

### Q3 2019/20 High-Scoring Service Risks

Risk ref	Service	Risk	Risk Owner	Impact	Likelihood	Residual Risk Score
CSDR006	Children's Services (Directorate)	Failure to manage within budget impacts the financial position of the Service and its ability to provide services	Gail Hopper	4	4	16

- **Explain the main reasons for the high risk score?** Locally, predicted pressures are being experienced as a result of an increase in demand for children's social care services generally. Since April 2019 there has been a slight bucking the regional trend as figures start to stabilise; however key indicators of the volume of work with very vulnerable children and their families remain high. There has been a small but significant reduction in the number of children subject to a child protection plan, care proceedings being initiated and the number of children cared for (has reduced by over thirty by the end of Quarter 3). However, numbers remain high compared with statistical neighbours. There continues to be a continuing increase in demand for children with special educational needs and / or disabilities and unaccompanied asylum seeking children. This reflects the picture both regionally and nationally.
- **What have been the significant controls implemented to mitigate this risk?** A Business Case for increased resources in line with areas of increased demand in children's social care has been agreed; this has been worked upon with Finance colleagues and has been considered at informal Cabinet, the ICB and has now been presented to Cabinet for a formal decision. A five year sustainability strategy has also been developed, with key components to increase placement sufficiency through innovation and market management.
- **Are any reductions in the risk score anticipated in the future?** The Senior Leadership Team regularly considers budget pressures collectively and in their separate management meetings. There are monthly meetings with the Chief Executive, the S151 Officer and Director of Resources, as well as regular meetings with the Leader and Portfolio Holder. This residual risk will be reviewed again at the end of Q3. Reduction in the risk score is dependent on the outcome of the Government Spending Review.

Risk ref	Service	Risk	Risk Owner	Impact	Likelihood	Residual Risk Score
CSCR002	Children's Services	Demand for a Children's Social Care Service continues to increase, leading to failure to manage within budget	Julia Hassall	4	4	16

- **Explain the main reasons for the high risk score?** ? The growing child population in borough and growing demand is causing increased budget pressures in children's social care and in the additional needs service (SEND). This reflects similar demands across the country. 91% of children's services budgets overspent nationally in 2018/19. (Rochdale did not overspend last year).
- **What have been the significant controls implemented to mitigate this risk?** A five year sustainability strategy has been developed by reviewing and mapping levels of need and implications; reviewing the research and evidence base of what works; reviewing all children in external placements and working up a detailed investment strategy. This involves a Greater Manchester approach to implementing innovation programmes that have been successful elsewhere in the country. Progress is being made in Rochdale to develop these approaches, but will take time to deliver impact. One of the areas we cannot control is the inward migration, see below. The Family Service Model (FSM) and approach has been developed to manage demand through co-ordinated multi-agency early help. The FSM has been developed as part of the transformation programme and predicted deflections and mainstreaming have not been realised to date. Additional resource has been allocated in line with demand in Children's Social Care.
- **Are any reductions in the risk score anticipated in the future?** The sustainability strategy will over time support greater likelihood of managing demand within the designated budget. What the service is unable to predict is those demands emerging from children new to the authority. In the period between September and December almost 500 children new to the country and to the borough required school places – what is not known about these children is what level of social care needs they may present moving forward. These increases have been experienced in the borough over the last 3 years, but the 18/19 figures were much higher than in previous years (50% increase).