



Social Care Health & Wellbeing Risk Register

FEBRUARY 2016

Risk ID	SCHW 01	Risk Title	Transformation of adult social care services			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Transformation of adult social care services. The transformation programme is being implemented in adult social care. Adopting new ways of working and implementing a programme of significant change is not without risk.	A phased approach has been adopted to the Transformation Programme in OPPD and a Project Management approach to the 7 LD Transformation Projects. Savings need to be made through more efficient and effective ways of working. Carrying out the transformation is a demand on resources.	If the transformation programme does not meet targets this will lead to significant pressures on the service and on the directorate and local authority budgets. How the phases of the Transformation Programme are managed and implemented is crucial as it has a major impact on the service including productivity and performance.	Andrew Ireland, Corporate Director SCHWB/ Mark Lobban Director Commissioning SCHWB	Very Likely (5)	Serious (4)	
				Target Residual Likelihood	Target Residual Impact	
				Possible (3)	Significant (3)	
Control Title			Control Owner			
A Transformation Portfolio Board is established with agreed Governance arrangements. A Portfolio Management office is in place to ensure the right change initiatives are being delivered in the right way.			Andrew Ireland, Corporate Director SCHWB/Mark Lobban Director Commissioning SCHWB			
Support of Efficiency partner with diagnostics, design and implementation of the Transformation agenda.			Andrew Ireland, Corporate Director SCHWB/Mark Lobban Director Commissioning SCHWB			
There is a separate risk register and issues log at portfolio, programme and project levels.			Andrew Ireland, Corporate Director SCHWB/Mark Lobban Director Commissioning SCHWB			
Oversight and monitoring by Transformation Advisory Group Programme Board, Budget board and Cabinet Committee.			Andrew Ireland, Corporate Director SCHWB/Mark Lobban Director Commissioning SCHWB			

Transformation Programme in place with links and interdependencies with the KCC Transformation /Facing the Challenge Programme.	Andrew Ireland, Corporate Director SCHWB/Mark Lobban Director Commissioning SCHWB	
6 monthly reporting to Cabinet Committee and monthly programme reporting to portfolio board and TAG.	Andrew Ireland, Corporate Director SCHWB/Mark Lobban Director Commissioning SCHWB	
A sustainability programme is in place in OPPD to monitor the impact of change and transformation and ensure the performance management measures are achieving intended outcomes. A virtual Transformation Engagement Team continues to ensure staff are engaged and leading change and improvement at a local level	Anne Tidmarsh, Director OPPD	
Monthly meeting to assess whether the programme benefit is achieving expectations	Andrew Ireland, Corporate Director SCHWB	
Action Title	Action Owner	Planned Completion Date
Agreed on going work with an Efficiency Partner. This includes acute hospital optimisation, access to independence, your life your home, Kent Pathways Service, and Shared Lives	Mark Lobban, Director Commissioning SCHWB	1 st April 2016
Manage the interdependencies and relationship between transformation and other Corporate and Directorate programmes.	Andrew Ireland, Corporate Director SCHWB	31 st March 2016
Ensure effective two way communication re the Transformation Programme. Need to ensure staff that are informed and there is "ownership" of the message. A communication bulletin is produced and disseminated.	Mark Lobban Director Commissioning SCHWB	1 st April 2016
Monitoring of Transformation phase one, OPPD projects e.g. Optimisation, Care Pathways, Commissioning. Roll out of "Sandbox" methodology. Handover to business as usual to ensure the continued realisation of the benefits of the changes made.	Anne Tidmarsh, Director Older People & Physical Disability	1 st April 2016
Working with Newton Europe on the Phase 2. PMO set up. Priorities for all phase 2 activity being defined (regardless of whether KCC or Newton Europe).	Mark Lobban, Director Commissioning SCHWB	31 st March 2016
The 7 Transformation Projects in LD services are being progressed through project management arrangements. The Your Life Your Home pilot completed.	Penny Southern, Director DCLDMH	31 st March 2016

Risk ID	SCHW 02	Risk Title	Transformation of children's services			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Transformation of children's services	SCS Transformation to make continuous improvements to services for vulnerable children and young people in Kent.	Failing to transform and continuously improve services could adversely impact on vulnerable children and young people. Failure to maximise the benefits of the work would also be detrimental to service delivery, budgets and key performance indicators.	Andrew Ireland, Corporate Director SCHWB/Philip Segurola, Director Specialist Children's Services	Possible (3)	Significant (3)	
				Target Residual Likelihood	Target Residual Impact	
				Unlikely (2)	Significant (3)	
Control Title			Control Owner			
Robust performance management through audit activity, management information reports, deep dive meetings, 0-25 programme board and SCS DivMT			Andrew Ireland, Corporate Director SCHWB/Philip Segurola, Director Specialist Children's Services			
Performance framework, operational framework and quality assurance framework in place.			Andrew Ireland, Corporate Director SCHWB/Philip Segurola, Director Specialist Children's Services			
0 to 25 Unified Programme is part of the over-arching cross-directorate 0-25 Portfolio. The programme is led by the relevant Corporate Directors through the 0-25 Portfolio Board which reports to the Transformation Advisory Board (TAG) a member led body.			Andrew Ireland, Corporate Director SCHWB/Philip Segurola, Director Specialist Children's Services			
Following the conclusion of the design phase, SCS and EHPS will continue to work with Newton Europe in delivering the implementation phase.			Philip Segurola, Director Specialist Children's Services			

A Fostering Action Plan has been produced following an audit. The action are being developed, monitored and progressed. A report has been submitted to Governance & Audit Committee	Philip Segurola, Director Specialist Children's Services	
There is a separate risk register for the programme, which is presented at each Portfolio Board meeting	Andrew Ireland, Corporate Director SCHWB/Philip Segurola, Director Specialist Children's Services	
Action Title	Action Owner	Planned Completion Date
Progress will be monitored in part through a rolling programme of audits of services. Peer review audits of services including children in need, child protection and children in care. Progress will be tracked against previous audits and results presented to SCS DivMT with six monthly and yearly audit reports. KSCB to host multi agency audits	Philip Segurola, Director Specialist Children's Services	31 st March 2016
Produce and disseminate a monthly programme update for staff. Develop a process to encourage two way communication.	Philip Segurola, Director Specialist Children's Services	31 st March 2016
Regular reporting and cascading of learning through meetings with Director and monthly attendance at joint SCS and EHPS DivMT meetings.	Philip Segurola, Director Specialist Children's Services	31 st March 2016
SCS and EHPS DivMT to attend Leaders workshops in preparation for Implementation Phase.	Philip Segurola, Director Specialist Children's Services	31 st March 2016
Implementation will be rolled out sequentially, allowing intensive work to take place in each area and to ensure that each district can learn from the experiences of those that have been involved at earlier stages.	Philip Segurola, Director Specialist Children's Services	30 th June 2016
Through Resource Group maintain the continued focus on recruitment to permanent Social Work and Management vacancies and the retention of experienced qualified social work staff.	Andrew Ireland, Corporate Director SCHWB	31 st March 2016
Implementation of the signs of safety model of intervention concurrently with the roll out of the implementation phase to further improve consistency and quality of practice.	Philip Segurola, Director Specialist Children's Services	31 st March 2016

