



# **Social Care Health and Wellbeing Risk Register**

**FEBRUARY 2017**

<b>Risk ID</b>	<b>SCHW 01</b>	<b>Risk Title</b>	<b>Transformation of adult social care services</b>			
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
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 Adult Social Care. Savings need to be made through more efficient and effective ways of working. Carrying out the transformation is a demand on resources. Phase 3 of the Transformation Programme is in progress. As part of Phase 3 there has been a transfer of skills from N.E to KCC to ensure the Transformation work is sustainable in the longer term.	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 SCHW  Mark Lobban, Director Commissioning  Penny Southern, Director Disabled Children Adult LD/MH  Anne Tidmarsh, Director Older People and Physical Disability	V. Likely (5)	Serious (4)	
				<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>	
				Possible (3)	Significant (3)	
<b>Control Title</b>			<b>Control Owner</b>			
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 SCHW/Mark Lobban, Director Commissioning			
Support of Efficiency partner with diagnostics, design and implementation of the Transformation agenda. Training has taken place to enable a skills transfer to KCC staff.			Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning			
There is a separate risk register being produced for Phase 3.			Mark Lobban, Director Commissioning			
Oversight and monitoring by Budget Board and Cabinet Committee.			Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning			

Transformation Programme in place with links and interdependencies with the KCC Transformation /Facing the Challenge Programme.	Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning	
6 monthly reporting to Cabinet Committee and monthly programme reporting to portfolio board and Strategic Commissioning Board, Budget and Programme Delivery Board.	Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning	
Monthly meeting to assess whether the programme benefit is achieving expectations.	Andrew Ireland, Corporate Director SCHW	
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 Older People and Physical Disability	
Programme/project management arrangements in place in DCLDMH services for the projects, for example the Lifespan Pathway Project, Your Life Your Home, in-house services and commissioning	Penny Southern, Director Disabled Children Adult LD/MH	
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Agreed on-going work with an Efficiency Partner as Phase 3 of Transformation. Work in progress to transfer skills to KCC staff.	Mark Lobban, Director Commissioning	March 2017
Manage the interdependencies and relationship between transformation and other Corporate and Directorate programmes.	Andrew Ireland, Corporate Director SCHW	March 2017
Ensure effective two way communication re the Transformation Programme. Need to ensure staff are informed and there is "ownership" of the message. A communication bulletin is produced and disseminated.	Mark Lobban, Director Commissioning/ Thom Wilson, Programme Director	March 2017
Monitoring of completed Transformation Projects including OPPD projects e.g Optimisation, Care Pathways, Commissioning. Handover to business as usual to ensure the continued realisation of the benefits of the changes made.	Anne Tidmarsh, Director Older People and Physical Disability	March 2017
Progression through to completion of the 7 Transformation Projects in L.D services through project management arrangements.	Penny Southern, Director Disabled Children Adult LD/MH	March 2017

<b>Risk ID</b>	<b>SCHW 02</b>	<b>Risk Title</b>	<b>Transformation of children's services</b>				
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>
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, SCHW  Philip Segurola, Director Specialist Children's Services	Possible (3)	Significant (3)	Unlikely (2)	Significant (3)
<b>Control Title</b>			<b>Control Owner</b>				
SCS and EHPS are working with Newton Europe on Phase 2 of the transformation programme			Philip Segurola, Director Specialist Children's Services				
0 to 25 Programme is part of the overarching cross directorate 0 to 25 portfolio. The programme is led by the relevant Corporate Directors through 0 to 25 Portfolio Board which reports to the Transformation Advisory Board (TAG) a member led body.			Andrew Ireland, Corporate Director, SCHW/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, SCHW/Philip Segurola, Director Specialist Children's Services				
A Fostering Action Plan has been produced following an external audit. The actions are being developed, monitored and progressed. A report has been submitted to Governance and Audit Committee.			Philip Segurola, Director Specialist Children's Services				
Robust performance management through audit activity, management information reports, deep dive meetings, 0 to 25 programme board and SCS DivMT.			Andrew Ireland, Corporate Director, SCHW/Philip Segurola, Director Specialist Children's Services				
Performance framework, operational framework and quality assurance framework in place.			Andrew Ireland, Corporate Director, SCHW/Philip				

