

From: Graham Gibbens, Cabinet Member for Adult Social Care and Public Health
Andrew Ireland, Corporate Director of Social Care, Health and Wellbeing

To: Adult Social Care and Health Cabinet Committee - 10 March 2016

Subject: **RISK MANAGEMENT: SOCIAL CARE, HEALTH AND WELLBEING (ADULT SOCIAL CARE AND SPECIALIST CHILDREN'S SERVICES DIVISIONS)**

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This report presents the strategic risks relating to the Adult Social Care (ASC) and Specialist Children's Services (SCS) Divisions of the Social Care Health and Wellbeing Directorate. The report includes the risks on the Corporate Risk Register for which the Corporate Director is the designated 'risk owner'. The paper also explains the management process for review of key risks.

A report on risk management arrangements relating to Public Health will be presented to this Committee for consideration at the May meeting.

Recommendation: The Adult Social Care and Health Cabinet Committee is asked to **CONSIDER** the Risk Management arrangements for Adult Social Care and Specialist Children's Services outlined in this report and to **COMMENT** on the risks presented.

1. Introduction

- 1.1 Directorate Business Plans are reported to Cabinet Committees as part of the Authority's business planning process. The plans include a high-level section relating to key directorate risks, which are set out in more detail in this paper.
- 1.2 Risk management is a key element of the council's Internal Control Framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled. The process of developing the registers is therefore important in underpinning business planning, performance management and service procedures. Risks outlined in risk registers are taken into account in the development of the Internal Audit programme for the year.
- 1.3 Directorate risk registers are reported to Cabinet Committees annually, and contain strategic or cross-cutting risks that potentially affect several functions across the Social Care, Health and Wellbeing Directorate, and often have

wider potential interdependencies with other services across the council and external parties.

- 1.4 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register. The Corporate Director for the Social Care Health and Wellbeing Directorate is designated 'Risk Owner' for several corporate risks, which include the health and social care "red risks" along with the risks associated with the implementation of the Welfare Reform Act 2012.
- 1.5 A standard reporting format is used to facilitate the gathering of consistent risk information and a 5x5 matrix is used to rank the scale of risk in terms of likelihood of occurrence and impact. A Risk Matrix for the ASC and SCS divisions is attached in Appendix 1.

2. Risks relating to Adult Social Care and Specialist Children's Services within Social Care, Health and Wellbeing

- 2.1 It continues to be a time of significant risk for ASC and SCS. Specific concerns include the on-going financial pressures facing the Directorate; the fragility of the social care market (and the impact of the introduction of the Living Wage on the sector); the capacity to respond to the Unaccompanied Asylum Seeker Children arriving in Kent; and the need to manage capacity and demand particularly during the winter pressures where Health Trusts are under particular pressure which impacts on social care. At the same time the Directorate continues to transform services and to meet statutory duties such as safeguarding vulnerable adults and children.
- 2.2 The risks, relating to ASC and SCS, are reflected in the 16 risks currently on the Directorate's risk register (Appendix 2). The key "red" risks on the register are currently:
 - Transformation of Adult Social Care Services
 - Safeguarding – protecting vulnerable children
 - Safeguarding – protecting vulnerable adults
 - Austerity and pressures on public sector funding
 - Health integration
 - Increasing demand for social care services
 - Managing the social care market
 - Mental Capacity Act and Deprivation of Liberty Assessments
 - Capacity to assess, support and accommodate the increased arrival rate of Unaccompanied Asylum Seeker children
- 2.3 These risks also feature on the Authority's Corporate Risk Register, due to the significance of the risks to the council as a whole.
- 2.4 The PREVENT initiatives to reduce the threat of terrorism, radicalisation and extremism were recently added to the Directorate Risk Register. Since the report to Members in March 2015, the following risks have been taken off the register:
 - Health and Social Care Act 2012
 - Preparation for legislative change and the Care Act 2014
 - Organisational change
 - Independent Living Fund

2.5 Inclusion of risks on the risk register does not necessarily mean there is a problem. On the contrary, it can give reassurance that they have been properly identified and are being managed proactively. The risk registers are regarded as 'living' documents to reflect the dynamic nature of risk management. The Directorate Management Team formally monitors and reviews the risk register on a quarterly basis, although individual risks can be identified and added to the register at any time.

3. Recommendation

3.1 Recommendation: The Adult Social Care and Health Cabinet Committee is asked to **CONSIDER** the Risk Management arrangements for Adult Social Care and Specialist Children's Services outlined in this report and to **COMMENT** on the risks presented.

4. Background Documents

4.1 KCC Risk Management Policy on KNet intranet site.
<http://knet/ourcouncil/Pages/MG2-managing-risk.aspx>

5. Contact details

Lead Officer

Anthony Mort
Customer Care and Operations Manager
03000 415424
Anthony.mort@kent.gov.uk

Lead Director

Penny Southern
Director, Disabled Children, Adult Learning Disability and Mental Health
03000 415505
Penny.southern@kent.gov.uk