Risk ID	SCHW 03a	Risk Title	Safeguarding - Protecting vulnerable children			
Source / Cause of risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
Safeguarding - Protecting vulnerable children		The Council must fulfil its statutory obligations to effectively safeguard vulnerable children.	Its ability to fulfil this obligation could be affected by the adequacy of its controls, management and operational practices or if demand for its services exceeds its capacity and capability.	Andrew Ireland, Corporate Director SCHWB/ Mark Lobban Director Commissioning SCHWB	Likely (4)	Serious (4)
					Target Residual Likelihood	Target Residual Impact
					Possible (3)	Significant (3)
Control Title				Control Owner		
Safeguarding Boards in place for children's services, providing a strategic countywide overview across agencies.				Andrew Ireland, Corporate Director SCHWB/Philip Segurola, Director Specialist Children's Services		
Multi-agency public protection arrangements in place.				Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB/ Philip Segurola, Director Specialist Children's Services		
Quarterly reporting to Directors and Cabinet Members and Annual Report for Members				Andrew Ireland, Corporate Director SCHWB/ Philip Segurola, Director Specialist Children's Services		
The unit has been restructured. This includes additional child protection and Independent Reviewing Officer Capacity				Philip Segurola, Director Specialist Children's Services		
Consistent scrutiny and performance monitoring through Divisional Management Team, Deep Dives and				Andrew Ireland, Corporate Director SCHWB/Philip		

audit activity.		Segurola, Director Specialist Children's Services
SCS and EHPS are to adopt the Signs of Safety model of intervention, a standardised child-focused model of risk analysis, risk management and safety planning.		Andrew Ireland, Corporate Director SCHWB/Philip Segurola, Director Specialist Children's Services
The SCS Development Action Plan has been updated to reflect the recommendations in the recent OFSTED Child Sexual Exploitation themed inspection. The plan is a joint plan with EHPS and children's commissioning.		Philip Segurola, Director Specialist Children's Services
Deep dives for constructive challenge by Senior Managers of front line services. This includes an extended deep dive process with visits to District Teams using an inspection type format.		Andrew Ireland, Corporate Director SCHWB/Philip Segurola, Director Specialist Children's Services
Action Title	Action Owner	Planned Completion Date
Ongoing provision of safeguarding training for the relevant staff.	Andrew Ireland, Corporate Director SCHWB	31 st March 2016
Continue with recruitment programme to attract and retain high calibre social workers and managers	Andrew Ireland, Corporate Director SCHWB	30 th September 2016
Support KSCB in delivering business plan.	Philip Segurola, Director Specialist Children's Services	31 st March 2016
Progressing delivery against plans and oversight through SCS DivMT and joint SCS and EHPS DivMT meetings	Philip Segurola, Director Specialist Children's Services	31 st March 2016
A revised deep dive process has been agreed and is in place. Deep Dives to take place in 2016.	Philip Segurola, Director Specialist Children's Services	30 th June 2016
On-going Implementation of solutions to help manage the current unallocated cases.	Philip Segurola, Director Specialist Children's Services	31 st March 2016

Risk ID	SCHW 03b	Risk Title	Safeguarding - Protecting vulnerable adults			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Safeguarding - Protecting vulnerable adults	Potential risk for vulnerable people. A statutory responsibility to safeguard vulnerable adults.	Failure to achieve this could lead to vulnerable people being at risk.	Andrew Ireland, Corporate Director SCHWB/ Mark Lobban Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director OPPD	Likely (4)	Serious (4)	
				Target Residual Likelihood	Target Residual Impact	
				Possible (3)	Significant (3)	
Control Title			Control Owner			
<p>The Kent Adult Safeguarding Board (SAB) is in place with key agencies. Financial agreement between partner agencies. The SAB has been on a statutory footing following implementation of the Care Act in April 2015.</p> <p>There are 3 key working groups within the SAB:</p> <ul style="list-style-type: none"> - Quality Assurance Working Group: This group has introduced a range of performance improvement tools including a dashboard of key indicators and a self-assessment framework - A Learning and Development Group; This group carries out structured work e.g. redrafting the multi-agency training package in response to the Care Act changes - Policy, Protocols and Guidance Group to review and revise policies 			Andrew Ireland, Corporate Director SCHWB			
Multi agency public protection arrangements in place.			Andrew Ireland, Corporate Director SCHWB			

Quarterly reporting to Directors and Cabinet Members and an Annual Report to Members.	Mark Lobban Director Commissioning SCHWB/ Nick Sherlock, Head of Adult Safeguarding	
Consistent scrutiny and performance monitoring through Divisional Management Teams, Deep Dives and Audit Activity. Also through the Quality Assurance Working Group and the Adult Safeguarding Quarterly Report.	Mark Lobban Director Commissioning SCHWB/Penny Southern, Director DCLDMH/Anne Tidmarsh, Director OPPD/ Nick Sherlock, Head of Adult Safeguarding	
RiPfA work is ongoing, developing the capability framework for safeguarding and MCA work. Due to be launched in April 2016. The multi-agency Adult Safeguarding training package has been redrafted in response to Care Act changes.	Mark Lobban Director Commissioning SCHWB/ Nick Sherlock, Head of Adult Safeguarding	
OPPD Improvement Plan in place.	Anne Tidmarsh, Director OPPD	
In Kent a Transforming Care/Winterbourne Steering Group is in place. This has been to learn the lessons from Winterbourne and to take forward the Transforming Care Programme in Kent.	Penny Southern, Director DCLDMH	
Action Title	Action Owner	Planned Completion Date
Ongoing provision of safeguarding training for the relevant staff.	Nick Sherlock, Head of Adult Safeguarding	31 st March 2016
Ongoing programme of safeguarding audits and feedback sessions from the audits	Nick Sherlock, Head of Adult Safeguarding	31 st March 2016
Preparation for the introduction of the Capability Framework for safeguarding and multi-agency training courses revised to reflect the Care Act changes	Nick Sherlock, Head of Adult Safeguarding	31 st March 2016
Corporate Audit of adult safeguarding practices expected in 2015/16	Nick Sherlock, Head of Adult Safeguarding	1 st April 2016
Making Safeguarding Personal project work to develop service user involvement in safeguarding – link to ADASS national project. Initial project completed and being rolled out.	Nick Sherlock, Head of Adult Safeguarding.	31 st March 2016