		Seguola, Director Specialist Children's Services
Action Title	Action Owner	Planned Completion Date
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, SCHW	March 2017
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 Seguola, Director Specialist Children's Services	March 2017
Regular reporting and cascading of learning through meetings with Director and monthly attendance at joint SCS and EHPS DivMT meetings.	Philip Seguola, Director Specialist Children's Services	March 2017
A series of eight joint roadshows held across the county in December for SCS and EHPS staff, giving staff the opportunity to hear the messages direct from the two directors and discuss areas of concern	Philip Seguola, Director Specialist Children's Services	March 2017

<b>Risk ID</b>	<b>SCHW 03a</b>	<b>Risk Title</b>	<b>Safeguarding – Protecting vulnerable children</b>			
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
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, SCHW  Philip Segurola, Director Specialist Children's Services	Likely (4)	Serious (4)	
				<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>	
				Possible (3)	Significant (3)	
<b>Control Title</b>			<b>Control Owner</b>			
Safeguarding Boards in place for children's services, providing a strategic countywide overview across agencies.			Andrew Ireland, Corporate Director, SCHW/Philip Segurola, Director Specialist Children's Services			
Multi-agency public protection arrangements in place.			Andrew Ireland, Corporate Director, SCHW/Mark Lobban, Director Commissioning/Philip Segurola, Director Specialist Children's Services			
Quarterly reporting to Directors and Cabinet Members and Annual Report for Members			Andrew Ireland, Corporate Director, SCHW/Philip Segurola, Director Specialist Children's Services			
Consistent scrutiny and performance monitoring through Divisional Management Team, Deep Dives and audit activity.			Andrew Ireland, Corporate Director, SCHW/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, SCHW/Philip Segurola, Director Specialist Children's Services			

The SCS Development Action Plan has been updated to reflect the recommendations in the 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	
SCS and EHPS have adopted the Signs of Safety model of intervention, a standardised child-focused model of risk analysis, risk management and safety planning.	Andrew Ireland, Corporate Director, SCHW/Philip Segurola, Director Specialist Children's Services	
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Ongoing provision of safeguarding training for the relevant staff.	Andrew Ireland, Corporate Director, SCHW	March 2017
Continue with recruitment programme to attract and retain high calibre social workers and managers	Andrew Ireland, Corporate Director, SCHW	March 2017
Support KSCB in delivering business plan.	Philip Segurola, Director Specialist Children's Services	March 2017
A revised deep dive process has been agreed and is in place. Deep Dives taking place throughout 2016 and into 2017	Philip Segurola, Director Specialist Children's Services	March 2017
Progressing delivery against plans and oversight through SCS DivMT and joint SCS and EHPS DivMT meetings.	Philip Segurola, Director Specialist Children's Services	March 2017

<b>Risk ID</b>	<b>SCHW 03b</b>	<b>Risk Title</b>	<b>Safeguarding – Protecting vulnerable adults</b>				
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>
Statutory responsibility of the Corporate Director and his staff to ensure effective safeguarding arrangements are in place to protect vulnerable adults.	If there are not robust and effective safeguarding arrangements in place it could place vulnerable people at risk.	Failure to achieve this could lead to the well-being of vulnerable people being compromised and put at risk.	Andrew Ireland, Corporate Director SCHW  Mark Lobban, Director Commissioning  Penny Southern, Director Disabled Children Adult LD/MH  Anne Tidmarsh, Director Older People and Physical Disability	V. Likely (5)	Major (5)	Possible (3)	Major (5)
<b>Control Title</b>			<b>Control Owner</b>				
The Kent and Medway Safeguarding Adult Board (KMSAB) is in place with key agencies. Financial agreement between partner agencies. The KMSAB has been on a statutory footing following implementation of the Care Act in April 2015. There are 3 key working groups within the KMSAB: -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 An Independent Person in place to chair the Board. -A Learning and Development Group; This group carry out structured work e.g redrafting the multi-agency training package in response to the Care Act changes - Policy, Protocols and Practice Group to review and revise policies.			Andrew Ireland, Corporate Director SCHW				
Multi agency public protection arrangements in place.			Andrew Ireland, Corporate Director SCHW				
Quarterly reporting to Directors and Cabinet Members and an Annual KMSAB report to Members.			Mark Lobban, Director				



