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To: Scrutiny Committee – 12th December 2014

Subject: Social Care Risk Register updates

Summary: This report presents two red rated items on the Corporate Risk Register as presented to Cabinet on 1st December. The report summarises the key points included in the Risk Register and provides the opportunity for the Committee to consider whether they wish to consider this matter further at a future meeting.

1. Background

- 1.1 The Corporate Risk Register, which is used to monitor the Authority's exposure to and plan for managing key risks, included two items that have been flagged by the Scrutiny Committee spokesmen as requiring further consideration.
- 1.2 The two Corporate Risks are;
 - Risk Number CRR10a – Management of Adult Social Care Demand
 - Risk Number CRR10b – Management of Demand – Specialist Children's Services.
- 1.3 The two risks relate to the care of vulnerable individuals and have been the subject of increased risk status as a result of ongoing demand escalation combined with financial limitations. This is a national challenge.
- 1.4 The underlying factors behind the two Social Care issues, other than the national financial challenges, are significantly different, making this being taken as a single topic problematic.
- 1.5 Control plans and action plans described in the Risk Register entries represent current KCC action being taken to mitigate and reduce the identified risks. The Control plans evidence work that is already being undertaken to prevent risk escalation while the action plans indicate the longer term strategy for reducing the risk down to the indicated target level – from 20 to 12 in both cases. For details see pages 275, 288 – 294 [Cabinet Agenda Pack](#).

2. Scrutiny Interest

- 2.1 At the 1st December Scrutiny Committee Agenda Setting meeting, the Spokespeople raised concerns that two significant Social Care issues were rated as high risk and suggested that this merited closer examination.

- 2.2 In response to the request for further information, Graham Gibbens as Cabinet Member for Adult Social Care, offered to provide a verbal update and answer questions at the Committee meeting. This was recommended by Mr Gibbens given the complex nature of the issues which are not quickly translated into brief written updates in the time available between agenda setting and reports needing to be published.
- 2.3 At a future Committee meeting, an agenda item could include details of the Social Care transformation programmes as this is one of the main mitigation or action plans designed to manage the risk.

3. Details of Risk

Management of adult social care demand:

- 3.1 **Risk Register Summary** - Adult social care services across the country are facing growing pressures, particularly with factors such as increasing numbers of young adults with long-term complex needs, increases in Deprivation of Liberty Safeguards Assessments and likely implications of the Care Act on demand for services. The adult social care transformation programme aims to respond to these challenges – the design stage of phase 2 is currently in progress.
- 3.2 A key factor causing rising demand for adult social care is the continuing transition of young people with complex needs to becoming adults with long-term complex care requirements that will potentially persist for their entire adult life. This represents a significant resource demand from the Council that will last decades.
- 3.3 The primary control mechanisms in place to prevent risk escalation are;
- Ongoing analysis of relevant needs assessments to allow appropriate budget planning.
 - Ongoing phase 1 Adult Social Transformation Programme – Care Pathways, Commissioning & Procurement and Optimisation
 - Greater challenging of other Authorities inappropriately placing Adults with significant needs in Kent.
 - Promotion of enablement support to existing and potential service users to encourage independent living.
 - Maximising the use of Telecare as part of mainstream community care services (reduces resource impact through appropriate service user engagement via telephone rather than face to face meetings).
 - Health & Social Care Integration Programme in place – bringing together demand management projects from both areas to maximise the capacity to reduce demand for specialist health and social care services.
 - Continued support for investment in preventative services through voluntary sector partners.

- Analysis being conducted on likely impact of the recent Supreme Court Ruling on Deprivation of Liberty Assessments.
- 3.4 The planned actions to be implemented to reduce the risk are:
- Public Health & Social Care promotion of effective information, advice and guidance services to support self-management and reduce dependency.
 - Lobby the Treasury to investigate Ordinary Residence matters in more details as a nation funding issue.
 - Delivery of Adult Social Care Transformation Phase 2 – performance monitoring and change initiatives to support demand management.

Management of demand - specialist children's services:

- 3.5 **Risk Register Summary** - A programme to deliver integrated Early Help and Preventative Services for 0-19s and their families is underway. A one-year plan for early help & preventative services has been produced, setting out priorities for service development and change. Diagnostic work has been conducted with the aid of an efficiency partner, aiming to ensure an improved and measurable impact of Early Help Services on Specialist Children's Services demand. A 'sandbox' approach is being used to provide an opportunity to test out new and innovative service design concepts.
- 3.6 A key factor of demand escalation for Specialist Children's Services is the consequence of highly publicised child protection incidents and serious case reviews as well as the associated policy and legislative changes. These factors have increased the resources required to manage each case and to review all internal processes to ensure they meet new policy requirements. An additional challenge facing Specialist Children's Services is the recruitment and retention of permanent qualified social workers.
- 3.7 The primary control mechanisms in place to prevent risk escalation are;
- Ongoing analysis of relevant needs assessments to allow appropriate budget planning.
 - Kent Integrated Adolescent Support Service (KIASS) is focusing on enabling quick and easy access to early help and preventative services to meet the needs of young people in a flexible and effective way that will reduce long term demand for more intense services. Particular attention is given to the most disadvantaged and vulnerable young people to ensure their risks are managed appropriately.
 - Intensive focus on delivering effective early help to reduce the need for specialist children's services.
 - Continued focus on obtaining value for money in relation to the commissioning of expensive specialist residential and independent fostering accommodation.
 - Scoping of diagnostic work undertaken with an Efficiency Partner has been conducted on Children's Services to assist in managing resources more efficiently.

- Early Help and Preventative Services one year plan 2014/15 has been produced setting out priorities for service development and change and ambitious targets to improve outcomes for children, young people and families.

3.8 The planned actions to be implemented to reduce the risk are:

- Work programme to deliver integrated provision of early help and prevention services for 0-19s and their families. Designed to respond quickly and effectively while reducing demand for long term or acute services.
- In-house fostering capacity to be developed to reduce external provider costs.
- Innovation programme using 'sandbox approach' that promotes the testing of new service design concepts.
- Implementation of Unified 0-25 programme within Specialist Children's Services, Early Help and Prevention and External Spend.

3.9 It is important to note that significant transformation and work programmes represent key parts of the respective action plans being developed and implemented to reduce the risk. These represent significant developments in KCC's approach to managing Social Care and may be suitable subjects for agenda items later in 2015 where the Committee may consider their effectiveness.

4. Recommendation

4.1 The Committee thank Mr Gibbens and Officers for their attendance, note the verbal update and decide whether they wish to consider this matter in more detail at an a future meeting..