Risk ID	SCHW 04	Risk Title	Austerity and pressures on public sector funding			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Austerity and pressures on public sector funding impacting on capital and revenue budgets. Public sector finance pressures and the need to achieve significant efficiencies for foreseeable future.	KCC has to find £83 million of savings in 2015/16. Expected that there will be further reductions in local government spending in future years. Partner organisations and private sector providers also experiencing funding challenges potentially putting joint working at risk. Financial pressures in the health sector having repercussions for social care. Increased stress on some families due to financial pressures. Insufficient central government funding to support UASC care leavers.	Major funding pressures impact on the delivery of social care services. The capital strategy putting specific projects at risk. Business viability of independent providers could be impacted with some providers going out of business.	Michelle Goldsmith, Finance Business Partner/ Andrew Ireland, Corporate Director SCHWB	Very Likely (5)	Major (5)	
				Target Residual Likelihood	Target Residual Impact	
				Likely (4)	Serious (4)	
Control Title			Control Owner			
Robust financial and activity monitoring regularly reported to DMT and budget reporting within the DivMTs			Andrew Ireland, Corporate Director SCHWB/ Michelle Goldsmith, Finance Business Partner			
Robust debt monitoring			Andrew Ireland, Corporate Director SCHWB/ Michelle Goldsmith, Finance Business Partner			
Transformation programme to ensure efficiencies and the best use of available resources.			Andrew Ireland, Corporate			

		Director SCHWB/ Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH / Anne Tidmarsh, Director OPPD/ Michelle Goldsmith, Finance Business Partner
More efficient use of assistive technology		Andrew Ireland, Corporate Director SCHWB/ Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH / Anne Tidmarsh, Director OPPD/ Michelle Goldsmith, Finance Business Partner
The 0 to 25 Partnership Board is overseeing the joint Transformation projects of SCS, Early Help and Preventative Services and Children's Commissioning - working closely with Newton-Europe. The programme feeds into the overarching 0 to 25 Change Portfolio.		Philip Segurola, Director Specialist Children's Services
Business Plans in place for 2015/16. Draft Business Plans being developed for 2016/17.		Andrew Ireland, Corporate Director SCHWB
Dialogue with the Home Office re the increasing numbers of unaccompanied minors and the costs of supporting UASC care leavers		Philip Segurola, Director Specialist Children's Services
Action Title	Action Owner	Planned Completion Date
Continued drive to deliver efficient and effective services through transformation and modernisation agenda. Consultation on 4 KCC residential care homes.	Andrew Ireland, Corporate Director SCHWB	31 st March 2016
Continue to work innovatively with partners, including health services, to identify any efficiencies.	Andrew Ireland, Corporate Director SCHWB	31 st March 2016
Building community capacity. In LD services the GDP programme moving from segregated facilities to inclusive settings with partners.	Andrew Ireland, Corporate Director SCHWB	1 st April 2016

Focus on prevention, enablement and independence for vulnerable adults.	Andrew Ireland, Corporate Director SCHWB	1 st April 2016
Development of appropriate incentives within the commissioning framework	Mark Lobban Director Commissioning SCHWB	1 st April 2016
Continue to review and ensure value for money from residential and IFA placements.	Mark Lobban Director Commissioning SCHWB	1 st April 2016
SCS to continue to manage budget reductions including care cost reduction and placement reconfiguration. Improve business processes. Management Actions in place, close monitoring of spend, engaging finance staff in monthly DivMT slot, savings targets part of 0-25 programme. Also a substantive item on the joint DivMT meetings between SCS and EHPS	Philip Segurola, Director Specialist Children's Services	31 st March 2016
OPPD developing and implementing management actions to address the financial pressures facing the Division.	Anne Tidmarsh, Director Older People & Physical Disability	31 st March 2016
Shaping the social care market through tendering for home care and for residential and nursing home care	Mark Lobban Director Commissioning SCHWB	1 st April 2016

Risk ID SCHW 05						
Risk Title Working with Health, Integration, Pioneer and BCF						
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Working with health, integration of health and social care services	There is a need to develop integrated health and social care services. There is a risk if services do not become fully integrated. Local Authorities are required to have a plan in place by 2017 and be ready for integration by 2020. There are risks associated with joint working including ensuring commitments to Section 75 agreements. Also pressures within the health sector having repercussions for social care. Pressures on NHS Trusts particularly at winter having repercussions for social care.	Increased health and social care integration will impact on ways of working and the delivery of services. If services are not integrated there is a risk of gaps between services or in some instances duplication of services or inefficient use of the available joint resources. If health services are not meeting needs there can be increased pressures on social care services and budgets.	Andrew Ireland, Corporate Director SCHWB/ Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director Older People & Physical Disability/ Philip Segurola, Director Specialist Children's Services	Likely (4)	Serious (4)	
				Target Residual Likelihood	Target Residual Impact	
				Possible (3)	Significant (3)	
Control Title			Control Owner			
Reporting and inputting to Transformation Board regarding integration but also to Health and Wellbeing Boards, Locality Boards, Clinical Commissioning Groups and Vanguard Groups.			Anne Tidmarsh, Director Older People & Physical Disability			
Programme management arrangements in place for integration with a Programme Plan and local action plans based on the Programme Plan. Co-ordination by a programme manager.			Anne Tidmarsh, Director Older People & Physical Disability			