		Commissioning/ Annie Ho, Interim 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/ Annie Ho, Interim Head of Adult Safeguarding/ Penny Southern, Director Disabled Children Adult LD/MH/Anne Tidmarsh, Director Older People and Physical Disability
The Safeguarding and MCA capability framework in place and being implemented. A comprehensive mandatory staff training programme has been rolled out for staff to complete the appropriate level of training.		Mark Lobban, Director Commissioning/ Annie Ho, Interim Head of Adult Safeguarding
Safeguarding Adults Work Plan in place.		Anne Tidmarsh, Director Older People and Physical Disability
In Kent a Transforming Care Steering Group is in place. Governance established across Kent and Medway additional support commissioned by NHS England is in place. A number of sub-groups established focussing on delivery within LD, autism and children services.		Penny Southern, Director Disabled Children Adult LD/MH
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
On-going programme of safeguarding audits and feedback sessions from the audits.	Annie Ho, Interim Head of Adult Safeguarding	May 2017
Implementation of the Capability Framework for safeguarding and associated training is provided for staff.	Annie Ho, Interim Head of Adult Safeguarding	March 2017
Corporate Audit of adult safeguarding practices in 2016/17. Management action plan in place.	Annie Ho, Interim Head of Adult Safeguarding	March 2017
A task and finish group set up to re-commission multi-agency safeguarding training.	Annie Ho, Interim Head of Adult Safeguarding	March 2017
Making Safeguarding Personal project work to develop service user involvement in safeguarding - link to ADASS national project. Initial project completed and has been rolled out. Review of MSP literature feedback	Annie Ho, Interim Head of Adult Safeguarding	March 2017

mechanism and reporting processes.

<b>Risk ID</b>	<b>SCHW 04</b>	<b>Risk Title</b>	<b>Austerity and pressures on public sector funding</b>				
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>
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 major savings in 2016/17 and it is expected to be even more difficult in 2017/18 with the Council having to make savings in the region of £80m. 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 impacting on the delivery of social care services. The capital strategy putting specific projects at risk. Business viability of independent providers could be impacted with providers going out of business and a very fragile care market.	Andrew Ireland, Corporate Director SCHW  Michelle Goldsmith, Finance Business Partner (FSC)	V. Likely (5)	Major (5)	Likely (4)	Serious (4)
<b>Control Title</b>			<b>Control Owner</b>				
Robust financial and activity monitoring regularly reported to DMT and budget reporting within the DivMTs			Andrew Ireland, Corporate Director SCHW/Michelle Goldsmith, Finance Business Partner (FSC)				
Robust debt monitoring			Andrew Ireland, Corporate Director SCHW/Michelle Goldsmith, Finance Business Partner (FSC)				
Transformation programme to ensure efficiencies and the best use of available resources.			Michelle Goldsmith, Finance Business Partner (FSC)/ Andrew Ireland, Corporate Director SCHW/ Mark Lobban,				

