

Q3 2020/21 High-Scoring Service Risks

Risk ref	Service	Risk	Risk Owner	Impact	Likelihood	Residual Risk Score
CSCR003	Children's Social Care	Performance/ practice is not of consistent quality which compromises the safety and outcomes for children which lead to death or serious injury of a child damaging the reputation of Rochdale Council.	Jill McGregor	5	4	20

- **Explain the main reasons for the high risk score?** Poor performance not sufficiently addressing concern that is considered to leave a child in a situation which leads to harm for that child is a risk for the Council's reputation. This links directly to workforce stability as the quality of practice is impacted by the quality and consistency of social work intervention. Also with higher caseloads currently, this could impact adversely on the quality of work. Increased risk over last 12 months as a result of COVID – more staff are working from home.
- **What have been the significant controls implemented to mitigate this risk?** The revised Performance Management and Quality Assurance Framework was implemented in September 2018. This has continued to ensure that the service has a detailed understanding of the quality of practice and as a result we are seeing greater consistency. This was recognised by Ofsted in their Focused Visit inspection (January 2019). An Improvement Plan is overseen and driven by the DCS and incorporates the whole service. There has been a whole system change to culture and practice with a strong emphasis on relational practice which considers what life is like for a child. The service has continued to invest in strengthening relational practice to improve quality of service delivery. Direct advice and expectations of close monitoring in place, more regular team meetings held virtually and no relaxation in expectations in the audit and moderation of case files. Increase in themed audits to provide assurance across a range of practice areas
- **Are any reductions in the risk score anticipated in the future?** The controls to systematically support consistent practice have improved however the residual risk score must continue to recognise the need to remain continuously alert to the potential impact of work with children and families which is not of the correct standard. The quality of practice is subject to continuous review through service wide performance clinics. A reduction in risk score is not considered appropriate at this time but can be reviewed again as the service returns to some normality.