Kent is one of the 25 Integrated Care and Support Pioneers. This is giving renewed impetus to the integration programme in Kent. An Integration Pioneer Steering Group is in place with over 25 stakeholder members.	Anne Tidmarsh, Director Older People & Physical Disability	
The Better Care Fund will help the integration programme and the development of joined up working and commissioning. High level county wide BCF finance and performance meetings take place to monitor implementation, performance and delivery including issues and risks.	Anne Tidmarsh, Director Older People & Physical Disability	
Close working at a leadership level seeking to develop a shared transformation plan. Health and Well Being Board in place. Meetings with CCG Accountable Officers.	Andrew Ireland, Corporate Director SCHWB/ Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director Older People & Physical Disability/ Philip Segurola, Director Specialist Children's Services	
JSNA to support health and social care commissioning.	Andrew Ireland, Corporate Director SCHWB	
Joint working with health on Section 75 agreements including the Section 75 agreement for the provision of the Community Equipment Service	Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director Older People & Physical Disability	
Action Title	Action Owner	Planned Completion Date
Developing integrated performance measures and monitoring	Anne Tidmarsh, Director OPPD	1 st April 2016
Work closely with the CCGs to focus on long term conditions to improve people's ability to self-care.	Anne Tidmarsh, Director OPPD	1 st April 2016
Kent has Pioneer Status for Health and Social Care Integration. This broadens the integration programme to include commissioning and provision. Further work to be done to develop and take forward the integration programme and wider Pioneer work.	Anne Tidmarsh, Director OPPD	1 st April 2016

The Better Care Fund plan has been produced and agreed by the Health and Wellbeing Board. Further updates to be provided to the Health and Wellbeing Board.	Anne Tidmarsh, Director OPPD, Programme Manager	31 st March 2016
Local BCF delivery groups working on local action plans.	Anne Tidmarsh, Director OPPD	31 st March 2016
To ensure alignment of the commissioning plans for social care and CCGs	Andrew Ireland, Corporate Director SCHWB	31 st March 2016
Information management and technology strategy being developed within the CCG area Digital Roadmaps to support a shared integration plan.	Anne Tidmarsh, Director OPPD	31 st March 2016
Ensure adherence to the CHC Framework and monitor joint working arrangements to prevent cost shunting.	Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director OPPD/ Philip Segurola, Director Specialist Children's Services	31 st March 2016
To continue to monitor the Section 75 agreements	Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director OPPD	31 st March 2016

Risk ID	SCHW 07	Risk Title	Increasing demand for social care services			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Risk that demand will outstrip available resources.	Fulfilling statutory obligations and duties becomes increasingly difficult against rising expectations and increased demand for services. Increased demand due to: - demographic changes in population i.e. more people living longer, more people with dementia and an increase in clients with complex needs and migration of population (see separate risk for Unaccompanied Asylum Seeker Children).	Austerity potentially leads to more stress, family breakdown and need for support from specialist children's services. More reliance on informal carers leads to strain on families and individuals. More pressure on services to respond to increased demand, a risk of service failure if there is insufficient capacity to respond.	Andrew Ireland, Corporate Director SCHWB/ Mark Lobban Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director OPPD	Very Likely (5)	Serious (4)	
				Target Residual Likelihood	Target Residual Impact	
				Likely (4)	Serious (4)	
Control Title			Control Owner			
Robust monitoring, reporting and analysis to DMT and Business Planning			Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director OPPD			
Working towards joint planning and commissioning with partners			Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director OPPD			

Early intervention and Preventative services aimed at reducing demand-enablement, fast track minor equipment, short term care with step down and step up support	Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director OPPD	
Developing community capacity particularly in relation to prevention and early help.	Mark Lobban, Director Commissioning SCHWB	
Tendering taking place for Residential and Nursing Care to shape/manage the market.	Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB	
As part of the 0 to 25 programme, streamlining back office processes and systems. Freeing up social worker time for more direct work. Focus on quality and effectiveness of intervention and ensuring an appropriate and timely throughput of cases	Philip Segurola, Director Specialist Children's Services	
Continued monitoring of Ordinary Residence regarding the disproportionate number of people in need across the age ranges (children and adults) being placed by other local authorities into Kent.	Andrew Ireland, Corporate Director SCHWB/ Philip Segurola, Director Specialist Children's Services/ Penny Southern, Director DCLDMH	
Adults Transformation Programme in progress. Phase One implemented including: Care Pathways, Commissioning and Procurement and Optimisation. Phase 2 and LD projects now in progress.	Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director OPPD	
Action Title	Action Owner	Planned Completion Date
Review of care ensuring good outcomes linked to effective arrangements for support. Monitoring of trusted assessor arrangements e.g. carers assessments.	Andrew Ireland, Corporate Director SCHWB	31 st March 2016
Continued use and development of Assistive Technology (Telecare). Extend scope of Telecare.	Andrew Ireland, Corporate Director SCHWB	1 st April 2016

Continued working to ensure children in care are supported with a permanency plan. Early help for families. Promoting adoption and permanency where it is right for the child.	Philip Segurola, Director Specialist Children's Services	31 st March 2016
Continue to invest in preventative services through voluntary sector partners.	Andrew Ireland, Corporate Director SCHWB	31 st March 2016
Adult social care Transformation Programme - tracking and monitoring the impact of delivery -on going.	Andrew Ireland, Corporate Director SCHWB	1 st April 2016
Checking cases to ensure that where SCHW is approached to take cases on then the individual case does "qualify" under the Ordinary Residence guidance - on going.	Andrew Ireland, Corporate Director SCHWB	1 st April 2016
Continued modernisation of Older People Services and of Learning Disability Day Services through the Good Day Programme.	Andrew Ireland, Corporate Director SCHWB	1 st April 2016
Monitor demand for services including new referrals and people requiring services for longer -often with complex needs.	Penny Southern, Director DCLDMH	31 st March 2016
SCS working with Strategic Commissioning and EHPS to negotiate improved contracts with providers.	Philip Segurola, Acting Director Specialist Children's Services	31 st March 2016
To further improve the adoption journey for children and adopters in Kent and achieve earlier permanence and improved outcomes for children in the care system	Philip Segurola, Acting Director Specialist Children's Services	31 st March 2016

Risk ID	SCHWB 08	Risk Title	Managing and working within the Social Care Market.			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Managing and working within the Social Care Market.	SCHW adult services commissions about 90% of services from outside the Directorate. Many of them from the Private and Voluntary sector. Although this offers efficiencies and value for money it does mean the Directorate needs the market to be buoyant to achieve best value and to give service users real choice and control. A risk is the care home and domiciliary care markets not being sustainable. Becoming increasingly difficult to obtain provider supply at affordable prices. The introduction of the Living Wage could severely impact on the care market and could result in home closures/service failures. Also, there is a need to develop and promote the Children's social care market to ensure the sufficient supply to meet the needs of children in need and children in care.	Some parts of the social care market are facing severe financial pressures; this could be compounded by a significant increase in the minimum wage. If some providers fail then there could be gaps in the care market for certain types of care or in geographical areas. This would make it difficult to place some service users. Financial pressures could result in difficulties purchasing care at affordable prices. A risk that providers will choose not to tender for services at Local Authority funding levels.	Andrew Ireland, Corporate Director SCHWB/ Mark Lobban Director Commissioning SCHWB	Likely (4)	Major (5)	
				Target Residual Likelihood	Target Residual Impact	
				Possible (3)	Significant (3)	

