations.</p>
Feb 2026	Prepare for implementation of further proposed changes in the Child Wellbeing and Schools Bill, updated Families First Partnership Programme Guide, updated Working Together and updated Ofsted ILACS framework	Potential further non-compliance with Families First-related changes to statutory guidance and regulatory inspection	Project	Ongoing	Jacquie Burke Diane Benjamin	<p>February 2026 update: To ensure we are receiving and responding to all relevant updates as soon as possible, we are actively participating in all Families First-related engagement activity, such as regular online Q&A sessions with the involved DfE policy leads and online regional community of practice events, while also ensuring that we are familiar with all written information as soon as it is shared through relevant communication channels. The DfE is expected to issue the revised Families First Partnership Programme Guide in April, after which we will analyse it closely to verify that our planned local responses to the reforms remain complaint, as we will do again once the Children's Wellbeing and Schools Bill becomes law and updated Working Together is issued. We will also be alert to the anticipated Families First-related changes to Ofsted's ILACS framework to ensure that we remain compliant with all future regulatory inspection.</p>

Hackney Education risks

Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Sustained failure of Education's case management system (Synergy) caused by fragile IT infrastructure, inadequate data security and chronic under-resourcing results in a failure to deliver statutory and core education services and or a detrimental Ofsted inspection rating in the light of poor data quality.	<p>The Synergy case management system provides business critical support to Hackney Education's statutory and financial services including SEND (EHCP), Admissions, Early Year payments and Attendance.</p> <p>For example, 3,754 children's EHC plans are maintained in part through Synergy. The work to oversee the circa 550 new requests for statutory educational assessments is also completed within Synergy. And each year over 5,800 transfers into Reception and Secondary schools are facilitated via Synergy. Furthermore the FIS module supports the Council's distribution of £32 million early years funded entitlement to early years settings supporting disadvantaged and working families in the borough every year. And 15,605 children gain access to free school meals thanks in part to Synergy.</p> <p>Implementation and business as usual operations are facing significant risk as a result of under resourcing, ICT delays, migration and implementation issues.</p> <p>If the migration or system experiences a significant problem or issue this will impact service continuity, potentially ceasing service activity. This may result in reputational damage and financial loss.</p>	Strategic	Major (4)	Likely (4)	Medium	<p>Director of Education</p> <p>Strategic Director Customer & Workplace</p>	<p>March 2026: We continue to demonstrate strong fiscal responsibility and operational agility. While we are currently operating at 75 percent of the minimum required funding, the programme has successfully secured and onboarded the core Synergy Support Team for live users.</p> <p>Despite resource constraints, the Synergy Support Team has achieved significant technical milestones in data integrity and backlog reduction.</p> <p>The Synergy programme is on a positive trajectory; however, transitioning from 'survival' to 'controlled excellence' requires the formalisation of our relationship with Corporate ICT and receipt of the final 25 percent of funding. This is essential to accelerate the final phases of the rollout; otherwise, support for HEALS and other critical initiatives will face inevitable delays</p>

Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note
	Implementation of data security requirements	<p>The Council's ICT security policy necessitates the implementation of appropriate security arrangements. This includes having multi-factor authentication (MFA).</p> <p>In June 2021, a formal work package was assigned to ICT management colleagues to put MFA solutions in place for each route to the data.</p> <p>Papers suggesting solutions have been taken to the Technical Design Authority (TDA) meetings in late November 2023 and early December 2023. The TDA has approved in principle solutions.</p> <p>Plans for their implementation now need to be drawn up with service managers.</p>	Resourcing	Off track	Jason Humpphreys (Head of Cyber Security) & Andrew Amoah (Delivery Manager)	March 2026 - This has been delayed on several occasions. ICT leading the technical delivery of the preferred MFA solution. Successful implementation is experiencing blockers with relation to account management which is delaying pilot.
	Application Support team	<p>Establishment of a Synergy Application Support team consisting of 4 permanent posts. This will provide the minimum level of support required given the scale of the Synergy infrastructure.</p> <p>Team staffing complement Synergy System Manager x 1 Synergy System Analyst x 2 Associate Synergy System Analyst x 1</p>	Resourcing	Ongoing	Jacquie Burke Jason Marantz	March 2026 - All posts were appointed to in 2025. Recent resignation of one position means the team are currently short on capacity and reviewing the role ahead of recruitment campaign. Agency workers are being extended where reasonable and appropriate to do so in order to maintain minimum resource level required to continue implementation, development, and support of the system.
	Data Quality Framework	Capacity is in place to enhance and oversee the suite of data quality reports needed to ensure errors and duplicates are captured in a timely fashion.	Governance	Ongoing	Naeem Patel	March 2026 - Following restructure the new Performance, Systems & Monitoring team are reviewing the operational work programme, capacity, capability and the directorate performance framework. The intention is for this work to result in improved focus and support for data quality enhancing performance monitoring, statutory reporting, and service delivery.

