

Annex B

Analysis of Key Corporate Risk 4 – CHANGING DEMOGRAPHICS

1. As requested at the last A&G meeting, this Annex provides a more detailed analysis of KCR4, Changing Demographics.
2. The description of this risk is as follows; Inability to meet statutory duties due to changes in demographics. York has a rapidly changing demographic in relation to both residents and business. This brings with it significant challenges particularly in the delivery of adult social care and children's services. There has also been significant inward migration and as such the council needs to ensure that community impacts are planned for and resourced.

Risk Details

Development and regeneration makes York more desirable and accessible to residents, students and business, resulting in increasing inward migration to York.

3. An increasing population will place additional demand on core council services. York is a great place to live with an increasingly high profile; together with large scale developments this will mean increased demand for services. Long-term international migration has stayed approximately around the 1000 people per year level for the last ten years. Internal migration has been reducing in the last 4 years. Total migration accounted for 94% of population change in 2017, and has been at an average of 87% over the last nine years.
4. The number of children in the city has grown over recent years which has impacted on primary school places. Whilst the increase has now levelled out, we will continue to see increased numbers of young people requiring secondary school places.

An increase in the aging population requiring services from the council, Increase in complexity of needs as people get older, Increase in people living with dementia

5. A growing, ageing population with increasingly complex conditions are putting pressure on services. For example; Across York 14,000 older people live alone, this is set to grow to 16,000 by 2027 and there are an estimated 2,500 people over 65 providing 20 hours or more unpaid care each week. By 2025, it is estimated that that this level of care provided by older people will increase by 16%. These are just some of the challenges that the social care market faces in York.

Increase in ethnic diversity

6. Over recent years York has seen an increase in residents from different ethnic backgrounds. This will mean that the council has to understand the

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needs of different communities in how services are delivered in order that services are accessible and effective.

Growing number of people with SEND or complex needs living into adulthood

7. There has been a rise in identified need for children and young people with SEN. If a child or young person needs additional support beyond that which can be provided by school delegated budget or by their education setting they may be eligible for an Education, Health and Care plan (EHCP). Since 2014 the numbers of children and young people with EHCP have risen from around 400 to 810.
8. There has been a significant rise in numbers of children and young people diagnosed with autism. Schools are now recording double the number of children whose primary need is autism compared to four years ago.

Demographic of workforce supply unable to meet workforce demand

9. Linked to the availability of affordable housing, this may result in difficulties in recruitment to lower paid, yet key posts such as care workers.

Failure to plan for the impact of a rapid change in demographics to front line service provision

10. Failure to plan effectively will result in services becoming over stretched and unable to effectively and safely meet demand. The council is responsible for making sure that services are in place for those who need it. This includes the council's ongoing responsibilities in respect of school places, children's social care and special educational needs.
11. Failure to meet demand at the standards required would expose the council to legal and reputational risk.

Implications

12. The implications for the Council include;
 - Increased service demand from residents, including; statutory school placements, SEND, mental health, adult social care and environmental services (eg waste collection)
 - Increased service demand in relation to business (eg Regulation, Planning)
 - Impact of additional demands cause significant financial and delivery challenges, such as a rise in delayed discharges
 - Reputational impact as these mainly impact high risk adult and children's social care service areas

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- Unable to recruit workers in lower paid, yet key service areas eg care workers

Controls

13. The controls in place include;

Place planning strategy to ensure adequate supply of school places, DfE returns and school population reported every 6 months

14. The Council has statutory responsibility to provide an adequate number of school places. We are required to report to DfE biannually in detail on our performance in relation to this duty.

15. The Council produces a strategy that determines how we will achieve this duty. We work closely with all schools in the city to support this work; this is achieved primarily through the York Schools and Academies Board (YSAB). YASB is a partnership between the council and Multi-academy Trusts (MATs).

Local area working structures in frontline services, including Early intervention initiatives and better self-care

16. The introduction of Local Area Teams is allowing us to better understand need and respond earlier. This will ensure that resources are deployed to support need accurately.