Control Title	Control Owner
Strategic Commissioning and Access to Resources function in place to ensure KCC gets value for money - whilst maintaining productive relationships with providers.	Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB
Regular market mapping and price increase pressure tracking	Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB
Procurement and contract controls	Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB
Commissioning framework for children's services	Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB
Regular meetings with provider and trade organisations	Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB
A risk based approach to monitoring providers	Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB
Reviewing relationships with voluntary organisations	Andrew Ireland, Corporate Director SCHWB/ Mark Lobban, Director Commissioning SCHWB
Develop commissioning plans for specific service areas to determine if a tendering process is required and then implement.	Mark Lobban, Director Commissioning SCHWB
Every provider has signed the National Fostering Framework agreement and KCC's service specification.	Mark Lobban, Director Commissioning SCHWB
Preparations taking place for the next residential/nursing home relet	Mark Lobban, Director Commissioning SCHWB
Opportunities for joint commissioning in partnership with key agencies (health) being explored	Andrew Ireland, Corporate Director SCHWB/ Mark Lobban, Director Commissioning SCHWB
On-going monitoring of Home Care and market coverage following Home Care retender	Mark Lobban, Director Commissioning SCHWB

An Accommodation Strategy is in place developed with partners and key stakeholders		Mark Lobban, Director Commissioning SCHWB
Action Title	Action Owner	Planned Completion Date
Ensuring market is able to offer choice in the new market conditions opened up by personalisation	Mark Lobban, Director Commissioning SCHWB	31 st March 2016
Project to improve quality of care in independent sector. Framework to be produced.	Mark Lobban, Director Commissioning SCHWB	31 st March 2016
Need to ensure there is sufficient local foster and residential care for disabled children to reduce the need for out of county placements.	Mark Lobban, Director Commissioning SCHWB	31 st March 2016
Preparation taking place in Strategic Commissioning and Procurement to tender for residential and nursing home care.	Mark Lobban, Director Commissioning SCHWB	1 st April 2016

Risk ID	SCHW 09	Risk Title	Information and Communication Technology				
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	Target Residual Likelihood	Target Residual Impact
Need to ensure that information and communication systems are fit for purpose and support business requirements.	There is a risk that failure of critical systems or network failure will impact significantly on the delivery of services. There are risks if systems are slow or if there is down time. An example is a problem with systems could impact on client billing. A second risk is that systems are not updated so that they become obsolete and are no longer fit for purpose, or the system provider decides not to retain a commitment to the product. A third risk is if systems do not have disaster recovery systems in place.	Information Systems need to be fit for purpose to assist service delivery and performance management - if systems are not fit for purpose this could have a significant impact on the service. If there is a lot of down time or if systems are slow it can impede staff from accessing key information about service users and carers.	Andrew Ireland, Corporate Director SCHWB/ Philip Segurola, Director Specialist Children's Services/ Mark Lobban, Director Commissioning SCHWB	Likely (4)	Significant (3)	Possible (3)	Moderate (2)
Control Title			Control Owner				
Upgrade to version 29.1 of SWIFT/AIS has taken place			Mark Lobban, Director Commissioning SCHWB				
A new Controcc System implemented (Foster Payment System). Phase 1 is live, phase 2 is planned.			Philip Segurola, Director Specialist Children's Services				
Children's System Programme Board oversees ICT related projects for SCS and EHPS such as updates and improvements to the ICS system (Liberi), the procurement and integration of Controcc and a EH module on Liberi.			Philip Segurola, Director Specialist Children's Services				
SCS Progression of new technology options to improve remote access and flexible recording			Philip Segurola, Director Specialist Children's Services				

Reconfiguration of roles and responsibilities undertaken to clarify accountabilities including the role of system owner	Mark Lobban, Director Commissioning SCHWB	
Work on going with SWIFT/AIS software provider. Meetings with account holder and on -going dialogue. Northgate recently taken over by a private equity company - Cinven. Monitoring to see if there are any implications in terms of their commitment to the social care market.	Mark Lobban, Director Commissioning SCHWB	
Action Title	Action Owner	Planned Completion Date
Any issues and risks regarding the new Liberi system are to be dealt with in the Programme board/separate risk register	Philip Segurola, Director Specialist Children's Services	31 st March 2016
The contract with the current provider is time limited and decisions will need to be taken regarding future arrangements.	Mark Lobban, Director Commissioning SCHWB	31 st March 2016
DMT will need to consider the strategic use of ICT and related investment needs within adult social care to incorporate the requirements of Facing the Challenge, adult social care transformation and the Care Act. Revamp of ASSG planning and monitoring systems and re-investment of dedicated resource.	Mark Lobban, Director Commissioning SCHWB	31 st March 2016
Implementation of tablet option with remote access as part of TRP refresh programme. Exploring options for remote access for those using existing technology.	Philip Segurola, Director Specialist Children's Services	31 st March 2016
Following out sourcing of Digital Services to Agilisys, need to ensure there is no disconnect between back office systems (managed by ICT) and the customer facing website (managed by Agilisys).	Linda Harris, Infrastructure Business Partner	31 st March 2016
A disaster recovery environment in place - need to test DR once a year and after every upgrade. DR is needed and in place for Liberi and CONTROCC.	Linda Harris, Infrastructure Business Partner	31 st March 2016
CCGs working towards local health and care economies being paper free by 2020. Expected that Local Authorities will participate. Paper submitted to DMT regarding position in Kent.	Linda Harris, Infrastructure Business Partner	31 st March 2016