		Director Commissioning/ Penny Southern, Director Disabled Children Adult LD/MH/ Anne Tidmarsh, Director Older People and Physical Disability
More efficient use of assistive technology and equipment to reduce dependence on service		Andrew Ireland, Corporate Director SCHW/ Mark Lobban, Director Commissioning/ Penny Southern, Director Disabled Children Adult LD/MH/ Anne Tidmarsh, Director Older People and Physical Disability
The 0 to 25 Portfolio 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 2016/17 and drafts produced for 2018/18.		Andrew Ireland, Corporate Director SCHW
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
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Building community capacity. In LD services moving from segregated facilities to inclusive settings with partners.	Andrew Ireland, Corporate Director SCHW	March 2017
Focus on prevention, enablement and independence for vulnerable adults.	Andrew Ireland, Corporate Director SCHW	March 2017
Development of appropriate incentives within the commissioning framework	Mark Lobban, Director Commissioning	March 2017
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 which is reported to Budget & Programme Delivery Board on a monthly basis. Finance staff engaged in monthly DivMT slot and savings targets part of 0 to 25	Philip Segurola, Director Specialist Children's Services	March 2017

programme. Also a substantive item on the joint DivMT meetings between SCS and EHPS.		
Continued drive to deliver efficient and effective services through transformation and modernisation agenda.	Andrew Ireland, Corporate Director SCHW	March 2017
Continue to work innovatively with partners, including health services, to identify any efficiencies.	Andrew Ireland, Corporate Director SCHW	March 2017

<b>Risk ID</b>	<b>SCHW 05</b>	<b>Risk Title</b>	<b>Working with Health, Integration, Pioneer and BCF</b>			
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
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 and to be ready for integration by 2020. There are risks associated with joint working including ensuring commitments to Section 75 agreements. Pressures on NHS Trusts particularly at winter having repercussions for social care. A risk of Better Care Fund with funding only agreed for two more years.	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 SCHW  Mark Lobban, Director Commissioning  Penny Southern, Director Disabled Children Adult LD/MH  Anne Tidmarsh, Director Older People and Physical Disability  Philip Segurola, Director Specialist Children's Services	Likely (4)	Serious (4)	
				<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>	
				Possible (3)	Significant (3)	
<b>Control Title</b>			<b>Control Owner</b>			
Reporting and inputting to Transformation Board regarding integration but also to Health and Well Being Boards, and Locality boards and Clinical Commissioning Groups and Vanguard Groups.			AnneTidmarsh, Director Older People and 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.			AnneTidmarsh, Director Older People and Physical Disability			
Kent is one of the 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.			AnneTidmarsh, Director Older People and Physical Disability			
The Better Care Fund is supporting the integration programme and the development of joined up working and			AnneTidmarsh, Director Older			

commissioning. High level county wide BCF finance and performance meetings take place to monitor implementation, performance and delivery including issues and risks. An integrated group is planning for graduation from BCF and a separate group is working with District Councils on the use of BCF funding for Disabled Facilities Grants.	People and 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 SCHW/Mark Lobban, Director Commissioning/Penny Southern, Director Disabled Children Adult LD/MH/Anne Tidmarsh, Director Older People and Physical Disability/ Philip Segurola, Director Specialist Children's Services	
JSNA to support health and social care commissioning.	Andrew Ireland, Corporate Director SCHW	
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/Penny Southern, Director Disabled Children Adult LD/MH/Anne Tidmarsh, Director Older People and Physical Disability	
Already integrated working and commissioning in place for Learning Disability and Mental Health.	Penny Southern, Director Disabled Children Adult LD/MH	
KCC having input to STP at various levels. Working with CCGs on 'Local Care and Hospital models' as part of STP.	Anne Tidmarsh, Director Older People and Physical Disability	
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Developing integrated performance measures and monitoring	Anne Tidmarsh, Director Older People and Physical Disability	March 2017
Information management and technology strategy being developed within the CCG area Digital Roadmaps to support a shared integration plan.	Anne Tidmarsh, Director Older People and Physical Disability	March 2017
Work closely with the CCGs to focus on long term conditions to improve people's ability to self-care.	Anne Tidmarsh, Director Older People and Physical Disability	March 2017
Kent has Pioneer Status for Health and Social Care Integration. This	Anne Tidmarsh, Director Older	March 2017