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest Note
	Annual changes to the National Funding Formula have a negative impact on HE income and delivery	National changes to funding and/or policy have a negative impact on HE income and delivery as well as the development of traded services which adversely affect HE performance.	Strategic	Catastrophic (5)	Possible (3)	High	Jacque Burke	March 2025 - Risk remains. Appropriate controls in place.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Head of Service maintains comprehensive & timely modelling & monitoring of policy and funding changes – including academy conversion and new Free Schools - to report income implications for HE as well as assessing impact on delivery.	Modelling and monitoring of funding changes will support a clear understanding of the risk and potential impact and will inform HE's approach to meet implications.	Resourcing	Ongoing	Chris Scott	Monitoring of this risk continues through the monthly budget and through the Dedicated Schools Grant budget setting process.		
	Implications of changes to the National Schools Funding Formula are understood and monitored	Changes to the National Funding formula (NFF) are expected to have a significant impact on funding provision. Funding will follow the learner, with certain providers struggling to disaggregate funding due to the current method of allocation.	Resourcing	Ongoing	Suhal Kadir	Hackney's local formula currently mirrors NFF factors used to set the 2024-25 budget with the exception of basic entitlement (AWPU), where the LA is presently higher than the NFF and most other authorities. Monitoring of this risk is managed through staying informed and engaged with education policy updates at a national level.		
	An effective strategy for supporting schools to manage budget deficits is in place	The viability of traded services is at risk due to a number of factors that have become more acute or are expected to in the coming year(s). This includes a reduction in funding to schools which may result in lower orders, potential reductions in staffing at HE due to budget cuts which may impact on capacity, and services reluctance to trade out of borough to make up for any reduction in in-borough orders. The long-term strategic direction of HEd and the requirement to balance the delivery of traded versus statutory services will also have a crucial impact, potentially resulting in the geographical expansion, closure or transfer of some services.	Governance	Ongoing	Suhal Kadir	All maintained schools are expected to repay any deficits and must submit recovery plans to the local authority. A recovery plan is agreed between the governing body of the school and the local authority which consists of measures that will be taken to bring the school back into a balanced budget situation and forecast of future pupil numbers, school expenditure and school budget shares. Forecasted deficits at the end of each financial year and a timescale for bringing the budget into balance should not exceed 3 years. The LA will provide appropriate management support to any school in deficit through a LA working group or DFE SRMA process. The withdrawal of delegation may be considered if the terms of the recovery plan are not complied with subject to education/finance management approval. School balances and associated risks are reported in a newly formed schools finance monitoring board and education services heatmap group.		
Date added	Risk Title	Description of Risk	Risk category	Impact rating	Likelihood rating	Rating	Risk owner	Latest Note
	Long term viability of trading of HE services is not assured	The viability of traded services is at risk due to a number of factors that have become more acute or are expected to in the coming year(s). This includes a reduction in funding to schools which may result in lower orders, potential reductions in staffing at HE due to budget cuts which may impact on capacity, and services reluctance to trade out of borough to make up for any reduction in in-borough orders. The long-term strategic direction of HEd and the requirement to balance the delivery of traded versus statutory services will also have a crucial impact, potentially resulting in the geographical expansion, closure or transfer of some services.	Operational	Major (4)	Possible (3)	Medium	Jacque Burke	March 2026 - Ongoing risk. Review and risk monitoring has seen some changes to traded products and services as a result of some products being identified as unviable or change in the offer (service and / or price) in response. Changes to the offer are assessed for impact on Council services and budgets plus Hackney school / setting budgets and services also.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Ensuring there is a continued focus on the importance of trading and development of HE's traded offer.	Planned messages from senior leadership. Performance monitoring reports & termly meetings with key service managers to ensure development of their traded offer.	Communication	Ongoing	Kathryn Lloyd Vinay Thaker	Extensive meetings with budget holders of trading services scheduled annually to review the costing and financial position of each service which will inform product reviews and improve profit & loss reporting. The refreshed strategy is in development which will inform and support messages from senior leadership and monitoring and development of the traded offer.		
	An effective learning & development plan for traded services in place	Continue to identify commercial skills required by staff to promote a commercial structure. An effective L&D plan to be developed in conjunction with Business Implementation.	Resourcing	Ongoing	Kathryn Lloyd Vinay Thaker	The existing commercial awareness training is under review. Learnings from the series of meetings with budget holders and services will inform refreshed content to enhance commercial skills required in the organisation to support a traded offer. Recent capacity pressures in the service have resulted in delays to the refresh and launch of a revised training offer. The team continues to support services who trade to operate with a commercial approach through pricing, cost reviews, and order reporting.		
	Inducting new headteachers and business managers Ensuring customers are aware of HEd offer	Ensuring that headteachers & business managers are aware of HE's offer and do not automatically lean towards engaging suppliers they are aware of from their previous LA's. Prepare an induction plan that promotes HE products. Ensure traded services are included in headteacher inductions. Traded Services offer Business Manager Inductions.	Communication	Ongoing	Kathryn Lloyd Vinay Thaker	The traded offer and Services for Schools are included in the induction programme for new headteachers in Hackney. Forums such as the School Business Managers Forum and headteacher forums are being used to provide face to face service updates and build relationships. Business Implementation Lead and Services for Schools team are making regular visits to school business managers to build relationships to seek feedback on services and promote the traded offer.		
	Developing effective trading partnerships with external organisations	Identify potential for trading partnerships with other providers and develop where possible, maximising trading opportunities.	Resourcing	Ongoing	Kathryn Lloyd Vinay Thaker	Market analysis and outreach to neighbouring London boroughs has been completed in order to better understand current trading strategies. Further competitor analysis is under review. It is intended that these aid identification of opportunities to potentially merge activities, combine resources and operate greater economies of scale. Thereby ensuring more cohesive market penetration efforts, in light of the London wide issue of falling roles. Recent capacity pressures in the service have resulted in delays in this area.		
	Ongoing & creative product development & renewal of service offer	Identify and invest in the development of existing and new products.	Resourcing	Ongoing	Kathryn Lloyd Vinay Thaker	Product reviews will be conducted using the SCAMPER framework to identify opportunities to Substitute, Combine, Adapt, Modify, Put to another use, Eliminate or Rearrange/Reverse items in the current catalogue. This will lead to a streamlining of the product portfolio in line with customers' most pressing needs, which in turn should positively impact available capacity of service delivery and inform a new product development process and regular product review cycle.		
	Increasing commercial acumen & skills across service leads	Align to a corporate commercial framework	Governance	Ongoing	Kathryn Lloyd Vinay Thaker	The S4S is aligning operations and objectives to the Council commercial strategy. Commercial tools and approaches remain under review to ensure fit for purpose and enabling to trading services. The ongoing development of the commercial KPI dashboard will give service leads greater oversight and analytic capability allowing some customer profiling to take place, with further developments of data visualisation and comparative functions to be added on an iterative basis.		