Risk ID	SCHW 10	Risk Title	Information Governance			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
With New Ways of Working, flexible working and increased information sharing across agencies there are increased risks in relation to data protection. With office moves taking place files may need to be moved and there could be insufficient storage in the accommodation provided. There are also risks that in shared office spaces some SCHW staff may be working/hotdesking alongside staff not in the Directorate	The success of health and social care integration is dependent upon organisations being able to share information across agencies boundaries. Such working means that client information may be shared with other organisations which may have an implication on information sharing protocols. Also flexible working could lead to increased risk of loss of data or equipment. Delegated functions to other organisations raises issues about information sharing and what controls, systems and I.G assurance mechanisms the other organisations have in place.	This could lead to breaches of the Data Protection Act if protocols and procedures are not followed.	Andrew Ireland, Corporate Director SCHWB	Possible (3)	Significant (3)	
				Target Residual Likelihood	Target Residual Impact	
				Possible (3)	Moderate (2)	
Control Title			Control Owner			
Information sharing agreements and protocols for some specific projects are in place. IG is considered during the PMO process. Where information sharing with non-government organisations then Egress can be used to lead to greater security.			Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director OPPD/Philip Segurola, Director Specialist Children's Services			

Organisational policies on IT security and the principles of Data Protection in place.	Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director OPPD/Philip Segurola, Director Specialist Children's Services
E Learning training for staff to raise awareness. All staff to complete the e-learning training on Information Governance and Data Protection.	Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director OPPD/Philip Segurola, Director Specialist Children's Services
Clause in employment contracts requiring compliance with data protection requirements.	Andrew Ireland, Corporate Director SCHWB/Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director OPPD/Philip Segurola, Director Specialist Children's Services
Policy impact Assessment for the information governance aspects of projects such as the residential re-let.	Andrew Ireland, Corporate Director SCHWB
In shared offices there are designated areas for SCHW staff to ensure phone calls are not overheard.	Mark Lobban, Director Commissioning SCHWB/ Penny Southern, Director DCLDMH/ Anne Tidmarsh, Director OPPD/Philip Segurola, Director Specialist Children's Services

Action Title	Action Owner	Planned Completion Date
All projects need to have information protocols and agreements where information is to be shared across agencies.	Andrew Ireland, Corporate Director SCHWB	31 st March 2016
Need to continue to raise awareness across staff groups. All staff to undertake E-learning in information governance	Andrew Ireland, Corporate Director SCHWB	31 st March 2016
Standard operating procedures being produced with organisations that are to be data processors with access to adult social care client database information.	Anne Tidmarsh, Director Older People & Physical Disability	31 st March 2016
On-going work with health partners regarding information sharing through the Pioneer Programme.	Anne Tidmarsh, Director Older People & Physical Disability	1 st April 2016
Information Governance reports to DMT with updates.	David Oxlade, Head of Operational Support	1 st April 2016
In SCS regular communication with staff to remind them of data protection requirements and the need to use secure e-mails etc. Learning to be shared from Data Protection breaches	Philip Segurola, Director Specialist Children's Services	31 st March 2016
Ensure lessons are learned from the Information Commissioner's findings and are cascaded and inform training.	Philip Segurola, Director Specialist Children's Services	31 st March 2016

Risk ID	SCHW 11	Risk Title	Business disruption			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Possible disruption to services	Impact of emergency or major business disruption on the ability of the Directorate to provide essential services to meet its statutory obligations.	Such an event would impact on the customers of our services and possibility the reputation of the service would suffer	Andrew Ireland, Corporate Director SCHWB/ Penny Southern, Director DCLDMH	Possible (3)	Significant (3)	
				Target Residual Likelihood	Target Residual Impact	
				Possible (3)	Significant (3)	
Control Title				Control Owner		
Business Continuity Systems and Procedures are in place				Andrew Ireland, Corporate Director SCHWB/ Penny Southern, Director DCLDMH		
Business continuity planning forms part of the contracting arrangements with private and voluntary sector providers				Andrew Ireland, Corporate Director SCHWB/ Penny Southern, Director DCLDMH		
Good partnership working at all levels for emergency planning.				Andrew Ireland, Corporate Director SCHWB/ Penny Southern, Director DCLDMH		
Business Impact Analysis and Risk Assessment are reviewed at least every 12 months or when substantive changes in processes and priorities are identified.				Andrew Ireland, Corporate Director SCHWB/ Penny Southern, Director DCLDMH		
Crisis/emergency planning training available for staff.				Andrew Ireland, Corporate Director SCHWB/ Penny Southern, Director DCLDMH		
Business Continuity plans reviewed annually or in light of significant changes or events.				Andrew Ireland, Corporate Director SCHWB/ Penny Southern, Director DCLDMH		

Action Title	Action Owner	Planned Completion Date
Business Continuity Risk Assessment identifies actions at divisional level	Andrew Ireland, Corporate Director SCHWB	31 st March 2016
Regular review and update of continuity plans	Andrew Ireland, Corporate Director SCHWB	31 st March 2016
Business Management Team to work with strategic commissioning and corporate procurement to ensure contracted services have business continuity arrangements in place.	David Oxlade, Head of Operational Support	31 st March 2016
Establish Directorate Capacity Management Group. Develop a single capacity planning process for whole system resilience in quality of care, safeguarding and emergencies in care provision.	David Oxlade, Head of Operational Support	31 st March 2016
Develop and deliver a specialist programme in Emergency Response for Social Care and Public Health Staff: (1) operational resilience in social care; (2) Emergency response in the community; (3) surge capacity management	David Oxlade, Head of Operational Support	31 st March 2016

Risk ID	SCHW 12	Risk Title	KCC KMPT partnership agreement				
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	Target Residual Likelihood	Target Residual Impact
Partnership agreement with KMPT to deliver mental health services.	Risk that a failure to meet mental health statutory requirements would have legal, financial and reputational risks for the Local Authority and would impact on service quality for service users.	Legal, financial and reputational risks for the Local authority and impact on service users.	Penny Southern, Director DCLDMH	Possible (3)	Significant (3)	Possible (3)	Moderate (2)
Control Title				Control Owner			
Improved governance and performance monitoring arrangements in place.				Penny Southern, Director DCLDMH			
Div MT oversight of the joint operating framework and improved data quality to monitor services.				Cheryl Fenton, Head of Mental Health Social Work			
CQC highlighted a concern with high caseloads in KMPT. This will impact on KCC seconded staff. A system has been introduced to monitor caseloads on a weekly basis through a RAG rating tool. This it to be monitored at DivMT.				Cheryl Fenton, Head of Mental Health Social Work			
Increased monitoring of the number of residential care placements through coordination of the Complex Needs Panel, the review of placements, and the transfer of a significant number of residential clients to the KCC Primary Care Mental Health Service.				Cheryl Fenton, Head of Mental Health Social Work			
Introduction of a new model to deliver safeguarding duties under Section 42 Care Act 2014 with KCC providing designated senior officer role and oversight of all stages of enquiries				Cheryl Fenton, Head of Mental Health Social Work			
KMPT required to implement social work job plans, caseload management tool and focused roles and responsibilities for mental health social workers (based on the College of Social Work recommendations). To seek assurance at Div MT.				Cheryl Fenton, Head of Mental Health Social Work			