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.	People and Physical Disability	
The Better Care Fund plan has been produced and agreed by the Health and Wellbeing Board and submitted to NHS England. Further updates to be provided to the Health and Wellbeing Board.	Anne Tidmarsh, Director Older People and Physical Disability	March 2017
Local BCF delivery groups working on local action plans.	Anne Tidmarsh, Director Older People and Physical Disability	March 2017
To ensure alignment of the commissioning plans for social care and CCGs.	Andrew Ireland, Corporate Director SCHW	March 2017
To continue to monitor the Section 75 agreements.	Mark Lobban, Director Commissioning/Penny Southern, Director Disabled Children Adult LD/MH/Anne Tidmarsh, Director Older People and Physical Disability	March 2017
Ensure adherence to the CHC Framework and monitor joint working arrangements to prevent cost shunting.	Mark Lobban, Director Commissioning/Penny Southern, Director Disabled Children Adult LD/MH/Anne Tidmarsh, Director Older People and Physical Disability/ Philip Segurola, Director Specialist Children's Services	March 2017



<b>Risk ID</b>	<b>SCHW 07</b>	<b>Risk Title</b>	<b>Increasing demand for social care services</b>				
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>
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 SCHW  Mark Lobban, Director Commissioning  Penny Southern, Director Disabled Children Adult LD/MH  Anne Tidmarsh, Director Older People and Physical Disability	V. Likely (5)	Serious (4)	Likely (4)	Serious (4)
<b>Control Title</b>			<b>Control Owner</b>				
Robust monitoring, reporting and analysis to DMT and Business Planning			Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning/Penny Southern, Director Disabled Children Adult LD/MH/Anne Tidmarsh, Director Older People and Physical Disability				
Working towards joint planning and commissioning with partners.			Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning/Penny Southern, Director Disabled Children Adult LD/MH/Anne Tidmarsh, Director Older People and Physical Disability				

Tendering taking place for Residential and Nursing Care to shape/manage the market.	Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning	
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 SCHW/Mark Lobban, Director Commissioning/Penny Southern, Director Disabled Children Adult LD/MH/Anne Tidmarsh, Director Older People and Physical Disability	
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 SCHW/Mark Lobban, Director Commissioning/Penny Southern, Director Disabled Children Adult LD/MH/Anne Tidmarsh, Director Older People and Physical Disability	
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 SCHW/ Penny Southern, Director Disabled Children Adult LD/MH/ Philip Segurola, Director Specialist Children's Services	
Developing community capacity particularly in relation to prevention and early help.	Mark Lobban, Director Commissioning	
As part of the 0 to 25 programme, streamlining back office processes and systems via the Admin Review to make admin support more focused and relevant. 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	
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Review of care ensuring good outcomes linked to effective arrangements for support. Monitoring of trusted assessor arrangements eg carers assessments.	Andrew Ireland, Corporate Director SCHW	March 2017
Continued use and development of Assistive Technology (Telecare).	Andrew Ireland, Corporate	March 2017

Extend scope of Telecare.	Director SCHW	
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 and ensuring that a range of permanency options are always considered for children in order that they secure the best outcomes.	Philip Segurola, Director Specialist Children's Services	March 2017
Continue to invest in preventative services through voluntary sector partners.	Andrew Ireland, Corporate Director SCHW	March 2017
Adult social care Transformation Programme - tracking and monitoring the impact of delivery -on going.	Andrew Ireland, Corporate Director SCHW	March 2017
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 SCHW	March 2017
Continued modernisation of Older People Services and of Learning Disability Day Services through the Good Day Programme.	Andrew Ireland, Corporate Director SCHW	March 2017
To monitor demand for services including new referrals and people requiring services for longer - often with complex needs.	Penny Southern, Director Disabled Children Adult LD/MH	March 2017
SCS working with Strategic Commissioning and EHPS to negotiate improved contracts with providers.	Philip Segurola, Director Specialist Children's Services	March 2017
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, Director Specialist Children's Services	March 2017
A review of the Central Duty Team and Early Help Triage is being undertaken to see whether there could be greater efficiencies in bringing the two teams together into a single management structure.	Philip Segurola, Director Specialist Children's Services	March 2017