17. As part of the early intervention & prevention agenda the Council have invested in asset based approaches that support citizens to stay strong, healthy and to contribute to society. Examples of this include Local Area Coordination, Community Facilitators and the Ways to Wellbeing Service operated by York CVS. The staff concerned meet regularly to ensure a joined up approach, networking and peer support.

18. Citizens are enabled to maintain independence and wellbeing, strengthening their awareness of and access to community based support options.

19. A new relationship of shared responsibility between the council and individuals, families and communities to maintain their wellbeing and independence including conversations between providers and residents to focus on strengths and assets and working to better resilience and outcomes.

20. The council works in close partnership with schools and health to analyse long term needs and plan accordingly. The council is currently leading an 'inclusion review' which will recommend any changes needed in the future to ensure that increasing needs are being met effectively.

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21. The specialist teaching team offer an initial assessment and support as appropriate to all children receiving an autism diagnosis. There are also increased numbers of children and young people with complex autism and challenging behaviour. The FIRST, Family Intervention Rapid Support Team are providing intensive support for families where there is a risk of family or education breakdown. The Centre for Excellence currently being developed will support children and their families many of whom will have autism.

Assessment and Care management review underway, to better manage adult social care demand on CYC,

Advise and Information Strategy underway, to provide residents with direct access to support and services, to better manage adult social care demand on CYC

22. It is recognised that the council is facing a combination of increasing demand and inappropriate referrals into ASC from other professionals and the current configuration of care management contributes to longer than necessary waiting lists for the residents of York. The historic approach was geared more towards council commissioned services rather than supporting conversations about alternative solutions.

23. Demand can be managed better by implementing processes and controls for more effective responses, including:

- How we work proactively to prevent need arising - Local area coordination supports people who may feel vulnerable due to age, frailty, disability or mental health needs, connecting people within their communities and supporting people to find practical ways to live well.
- How we respond when people approach us for care – by using community/family/ neighbourhood solutions where possible and appropriate rather than formal care and using reablement effectively to reduce or remove the need for long term formal care.
- How we respond when reviewing people already in the system - by focusing on help that supports recovery, avoiding risk averse practices, reducing use of new admissions to residential care and moving people from residential care to supported housing (that promotes independence).

Stakeholder and officer group, to create a more connected and integrated health and social care system.

24. We aim to create a more connected and integrated Health and Social Care system, ensuring data, systems and working practices are primed to share relevant data for the benefits of the customer's health and wellbeing and working more closely with Public health, CVS and Primary and Secondary

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Care. Consistent measurements of activity and performance of individual services are in place, which are aligned to the goals of individuals, teams and the wider system.

Officer caseload monitoring

25. The LA closely monitors caseload sizes for social workers and other colleagues delivering statutory services. This ensures that we have a clear picture of demand for services and ensures that work is allocated appropriately.

Creating Resilient Communities Working Group (CRCWG)

26. In order that CYC's partnership working is as effective as possible, it is critical that there is broad appreciation within the council of which areas are working with different partners. To support this, internal working groups such as the Creating Resilient Communities Working Group (CRCWG) meet regular to understand what is happening across particular agendas and in doing so, a greater degree of join-up can be achieved across the council.

Outstanding Actions

27. The controls for this risk include an ongoing action for development of the CYC place planning strategy to ensure adequate supply of school places.
28. Redesign and implementation of the arrangements for early intervention and prevention have already taken place and further actions are due to be in place by December 2018.
29. The Assessment & Care Management Review and Advice & Information Strategy have both already contributed to improved controls and remain ongoing.
30. A review is due to be undertaken after December 2018 to assess the implications of the local plan and major development projects on demographics to determine the impact on all CYC services.

Risk Rating

31. The gross risk score is 20 (likelihood probable, impact major). After applying the controls detailed above the net risk score is reduced to 19 (likelihood possible, impact major).