

From: Peter Oakford, Cabinet Member for Specialist Children's Services

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To: Children's Social Care and Health Cabinet Committee - 22 March 2016

Subject: **RISK MANAGEMENT: SOCIAL CARE, HEALTH AND WELLBEING**

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 Social Care Health and Wellbeing Directorate. It also 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.

Recommendation: The Children's Social Care and Health Cabinet Committee is asked to **CONSIDER** the Risk Management arrangements outlined in this report and to **CONSIDER** and **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 of Social Care Health

and Wellbeing 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 Social Care Health and Wellbeing Directorate is attached in Appendix One.

2. Risks relating to the Social Care, Health and Wellbeing Directorate

- 2.1 It continues to be a time of significant risk for the Social Care Health and Wellbeing Directorate. There are currently 16 risks on the Directorate Risk Register. (A copy of the Register is attached in Appendix Two). Many of the risks are Directorate wide, for example the on-going financial pressures; however the specific risks for Specialist Children's Services include:

- Transformation of Children's Services
- OFSTED preparedness and service improvement
- The Safeguarding responsibilities for children and young people
- The capacity to respond to the Unaccompanied Asylum Seeker Children arriving in Kent

- 2.2 The key "red" risks on the Directorate 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 initiative to reduce the threat of terrorism, radicalisation and extremism was 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 There is a "hierarchy" of risk registers. In addition to the Corporate and Directorate Risk Register, each division has its own Risk Register and the Specialist Children's Service maintains a register which contains slightly "lower level" risks such as the difficulties in recruiting experienced social workers.

2.6 Inclusion of risks on the risk registers 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 Children's Social Care and Health Cabinet Committee is asked to **CONSIDER** the Risk Management arrangements outlined in this report and to **CONSIDER** and **COMMENT** on the risks presented.

4. Appendices

Appendix 1 – Risk Matrix

Appendix 2 – Directorate Risk Register

5. Background Documents

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

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