Risk ID	Risk Title	Managing and working with the Social Care Market			
SCHW 08					
<b>Source / Cause of risk</b> Managing and working with the Social Care Market.	<b>Risk Event</b> 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 has severely impacted on the care market and could result in home closures/service failures due to workforce retention issues. There is evidence of an increase in the rate of closure of care homes. 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.	<b>Consequence</b> Some parts of the social care market are facing severe financial pressures. This has been 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 or accept service users with high levels of complex needs.	<b>Risk Owner</b> Andrew Ireland, Corporate Director SCHW  Mark Lobban, Director Commissioning	<b>Current Likelihood</b> V.Likely (5)	<b>Current Impact</b> Major (5)
				<b>Target Residual Likelihood</b> Possible (3)	<b>Target Residual Impact</b> Significant (3)

<b>Control Title</b>	<b>Control Owner</b>
Strategic Commissioning and Access to Resources functions in place to ensure KCC gets value for money - whilst maintaining productive relationships with providers.	Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning
Regular market mapping and price increase pressure tracking	Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning
Opportunities for Joint Commissioning in partnership with key agencies (health) being explored. Joint work regarding the provision of dementia nursing beds.	Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning
Regular meetings with provider and trade organisations	Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning
A risk based approach to monitoring providers	Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning
Reviewing relationships with voluntary organisations	Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning
Commissioning framework for children's services	Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning
Develop commissioning plans for specific service areas to determine if a tendering process is required and then implement.	Mark Lobban, Director Commissioning
On-going monitoring of Home Care and market coverage. Commissioners and operational managers reviewing the capacity of the Home Care market with a view to developing a strategy to ensure market coverage.	Mark Lobban, Director Commissioning
Every provider has signed the National Fostering Framework agreement and KCC's service specification.	Mark Lobban, Director Commissioning
Tracking placement data through the County Placement Team	Mark Lobban, Director Commissioning
An Accommodation Strategy is in place developed with partners and key stakeholders.	Mark Lobban, Director

		Commissioning
Procurement and Contract Controls		Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Where possible ensuring market is able to offer choice of providers.	Mark Lobban, Director Commissioning	March 2017
Strategic Commissioning and Procurement tendering for residential and nursing home care. Implementation phase following the tender.	Mark Lobban, Director Commissioning	March 2017
Project to improve quality of care in independent sector. Further work to be done to make it operational through phase 2.	Mark Lobban, Director Commissioning	March 2017
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	March 2017



beyond April 2020.

<b>Control Title</b>	<b>Control Owner</b>	
Upgrade to version 29.1 of SWIFT/AIS has taken place.	Mark Lobban, Director Commissioning	
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 Contoccc 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	
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. SWIFT/AIS contract has been extended to April 2018 with the option to extend to April 2019 in two six month increments.	Mark Lobban, Director Commissioning	
A new Controccc System implemented (Foster Payment System). Phases 1-3 are complete and work is ongoing on phase 4.	Philip Segurola, Director Specialist Children's Services	
ICT is currently working with the business to schedule disaster recovery case of all the main line of business systems. This will include SWIFT/AIS and Liberi as well as e-mail and Oracle e-business.	Linda Harris, Infrastructure Business Partner	
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Any issues and risks regarding the Liberi system are dealt with in the Children's Systems Programme Board/ Separate Risk Register	Philip Segurola, Director Specialist Children's Services	March 2017
The contract with the current provider is time limited and decisions will need to be taken regarding future arrangements. The Provider has announced that they are planning to cease delivering social care applications and will not provide support beyond April 2020.	Mark Lobban, Director Commissioning	March 2017
Implementation of tablet option with remote access to Liberi for frontline social workers as part of TRP refresh programme.	Philip Segurola, Director Specialist Children's Services	March 2017
Following outsourcing 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	March 2017