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest Update
	Potential of the statutory requirements of the SEND aspects of the Children & Families Act are not met.	<p>The Children & Families Act places a statutory requirement to implement Education Health & Care Plans, provide support for SEND up to 25 years old, joint commissioning, implementation of a local offer and person-centred approaches to planning. Process and resources to support these changes must be implemented to ensure HE meets its statutory requirements.</p> <p>In addition to the impact on vulnerable children and young people, any failure to meet their statutory responsibilities would result in significant reputational damage to HE and LBH, leaving them open to challenge through SEND tribunals, the Local Government Ombudsman and possible Judicial Review.</p>	Regulatory / Statutory	Moderate (3)	Possible (3)	Medium	Jacque Burke	March 2026: This was not identified as being a risk in the Local Area SEND inspection. Aspects were noted as areas for improvement and are being addressed in the post inspection action plan.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Robust monitoring and challenge of arrangements in place with regular reporting process via SLT	<p>Head of Service is responsible for implementing a comprehensive programme to ensure all statutory responsibilities are fully understood and met, including meeting the statutory 20 week deadline for completing an Education & Health Care Plan (EHCP). In order to achieve this the following will be undertaken:</p> <p>Develop robust quality assurance of case management with external moderation;</p> <p>Implement action plan based on self-evaluation/annual report and points identified in SEND inspection;</p> <p>Review SEND staffing levels to ensure sufficient capacity in face of increased demand</p> <p>Improve the quality and timeliness of advice from partner agencies; and</p> <p>Ensuring robust Post-16 Commissioning</p>	Governance	Completed	Yvonne Wade	March 2026: Governance has been reviewed. In place now is the SEND & AP Executive Board that the SEND and AP Local Area Partnership Board reports to.		
	Restructure of service area to manage resources more efficiently, in line with statutory duties.	A redesign to an integrated SEND Service has been agreed. This will ensure a timely and robust discharge of the LA's statutory duties outlined in the CFA 2014 and SEND Code of practice.	Governance	Completed	Yvonne Wade	March 2026: Control no longer required. SLT will continue to monitor the effectiveness of the service structure and operating model in delivery of services.		
	Strengthened Oversight and Capacity in SEND Operations	Processes are in place to ensure robust monitoring and challenge of SEND operations, with clear accountability and oversight mechanisms. This includes regular reporting to SLT and governance boards, enabling effective scrutiny of statutory compliance, service performance, and operational improvements.	Governance	Ongoing	Yvonne Wade	March 2026: Additional staff employed in the service to support this oversight in operations. Regular reporting and scrutiny of service performance and compliance are ongoing, with further development of performance data monitoring tools in progress.		
	SEND Inspection Action Plan and SEND Strategy	SEND Inspection Action Plan and SEND Strategy detail areas of improvement, key focus, and monitoring activities with delivery, reporting and oversight responsibility by SLT, SEND & AP Partnership board, and local area partners.	Governance	Ongoing	Yvonne Wade	March 2026: The strategy and action plan are live and in delivery by Council services and partners with monitoring and reporting to relevant governance board and SLT.		
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest note
	SEND funding – Escalating SEND spend has an adverse impact on HE and Council budgets	The number of pupils eligible for EHC Plans continues to increase at a significant rate exceeding the population growth in the Borough, the effect of which is to place the SEND budget in deficit. The Statutory override is due to end in 2028 at which point the financial risks will need to be managed by the LA to avoid the potential for Section 114. However, more recently The DfE is offering the SEND Stability grant of up to 90% of our current SEND Net Deficit of £16.5million on the approval of our Local Send Reform Plan which is due in June 2026 to the DfE. Not receiving the approval of the Plan and the subsequent SEND Stability grant would represent a significant financial risk for the Council.	Financial	Major (4)	Possible (3)	Medium	Jacque Burke	March 2026 - The DfE have announced that LAs will provide support around DSG/High Needs Block deficits as part of the SEND Reforms
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Ongoing work to develop plans/strategies to control/manage and maintain strong oversight over SEND spending.	<p>SLT has approved a cost management plan to address the pressures placed on the SEND budget by increasing numbers of children and young people being eligible for EHC plans.</p> <p>The cost management plan is regularly reviewed by SLT.</p>	Resourcing	Ongoing	Yvonne Wade	March 2026: Work as part of the DBV programme has resulted in a reduction in the deficit. There will be no further increase in the deficit at the end of this financial year		
	Forecasting of financial impact of SEND budget pressures.	Rapid, significant short term reductions in SEND costs and outlays will be difficult to achieve. Ensuring that the policy changes in the action plan result in medium term cost savings that relieve the pressures on the SEND budget, whilst ensuring the operational effectiveness of HE is not detrimentally affected by the overspend, is imperative.	Resourcing	Ongoing	Chris Scott	March 2026: A DSG Management plan with targets has been agreed and published. We are actively monitoring the SEND deficit against this plan as part of regular budget monitoring and the MTFP process.		