Action Title	Action Owner	Planned Completion Date
Improve the supervision, support and Continuous Professional Development for social care staff. Arrangements for professional supervision in place. Supervision audits on-going. Targeted recruitment and succession strategy has been implemented.	Cheryl Fenton, Head of Mental Health Social Work	31 st March 2016
Partnership/Operating Agreement between KCC and KMPT monitored through DivMT on an on-going basis. Annual report to Members regarding the Agreement.	Penny Southern, Director DCLDMH	31 st March 2016
Continue to promote the personalisation agenda with social care clients in mental health services. Implementation of recent Social Work Assistant review with clear remit to support the personalisation agenda. Transfer of KERS service to new Primary Care Mental Health Service to ensure early intervention and prevention via enablement	Cheryl Fenton, Head of Mental Health Social Work	31 st March 2016
Monitor KPIs -focus on red indicators and exception reports. Address IT issues - action plan to do this	Cheryl Fenton, Head of Mental Health Social Work	1 st April 2016
Establishment of a Primary Care and Well Being Service to deliver social care. Will be in place by April 2016 as part of a wider multi agency approach to community mental health service. This will include a primary care social work service.	Penny Southern, Director DCLDMH	31 st March 2016
Audit of implementation of Care Act planned to inform ongoing action required by KMPT.	Cheryl Fenton, Head of Mental Health Social Work	31 st March 2016

Risk ID	SCHW 15	Risk Title	MCA and Deprivation of Liberty Assessments			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
A judgement by the Supreme Court has implications for the number of Deprivation of Liberty Assessments that are required.	The number of Deprivation of Liberty assessments has significantly increased. This could lead to DoLs applications and Best Interests Assessments not being done within the statutory framework.	This could result in some people living in circumstances where they are deprived of their liberty based on the new legal interpretation but without a DoLs assessment. This could be detrimental to the individual and could result in a challenge based on the Supreme Court judgement.	Mark Lobban, Director Commissioning SCHWB	Likely (4)	Serious (4)	
				Target Residual Likelihood	Target Residual Impact	
				Likely (4)	Moderate (2)	
Control Title			Control Owner			
DMT briefed on the judgement and its implications.			Nick Sherlock, Head of Adult Safeguarding			
Briefing issued by Corporate Director.			Nick Sherlock, Head of Adult Safeguarding			
Support is provided to staff through the DoLs/MCA team			Nick Sherlock, Head of Adult Safeguarding			
Specialist DoL training is available to staff			Nick Sherlock, Head of Adult Safeguarding			
Additional resources identified and deployed to increase staff capacity (including for advocacy and section 12 doctors)			Nick Sherlock, Head of Adult Safeguarding			
Action Title		Action Owner		Planned Completion Date		
Staff who have completed the BIA training are being put onto the BIA rota. Two BIA training courses per year are being delivered through Canterbury		Mark Lobban, Director		31 st March 2016		

Christchurch University. Range of initiatives to increase the DoLs capacity i.e. New Section 12 Contract to focus on the backlog; Commissioning of 750 BIA Assessments from Connect 2 Kent	Commissioning SCHWB	
As this risk is the result of a national judgment - most Local Authorities are facing similar challenges. To keep abreast of any national (DH) developments or further court judgments	Mark Lobban, Director Commissioning SCHWB	1 st April 2016
Additional funding identified for 2015/16 to invest in additional staff and to meet costs (e.g. legal costs). DMT agreed a way forward for the deployment of these resources for DoLs applications for institutional care settings. Authorisation for the recruitment of additional staff agreed. Action plan has been developed to ensure a systematic implementation of managing these resources. DMT agreed to extend the number of authorisers within the Directorate. A Cost modelling exercise has been completed to identify costs for applications arising from supported living placements in DCLDMH	Mark Lobban, Director Commissioning SCHWB	31 st March 2016

Risk ID	SCHW 17	Risk Title	OFSTED preparedness and service improvement			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	Target Residual Impact
Preparedness for an Ofsted Inspection	An announced Ofsted Single Inspection Framework is expected in 2015	Failure to maintain service improvement could adversely impact on children and young people, budget and staffing. A critical inspection could result in being placed on an improvement notice.	Andrew Ireland, Corporate Director SCHWB/ Philip Seguola, Director Specialist Children's Services	Likely (4)	Significant (3)	Moderate (2)
Control Title				Control Owner		
A children's improvement group has been established, comprising of senior manager from SCS and Early Help and Preventative Services.				Philip Seguola, Director Specialist Children's Services		
The 0 to 25 programme Board provides a strategic overview.				Philip Seguola, Director Specialist Children's Services		
Recruitment and retention plan in place and monitored through the resource group.				Philip Seguola, Director Specialist Children's Services		
Progress is robustly monitored locally, at monthly performance slots at divisional management teams and at area deep dive meetings.				Philip Seguola, Director Specialist Children's Services		
Engagement with expert practitioner group. Ensure implementation of the social work contract.				Philip Seguola, Director Specialist Children's Services		
Following removal from improvement notice the Children's Improvement Plan has been revised and re-launched as a development action plan. The joint plan with EHPS addresses high priority actions and addresses the recommendations made in the recent OFSTED CSE themed inspection and the actions identified during a recent external review				Philip Seguola, Director Specialist Children's Services		

Action Title	Action Owner	Planned Completion Date
Annex A documentation collated and updated in readiness for an Ofsted inspection.	Philip Segurola, Director Specialist Children's Services	31 st March 2016
Teams to identify and collate good practice examples	Philip Segurola, Director Specialist Children's Services	31 st March 2016
There is a continuous programme of audits with regular reporting to Senior Managers. Currently reviewing the Audit Process both within SCS and multi-agency KSCB. How best to cascade lessons learnt and evidence impact to be considered as part of this work	Philip Segurola, Director Specialist Children's Services	31 st March 2016
Work to Children's Development Plan and continue to amend in line with areas for improvement, identified through Q&A activity, peer challenge or external inspection	Philip Segurola, Director Specialist Children's Services	31 st March 2016
CSE action plan Incorporated into the Children's Development Plan.	Philip Segurola, Director Specialist Children's Services	31 st March 2016
Weekly monitoring of key performance indicators and caseloads.	Philip Segurola, Director Specialist Children's Services	31 st March 2016