ICT to schedule business recovery of all main Business Systems including SWIFT/AIS and Liberi and corporate systems such as e-mail and Oracle.	Linda Harris, Infrastructure Business Partner	March 2017
CCGs working towards local health and care economies being paper free by 2020. Expected that Local Authorities will participate.	Linda Harris, Infrastructure Business Partner	March 2017

<b>Risk ID</b>	<b>SCHW 10</b>	<b>Risk Title</b>	<b>Information Governance</b>			
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
With New Ways of Working, flexible working and increased information sharing across agencies there are increased risks in relation to data protection. General Data Protection Regulations (GDPR) will be enacted in 2018. These will have an impact on social care.	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. It is expected that the DP Regulations will change.	This could lead to breaches of the Data Protection Act if protocols and procedures are not followed and the new regulations are not adhered to when issued.	Andrew Ireland, Corporate Director SCHW  Michael Thomas-Sam, Head of Strategy and Business Support	Possible (3)	Significant (3)	
				<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>	
				Possible (3)	Moderate (2)	
<b>Control Title</b>			<b>Control Owner</b>			
Information sharing agreements and protocols for specific projects are in place. I.G 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 SCHW/Mark Lobban, Director Commissioning/Penny Southern, Director Disabled Children Adult LD/MH/Anne Tidmarsh, Director Older People and Physical Disability/ Philip Segurola, Director			

	Specialist Children's Services
Organisational policies on IT security and the principles of Data Protection in place.	Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning/Penny Southern, Director Disabled Children Adult LD/MH/Anne Tidmarsh, Director Older People and Physical Disability/ 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 SCHW/Mark Lobban, Director Commissioning/Penny Southern, Director Disabled Children Adult LD/MH/Anne Tidmarsh, Director Older People and Physical Disability/ Philip Segurola, Director Specialist Children's Services
Clause in employment contracts requiring compliance with data protection requirements.	Andrew Ireland, Corporate Director SCHW/Mark Lobban, Director Commissioning/Penny Southern, Director Disabled Children Adult LD/MH/Anne Tidmarsh, Director Older People and Physical Disability/ Philip Segurola, Director Specialist Children's Services
Caldicott Guardian in place for SCHW and Caldicott Guardian Guidance and register in place. The Caldicott Guardian officers have regular formal meetings.	Michael Thomas-Sam, Head or Strategy and Business Support
Policy impact Assessment for the information governance aspects of projects such as the residential re-let.	Andrew Ireland, Corporate Director SCHW
Authority wide group in place to provide strategic leadership on Information Governance.	Ben Watts, Interim General Counsel
Annual Information Governance Statement completed by all contracted providers. This information is now on	Mark Lobban, Director

line.		Commissioning
In Shared Offices there are designated areas for SCHW staff to ensure phone calls are not overheard.		Mark Lobban, Director Commissioning/Penny Southern, Director Disabled Children Adult LD/MH/Anne Tidmarsh, Director Older People and Physical Disability/ Philip Segurola, Director Specialist Children's Services
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
All projects need to have information protocols and agreements where information is to be shared across agencies.	Andrew Ireland, Corporate Director SCHW	March 2017
Need to continue to raise awareness across staff groups. all staff to undertake E-learning in information governance	Andrew Ireland, Corporate Director SCHW	March 2017
On-going work with health partners regarding information sharing through the Pioneer Programme.	Anne Tidmarsh, Director Older People and Physical Disability	March 2017
Information Governance reports to DMT on an annual basis with updates.	David Oxlade, Head of Operational Support	March 2017
Regular communication with SCS 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	March 2017
The new Case Certificate will replace the I.G Toolkit in April 2018.	Janice Grant, SCHW Policy & Standards Manager	March 2018
CQC will introduce more rigour to IG inspection and it is expected this will have more power to hold organisations to account.	Janice Grant, SCHW Policy & Standards Manager	March 2018