	Changing the culture of SEND in schools and HE to implement the action plan.	If the action plan is to control expenditure and distribute resources fairly, changes in the existing culture in HE teams and schools must also change to critical assessment and the equitable distribution of limited resources. Collaborative working with schools will be necessary to ensure pupils' SEND needs are met from delegated SEND resources, with EHCP referral only for exceptional needs.	Resourcing	Ongoing	Yvonne Wade	March 2026: This is being addressed through the SEN & Inclusion Strategy 2026-29 and the SEND Reforms		
	The initiation of EHCP assessments is rigorously reviewed	The decision to initiate assessments needs to be rigorously reviewed to ensure the level of support is appropriate and sustainable. This may include senior managers signing off decisions, or refusing to do so.	Resourcing	Ongoing	Yvonne Wade	March 2026: This is being addressed through the SEN & Inclusion Strategy 2026-29 and the SEND Reforms		
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest note
	Insufficient provision to meet growing demand for SEND services.	Lack of resources to meet the growing demand for SEND support services means that HE is unable to meet its statutory responsibilities under the Children & Families Act.	Regulatory / Statutory	Major (4)	Likely (4)	High	Jacque Burke	March 2026: This continues to be a risk being address through the School Estate Organisation Plan
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Implementation of a SEND Provision Plan	An HE SEND provision plan is developed and implemented to address rising demand for SEND services. This will be monitored and updated on an annual basis.	Project	Ongoing	Yvonne Wade	March 2026: This is being addressed through the School Estate Organisation Plan		
	Use of capacity in existing school building sites for falling rolls, to create more resource provision.	Ensuring an overview of additional surplus capacity is factored into SEND place planning over the coming 2 years.	Resourcing	Ongoing	Yvonne Wade	March 2026: This is being addressed through the School Estate Organisation Plan		
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest note
	Outcome of SEND Local Area Partnership Ofsted inspection shows widespread/systemic failings, leading to significant concerns about Hackney CYP with SEND.	The Hackney Local Area was inspected by the Care Quality Commission (CQC) and Ofsted between 27th November 2017 to 1st December 2017, the report was published on the 18th January 2018. The inspection was in the first tranche of local authority inspections of, at that time, a new inspection framework. The report highlighted strengths and areas for development. The majority of the areas for development have been resolved. Since 2017 the inspection framework has focused on the lived experience of children and young people and their families, which is a higher threshold of compliance. On the 13th June 2022 Ofsted and the Care Quality Commission consulted on a new inspection framework to reflect the changing landscape of the SEND system. It is expected that Hackney Local Area will be inspected in 2023, six years since its last inspection. To "pass" the new framework the local area must demonstrate that the last inspection findings have been discharged and the new framework focusing on impact on C&YP and families has been met.	Regulatory / Statutory	Major (4)	Unlikely (2)	Low	Jacque Burke	March 2026: The inspection has taken place and resulted in an outcome of "The local area partnership's arrangements lead to inconsistent experiences and outcomes for children and young people with special educational needs and/or disabilities (SEND). The local area partnership must work jointly to make improvements."
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Monitor and evaluate SEND Local Area subgroup's actions	Progress monitoring and evaluation of the actions in the 3 year plan by the SEND Local Area subgroup.	Governance	Ongoing	Yvonne Wade	March 2026: This continues to be addressed by the SEND & AP Executive and SEND & AP Local Area Partnership Boards		
	SEND Inspection Action Plan and SEND Strategy	SEND Inspection Action Plan and SEND Strategy detail areas of improvement, key focus, and monitoring activities with delivery, reporting and oversight responsibility by SLT, SEND & AP Partnership board, and local area partners.	Governance	Ongoing	Yvonne Wade	March 2026: The strategy and action plan are live and in delivery by Council services and partners with monitoring and reporting to relevant governance board and SLT.		
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest note
	Non-compliance of schools and settings leading to serious safeguarding failure	A failure of safeguarding systems and processes, through a lack of coordination between partnership-wide services or professionals, could contribute to a serious safeguarding issue, which would impact negatively on Hackney Education's reputation. Additionally, the accessibility to the internet and social media opens children & young people to increased safeguarding risks, as well as risks of harmful cyber bullying, grooming, sexual abuse and exploitation. Schools need to be wise to these issues and implement appropriate training, programmes & strategies to mitigate risk and raise awareness amongst children & young people and their families. This should be approached as a whole school issue and embedded within the curriculum, supported by a suitably skilled and experienced member of school staff who can take lead responsibilities on this issue. This is an ongoing risk given HE's responsibilities; there is always a degree of uncertainty due to the nature of this risk, coupled with movements of individuals in and out of the Borough.	Regulatory / Statutory	Major (4)	Possible (3)	Medium	Jacque Burke	March 2026: Risk remains - rist title updated to shift the focus to the school's compliance with a proposal for shared ownership between School Improvement and Early Help, or for it to come under Governance Services
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		