Risk ID	SCHW 19	Risk Title	Capacity to assess, support and accommodate the increased arrival rate of Unaccompanied Asylum Seeking Children			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Since May 2015 there has been an unprecedented increase in the numbers of UASC arriving in Kent.	There is a risk that there will be insufficient accommodation, social work assessment capacity and support for UASC	Insufficient capacity within the council to accommodate and support UASC. The current arrival rate places increased demand on all aspects of SCS service delivery, such as VSK, the IRO service, social work capacity and the availability of accommodation and support. If costs are not met by the Home Office there could be a significant budget shortfall for the Council. Capacity to recruit sufficient social work and IRO staff to undertake the work required	Philip Segurola, Director Specialist Children's Services	Very Likely (5)	Major (5)	
				Target Residual Likelihood	Target Residual Impact	
				Possible (3)	Serious (4)	
Control Title			Control Owner			
The Leader, Members and Senior Officers continue to make representations to the Home Office			Philip Segurola, Director Specialist Children's Services			
From September 2015 two additional, temporary Reception Centres have opened			Philip Segurola, Director Specialist Children's Services			

SCS DivMT authorised an increase in staff for asylum duty team, IRO service and district teams		Philip Segurola, Director Specialist Children's Services
Action Title	Action Owner	Planned Completion Date
Trying to strengthen the position of a dispersal scheme with the Home Office	Philip Segurola, Director Specialist Children's Services	31 st March 2016
Continue to review staffing levels and increase as required. Work with HR and Connect to Kent to source additional social workers	Philip Segurola, Director Specialist Children's Services	31 st March 2016
Daily updates top Senior Management to review arrival rate, capacity, and accommodation and support requirements. Management action taken as required	Philip Segurola, Director Specialist Children's Services	31 st March 2016
Continue to work with other providers to source accommodation	Philip Segurola, Director Specialist Children's Services	31 st March 2016

Risk ID	SCHW 20	Risk Title	Prevent Duties			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	Target Residual Impact
The Government's "Prevent Duty" requires the Local Authority to act to prevent people from being drawn into terrorism. The Local Authority needs to comply with the Counter Terrorism Act 2015	Failure to meet the requirements of the "Prevent Duty" could lead to more people being drawn into terrorism and terrorist activities.	Could lead to more terrorism and terrorist activity.	Andrew Ireland, Corporate Director SCHWB/Philip Segurola, Director Specialist Children's Services/Mark Lobban, Director Commissioning/Penny Southern, Director DCLDMH/Anne Tidmarsh, Director OPPD	Possible (3) Target Residual Likelihood Unlikely (2)	Serious (4)	Moderate (2)
Control Title				Control Owner		
Prevent Duty Delivery Board established to oversee the activity of the Kent Channel Panel, co-ordinate Prevent activity across the County and report to other relevant strategic bodies in the county such as the Kent Safeguarding Boards				Andrew Ireland, Corporate Director SCHWB		
Kent Channel Panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism) established at district and borough level				Andrew Ireland, Corporate Director SCHWB		
Briefings produced and communication on Knet regarding the PREVENT agenda. Mandatory training package produced				Andrew Ireland, Corporate Director SCHWB		

Action Title	Action Owner	Planned Completion Date
Awareness raising "Prevent" training for those working with people directly at risk	Andrew Ireland, Corporate Director SCHWB/Philip Segurola, Director Specialist Children's Services/Nick Sherlock, Head of Adult Safeguarding	31 st March 2016
Reports to the Divisional Management Teams to raise awareness of the issue	Nick Wilkinson, Head of Youth Justice and Safer Young Kent	31 st March 2016
Mandatory training being rolled out.	Nick Wilkinson, Head of Youth Justice and Safer Young Kent	31 st March 2016

Risk ID	CRR 12	Risk Title	Welfare Reform changes (Directorate Led Corporate Risk)			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
<p>The Welfare Reform Act 2012 put into law many of the proposals set out in the 2010 white paper <i>Universal Credit: Welfare that Works</i>. It aims to bring about a major overhaul of the benefits system and the transference of significant centralised responsibilities to local authorities.</p> <p>KCC needs to be prepared to manage the uncertain affects and outcomes that the changes may have on the people of Kent. This now includes assessment of potential impacts of the Welfare Reform & Work Bill.</p>		<p>The impact of the reforms in regions outside of Kent could trigger the influx of significant numbers of 'Welfare' dependent peoples to Kent.</p> <p>Failure to plan appropriately to deal with potential consequences.</p>	<p>An increase in households falling below poverty thresholds with vulnerable people becoming exposed to greater risk.</p> <p>Additional pressure on KCC services e.g. demand for adults and children's social care.</p> <p>Increasing deprivation leads to increase in social unrest and criminal activity.</p>	<p>Andrew Ireland, Corporate Director SCHW</p> <p>Responsible Cabinet Member(s): Graham Gibbens, Adult Social Care & Public Health</p>	<p>Possible (3)</p> <p>Target Residual Likelihood Possible (3)</p>	<p>Serious (4)</p> <p>Target Residual Impact Significant (3)</p>
Control Title					Control Owner	
<p>Ongoing analysis and tracking of impacts conducted by Strategy, Policy & Assurance and Strategic Business Development & Intelligence teams plus external partners to give an indication of scale of implications of reforms. Mechanism developed to track benefit migration into Kent.</p>					<p>Emma Mitchell, Director Strategic Business Development & Intelligence /David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance</p>	
<p>Policy & research updates produced periodically to aid monitoring of potential impacts</p>					<p>David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance/Emma Mitchell, Director Strategic Business Development & Intelligence</p>	

Kent Support and Assistance Service operating as the County's local welfare assistance scheme	Graham Gibbens, Cabinet Member Adult Social Care & Public Health	
Action Title	Action Owner	Planned Completion Date
Review of local welfare assistance scheme	Mark Lobban, Director Commissioning SCHW	September 2016
Policy and research update to review potential impacts of welfare reform changes, including potential implications of Welfare Reform and Work Bill	David Whittle, Director Strategy, Policy, Relationships and Assurance/Emma Mitchell, Director Strategic Business Development & Intelligence	January 2016