	Core Safeguarding training offered to schools, governing bodies & settings and support to DSLs	<p>School governing bodies are responsible for ensuring that school staff have completed the relevant safeguarding training. The HE Wellbeing and Education Safeguarding Team provides training through a CPD package. We will provide advice, guidance and work in collaboration with the City and Hackney Safeguarding Partnership to:</p> <p>Remind schools and governing bodies of their statutory responsibilities to provide safeguarding training on regular basis; and</p> <p>Raise awareness of e-safety strategies, within the broader context of child protection/safeguarding – link to S11 audits</p> <p>Support Designated Safeguarding Leads (DSL), particularly newly appointed DSLs, in fulfilling their duties through the DSL forum and other support with specific education safeguarding issues.</p>	Training	Ongoing	Katherine Cracknell	<p>March 2026: All controls continue as described</p> <p>HE supports all local partnership initiatives (such as VAWG 16 days of activism) to involve schools and acts as a link to strengthen schools' significant role as an active safeguarding partner.</p> <p>HE's MASH Education Officer is a well-regarded and valuable role in MASH that supports schools to take further action where required, and to manage appropriate risk safely and escalate at the right time.</p>
	Information sharing activities in place across partner agencies	<p>HE is represented on local Safeguarding Boards at all levels, and work proactively across Children & Education Directorate by contributing to all safeguarding forums and initiatives, subject to capacity. The HE contributes to all reviews & multi-agency audits as required by the Safeguarding Board, and implements all actions.</p> <p>HE's membership of the Ofsted Preparation Group for Ofsted inspections provides the opportunity to establish and use linkages to share information.</p> <p>HE disseminates to schools briefings based on the findings of Serious Case Reviews. All published SCRs have been shared at Headteacher termly briefings, and with Schools and Settings after discussion and agreement with HE SLT.</p>	Communication	Ongoing	Katherine Cracknell	<p>March 2026: HE coproduces and delivers local learning sessions based on recent Hackney practice reviews.</p>

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest note
------------	------------	---------------------	---------------	---------------------------	----------------------------------	--------	------------	-------------

	Children not in a registered setting during school hours, particularly those attending unregistered settings, those who are severely absent and those who are electively home educated [1]	<p>Safeguarding considerations for those pupils who are not registered/out of school –</p> <ul style="list-style-type: none"> -Electively Home Educated pupils, -children missing from education, -children attending unregistered settings, -children with poor attendance, -children who are yet to be allocated a school place -children in alternative provision -children that have been excluded from school <p>How we discharge our duties towards children out of schools is a particular focus for current Local Authority Safeguarding Inspection frameworks, and there is an expectation that HE must work with partners to ensure effective and robust identification, tracking, consultation and referral.</p> <p>Unregistered education settings fall outside of the current regulatory framework due to their narrow provision of learning, are neither known to, nor inspected by Ofsted, raising potential issues relating to the wellbeing and safeguarding of children and young people in the borough. HE does not have any statutory powers or reporting requirements in regard to the registration of independent schools.</p> <p>As well as the potential risk around safeguarding and lack of knowledge and intervention in regard to those young people attending such settings, there are clear reputational risks for HE in this area. Despite the fact that HE holds no powers in regard to either registration or closure, there remains the perception that the Local Authority has not presented sufficient challenge to the status of such settings.</p> <p>All of our duties in this area are likely to expand when the Children's Wellbeing and Schools Act is passed later this year. It will strengthen our ability to keep children safe and to ensure they receive a high quality education, but it will likely mean we need to consider more resourcing for the services within the Wellbeing and Education Safeguarding Service which discharges our statutory duties in this area.</p>	Strategic	Major (4)	Possible (3)	High	Jacquie Burke	<p>March 2026: the anticipated Children's Wellbeing and Schools Act Bill may bring increased statutory duties which could affect children out of schools with some responsibilities regarding unregistered education settings shifting to the remit under School Organisation and Place Planning. risk remains as it until legislation is finalised</p>
--	---	--	-----------	-----------	--------------	------	---------------	--

Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note
	Coordinating multi-agency responses, HE escalates any issues relating to the safeguarding of children or young people attending unregistered schools or settings.	HE is aware of unregistered schools and settings within the borough, we are escalating to the appropriate authorities Children and Social Care any issues of concern reported to them. HE co-ordinates multi-agency responses in regard to those settings that do not comply with Ofsted registration requirements.	Communication	Ongoing	Katherine Cracknell	<p>March 2026: All controls continue as described. The HE protocol response to newly identified UESs continues and is our locally agreed partnership response to mitigate risk as much as possible. In addition our UES working group has moved to sit within CHSCP to demonstrate this risk as one that is held and understood by CHSCP</p>
	Continuing attempts at engagement with unregistered settings are made by HE to reduce the likelihood of pupils being put at risk.	In the absence of clearly defined statutory responsibility and given the numbers of CYP in such settings, the LA is seeking to raise awareness of safeguarding with all community groups through regular dialogue and the systems developed through the Out of School setting project which has now ceased, and the unregistered educational settings group.	Communication	Ongoing	Katherine Cracknell	<p>March 2026: As described continues, very early discussion is being had with the Yeshiva Liaison Committee around strengthening transparency of adequate safeguarding protocols being followed in all Yeshivot, led by CHSCP and Hackney Education. There is no tangible change to the risk.</p>
	Ongoing dialogue between HE, DfE and Ofsted around necessary legislation to ensure safeguarding duties can be effectively carried out.	Currently, the roles and responsibilities of LAs, DfE and Ofsted are not clearly defined with regard to safeguarding duties.	Communication	Ongoing	Katherine Cracknell	<p>March 2026: This continues as described - new elected members and Hackney Education senior leaders are inducted into the challenge and risk in this area to ensure we maintain an active, relevant and up to date awareness across the council. UES protocol now subject to annual reviews and updates.</p>

	Monitoring & sharing of exclusions, attendance and related data	Monitoring & sharing of exclusions, attendance and related data between schools and at Behaviour and Attendance (B&A) Partnerships to inform practice and develop strategies. Monitoring of equalities data with regard to proportionality of exclusions.	Communication	Ongoing	Katherine Cracknell	March 2026: All continues as described. Analysing this data in partnership with NRC, we targeted a cohort disproportionately represented in exclusion figures by NCY, and saw a 50% reduction in that groups exclusion rate over the same time period in the previous academic year.		
	Strategic approach in place to ensure there is sufficient, high quality Alternative Provision	HE uses its commissioning role to work to ensure there is an adequate high quality alternative provision offer in place to meet statutory responsibilities and to minimise the potential impact on individual pupils following exclusion.	Project	Underway	Richard Woodward	March 2026: WS3 of the HEALS focusses on establishing and embedding a commissioning approach in LBH's AP arrangements. Commissioners are working with WS1 & WS5 to develop a robust Commissioning Plan to set out and establish the HEALS offer from September 2026, September 2027 and September 2028. An MOU with New Regents College has been signed for 25/26 and work on a SLA for 2026/27 is about to commence. SLA's for 2025/26 with The Boxing Academy and The Pears Family have been signed. Termly monitoring meetings are now in place for all providers. A Tier 1 pilot to establish mentoring support in mainstream settings is currently being planned for delivery in summer term 2025/26.		
	Use of Local Partnerships	The Behaviour Partnership provides a forum for challenge, strategic planning and consultation for all secondary schools & academies and now primary schools. Partnership working with Young Hackney is encouraged to ensure a whole family approach to behaviour management. This provides a forum for promoting inclusive whole school practice.	Governance	Ongoing	Helena Burke	March 2026; The Behaviour and Wellbeing Partnership for secondary schools continues to meet to share best practice and is well attended by leaders from maintained schools and academies. It has recently been hosted at partner schools.		
	Development & implementation of work to reduce exclusions	HE encourages engagement with schools and other partner agencies to ensure awareness and engagement with initiatives and interventions with the aim of reducing exclusions; this will be done through promoting both inclusive whole school practice and providing support for individual children.	Governance	Ongoing	Katherine Cracknell / Helena Burke	March 2026: All continues as described - we are developing plans for a voluntary and community sector role in this support through the HEALS partnership. In addition to this, REU have worked with 320 children across 46 different primary schools and 16 different secondary schools. 56 of these cases were a targeted Y6 transition programme to add additional support for children that might need it, to settle comfortably into secondary school and an internal Hackney Education project took place in 24/25 which diverted 12 potential permanent exclusion		
	Monitoring of SEND pupils to intervene early to reduce exclusion risk	Use of Annual / early reviews to pre-empt exclusions of pupils with EHCPs. These reviews are undertaken to evaluate the exclusions of pupils with EHCPs to: - Ensure alternative provision is provided - Remind schools of Equality Act Duties, and - Settings are implementing the Graduated Approach and seeking external specialist advice when a pupil is at risk of exclusion.	Governance	Ongoing	Yvonne Wade	March 2026: Continues as described		

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest note
	Expansion to free childcare entitlement: Risk of Failing to Fulfil Statutory Obligations for Adequate Childcare Availability	The LA has a statutory duty to ensure there are sufficient early year places for children to take up their funded entitlement and for parents to take up employment and training. An increase in demand for these places is expected with the expansion of the funded childcare entitlement offer from April 2024. There is a risk that the LA will not be able to meet this increased demand (both in terms of sufficiency of places, but also supporting technology) and therefore fails to meet its statutory duties.	Regulatory / Statutory	Major (4)	Possible (3)	Medium	Jacquie Burke	March 2026 - Delivery of expanded offer progressing with close monitoring of effective mitigaions on technical systems and processes

Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note
	Appoint a consultant to implement a payment file enhancement	Currently payments are developed in part through the use of excel spreadsheets. A site visit to West Cheshire and Chester showed the team a more streamlined approach which relies solely on Synergy. On reviewing this and the proposal from Access the module required to facilitate this work has been bought and enabled. Without an adequately resourced Synergy Application Support team in place, there is no capacity to configure the payment file nor do the extensive UAT and configuration tweaks. Consequently, to enable this more efficient payment file creation approach to be adopted a Synergy Consultant is required.	Resourcing	Underway	Joss Thomas	March 2026: A technical issue has delayed the implementation. A new schedule is in development. The final payment process work should be completed over the next few weeks. However, a new payment schedule is to be developed following a series of site visits. And then after PVIs and Childminders are notified of the change to the payment schedule. The new approach will start 01 April 2026 in line with the new financial year. In the interim additional support is to be made available to help the EY Payment Team manage the increased workload.
	Configure Synergy (as the enabling technology platform) to enable the expanded entitlement to be processed	The LA relies upon Synergy as a platform through which early year settings add data on children who are entitled to free childcare so that the LA can accurately provide payments to those settings. With the expansion in April 2024, there are more children and areas the LA must fund, and Synergy needs to be able to accommodate these needs and increase in demand. The census data pulled from Synergy is required to inform the DfE of the LA's funding requirements. If this is done incorrectly, there is a risk that the LA is underfunded by DfE, but is still required to provide these payments.	Resourcing	Underway	Joss Thomas	March 2026: The configuration is now complete. Additional End User materials are being refined prior to being issued. A bug in the configuration has been identified by Access UK Group. The Council needs to implement the 25.2.2 release to be able to deploy the patch that will fix the issue. Both outstanding tasks should be completed within the next two months.
	Steering Group introduced to oversee the implementation of the expansion of the entitlement	A steering group meets fortnightly to oversee and manage the sufficiency of early year places. Membership includes representatives from IT & IP&P to ensure Synergy can host and accommodate needs.	Governance	Ongoing	Donna Thomas	March 2026: Delivery of expanded offer progressing with close monitoring of effective mitigaions on technical systems and processes

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest note
	Sustainability of the Council's Children's Centres	The current model of childcare provision delivered within Hackney's Children's Centres is not financially sustainable. It has been identified as a high area of spend and budget pressure in the Council's Medium Term Financial Plan.	Financial	Major (4)	Possible (3)	Medium	Jacquie Burke	March 2026: Steering group set up to design the approach and model for future child care delivery

Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note
	Reduce expenditure	An independent review of Children's Centre childcare provision, undertaken by Ernst and Young, identified opportunities to reduce expenditure, increase income and refine the model. Cabinet is considering a proposal to consult on these changes in December 2023.	Resourcing	Completed	Donna Thomas	March 2026: Council subsidy for high-income families has been removed. This was completed in September 2025

	Increase income	An independent review of Children's Centre childcare provision, undertaken by Ernst and Young, identified opportunities to reduce expenditure, increase income and refine the model. Cabinet is considering a proposal to consult on these changes in December 2023.	Resourcing	Completed	Donna Thomas	March 2026: Council subsidy for high-income families has been removed. This was completed in September 2025		
	Implementation of new delivery model	design the approach and delivery model for the future of children's centres	Project	Underway	Donna Thomas	March 2026: Steering group set up to design the approach and model for future child care delivery		
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest note
	School financial sustainability	Schools moving into deficit to the extent that the council's overall school budget falls into a deficit position	Strategic	Major (4)	Likely (4)	High	Jacquie Burke	March 2026: remains a continuous high profile risk. However, to broaden its scope beyond just falling rolls, it was proposed to be renamed to School Financial Sustainability It is a financial risk
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Monitor financial impact of falling rolls	A Falling Rolls Advisory Group has been established to provide support and challenge to implement the local authority's education sufficiency and estate strategy with a focus on falling rolls and surplus places.	Resourcing	Ongoing	Terry Bryan	March 2026: The Falling Rolls Advisory Group has been replaced by a corporate strategic group		
	Supporting schools in their budget planning and financial management	LA has established a new suite of support for schools including new guidance and training for school leaders, reframing the role of its school improvement service and providing further direct support to schools through its newly established role of the advisory head teacher who works directly with school leaders and improvement partners in supporting schools with their budget planning, financial management and staff reorganisation changes	Governance	Ongoing	Terry Bryan	March 2026: New Control		
	New targeted intervention measures for schools causing financial concern	The LA is now using its powers to take targeted intervention for schools in financial concern under its statutory responsibilities for school improvement	Resourcing	Ongoing	Terry Bryan	March 2026: New Control		
	Regular reporting of the schools financial position	The director of education and the assistant director of school estates strategy provides periodic reports on the schools finance position to the CLT and elected members and discusses various mitigation measures being undertaken to address any issues	Governance	Ongoing	Terry Bryan	March 2026: New Control		
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest note
	Required resources required to implement school organisation plan	As the LA implements its School Organisation Plan is likely that a number of schools will be subject to organisational change. Therefore it is necessary for the service to have sufficient staffing resourcing and capacity in order to implement the activities required.	Strategic	Major (4)	Likely (4)	High	Jacquie Burke	March 2026: this plan is part of a broader strategy to organise schools to support the overarching education strategy of strength and sustainability.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	Adequately resourced project team to deliver support offer for parents and staff	Adequately resourced project team to deliver further closure proposals alongside existing closures	Project	Underway	Terry Bryan	March 2026: New Team Structure is in place with all new/updated JDs being prepared in readiness for HR recruitment process		
	Decommissioning Plan	An action plan for each school to be closed/merged to be developed to outline the key steps and actions required to ensure successful transition. This includes for asset and operational matters.	Governance	Completed	Terry Bryan	Action plans have been developed.		
Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest note
	Schools voluntarily elect to academise, impacting HE's finances and structure and the benefits of a locally led and aligned school system.	The Schools Bill (formerly called the Education White Paper) was formally scrapped by the government in early 2023. This removed the imminent threat of forced academisation however several faith bodies are still looking at local academisation. Also, the local landscape (e.g. falling rolls) still poses a risk.	Regulatory / Statutory	Major (4)	Possible (3)	Medium	Jacquie Burke	March 2026: Awaiting childrens wellbeing and school bill; supporting new place based model; about to engage in phased approach to move into area based work
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	System redesign that support the hackney education strategy	An alternative model for guiding the Hackney school improvement system has been successfully developed to work within the academised school system. This retains the capacity for the strategic and system-wide provision of school improvement and Supported Schools functions to ensure continued school improvement.	Governance	Ongoing	Lisa Williams	March 2026: A new model is developed and piloted and will be presented to schools to confirm the family of schools model and leverage school support. Formal signoff with SLT in the spring. We are working on a map of school to school support, updates to school improvement policies, and a report on partnership models across the borough.		
	Strong partnership model	Strong partnership model and school improvement local offer that provides ongoing benefit and value to schools.	Governance	Ongoing	Lisa Williams	March 2026: BAU		
	School federation strategy is developed alongside schools to develop the use of federations across the borough	A new narrative around school based partnerships and area based with education focus with place based approaches is being developed, to avoid risk of school not being in a partnership federation and it's benefits is developed with governors and school leaders. This to ensure that partnerships and federation is seen as a way to support small schools that are vulnerable and help sustain them. An example of this in practice is that when a headteacher resigns from a small school, governors are automatically approached to discuss the benefits of soft or hard partnerships with another school/federation.	Governance	Ongoing	Lisa Williams	March 2026: We are developing and consolidating partnership based approaches		

Date added	Risk Title	Description of Risk	Risk category	Impact if the risk occurs	Likelihood of the risk occurring	Rating	Risk owner	Latest note
	Provisions in schools (all phases, PRUs and settings) do not meet exceptional, strong or expected Ofsted standards, requiring attention or urgent improvement support or intervention	The overall effectiveness of schools or settings defined by: 1. Inspection Outcomes - proportion of pupils attending good or better schools reduces, leading HE to engage with Ofsted to challenge schools under the Good to great policy. 2. Pupil Outcomes - Performance gaps for disadvantaged, SEND and other focus groups are not narrowed. 3. 3. Pupil outcomes fail to improve - the quality of provision in schools or settings fails to improve, leading to plateau and coasting year to year at borough level. n 4. Ofsted judgement of requiring improvement or inadequate, or where the school meets the DfE coasting criteria	Strategic	Major (4)	Possible (3)	Medium	Jacque Burke	March 2026: OFSTED now have score cards. which means a card may indicate that a school may need attention in one or more areas. if this happens a school may be referred to the DfE RISE team to provide support.
Date added	Control Title	Control Description	Control category	Status	Control Owner	Latest Note		
	The School Improvement Programme offers rigorous support and challenge to help schools maintain high performance and outcomes.	Quality of the SIP programme offer. Effectiveness of school focussed support and challenge.	Governance	Ongoing	Lisa Williams	March 2026: Service provision through the School Improvement Programme continues. This work is ongoing and valued across phase, with high engagement rates. Our findings are validated by external auditors such as MAT/diocese improvement visits and Ofsted		
	High quality traded offer that is fit for purpose and meets school needs	Quality of provision (particularly teaching, learning & assessment), the reading programmes and leadership and management (with a particular focus on sustained capacity for improvement) will be key aspects of the support provided. Increasing the levels of buy in from schools in Hackney and out-borough will increase the capacity for a viable school improvement service.	Governance	Ongoing	Lisa Williams	March 2026: Traded offers in Hackney and with external boroughs continues. We have provided school improvement work both in the borough (One Day Reviews) and outside the borough (Suffolk). We have made close links with our regional teaching school hub in Tower Hamlets and have provided services for ECTs which has brought in significant funds.		
	Supported Schools approach continually reviewed	Good to Great Policy is enacted to identify and support schools who are at risk of failing to provide a good quality of education.	Governance	Ongoing	Lisa Williams	March 2026: The good to great policy is a key driver of improved outcomes across phases. Heads engage with the full suite of graduated support and this work is ongoing and high impact		
	Pupil support	Pupil outcomes/underachieving pupils will be an aspect of the package of support as well as a key focus of the de-delegated Raising Achievement support offer.	Governance	Ongoing	Lisa Williams	March 2026: We have a new lead for RAG work and are embedding a new model in consultation with Brent. A new analysis of data is suggesting key lines of inquiry re targeting which should lead to high impact interventions.		
	Increased CPD and capacity	The CPD offer is relevant, mapped well to need, and is viewed positively to schools translating into sales.	Governance	Ongoing	Lisa Williams	March 2026: We have developed a new map to increase uptake and reach, working with partners to make the offer both competitive and collaborative. This is being rolled out in year, starting in term 2.		

[1] new risk title proposed and approved by SLT which consolidates three risks (EHE, exclusions & UES) under a single, focused entry, with a clearer emphasis on the impact on children