<b>Risk ID</b>	<b>SCHW 11</b>	<b>Risk Title</b>	<b>Business disruption</b>			
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
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 SCHW  Penny Southern, Director Disabled Children Adult LD/MH	Possible (3)	Significant (3)	
				<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>	
				Possible (3)	Significant (3)	
<b>Control Title</b>				<b>Control Owner</b>		
A range of in-house and multi-agency training available to ensure all staff are aware of their roles and responsibilities in responding to business disruption, increased needs and/or service demands.				Andrew Ireland, Corporate Director SCHW/Penny Southern, Director Disabled Children Adult LD/MH		
Service Level Business Continuity plans in place for all services reflecting outcome of Business Impact Analysis and Risk Assessment. Service Managers to review Plans annually or in light of significant changes or events.				Andrew Ireland, Corporate Director SCHW/Penny Southern, Director Disabled Children Adult LD/MH		
Management system in place to quality assure contingency arrangements including review and identification of lessons arising from the way incidents/exercises are managed.				David Oxlade, Head of Operational Support		
System resilience plan in place setting out how the Directorate is prepared to respond to the increased needs and/or service demands as a result of seasonal pressures and other periods of escalations across the Kent and Medway Health and Social Care System.				Andrew Ireland, Corporate Director SCHW		
Business continuity planning forms part of the contracting arrangements with private and voluntary sector providers				Andrew Ireland, Corporate Director SCHW/Penny Southern, Director Disabled Children Adult LD/MH		
Good partnership working across KCC departments and multi-agency partners including joint planning with NHS organisations.				Andrew Ireland, Corporate Director SCHW/Penny		

Southern, Director Disabled  
Children Adult LD/MH

<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Business Continuity Risk Assessment to identify actions at divisional level	Andrew Ireland, Corporate Director SCHW	March 2017
Advanced Business Impact Analysis and Risk Assessment to be undertaken for all services, reviewed annually or when substantive changes in policy, process or procedure occur.	David Oxlade, Head of Operational Support	March 2017
Business Management Systems Team to work with Commissioning to ensure that business continuity arrangements are in place for contracted services to meet requirements. If necessary make recommendations for improvement as part of contract monitoring process.	David Oxlade, Head of Operational Support	March 2017

<b>Risk ID</b>	<b>SCHW 12</b>	<b>Risk Title</b>	<b>KCC KMPT partnership agreement</b>				
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>
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 Disabled Children Adult LD/MH	Possible (3)	Significant (3)	Possible (3)	Moderate (2)
<b>Control Title</b>				<b>Control Owner</b>			
DivMT oversight of the joint operating framework and improved data quality to monitor services.				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 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 number of residential clients to the KCC Primary Care Mental Health Service. Newton Europe transformation programme for M.H is focusing on residential placement and review practice to seek to improve use; review and timely discharge from residential care as well as use or alternatives. This will dovetail with current review of MH accommodation strategy and the re-let of MH SIS/SIS plus and housing related support. Service Managers have agreed savings targets to reduce MH budget pressures in service lines e.g SIS and residential.				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. Discussions are ongoing at DivMT and include a focus on the role of the Social Worker in integrated teams.				Cheryl Fenton, Head of Mental Health Social work			
Improved governance and performance monitoring arrangements in place.				Penny Southern, Director Disabled Children Adult LD/MH			
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			

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	March 2017
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 Disabled Children Adult LD/MH	March 2017
Continue to promote the personalisation agenda with social care clients in mental health services. 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	March 2017
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	March 2017
Establishment of a Primary Care and Well Being Service to deliver mental health social care. Part of a wider multi agency approach to community mental health service. This includes a primary care social work service. To monitor activity and consider resource transfer from secondary if required.	Penny Southern, Director Disabled Children Adult LD/MH	March 2017
Annual Review of Partnership Agreement to take place.	Cheryl Fenton, Head of Mental Health Social work	March 2017



<b>Risk ID</b>	<b>SCHW 15</b>	<b>Risk Title</b>	<b>MCA and Deprivation of Liberty assessments</b>				
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>
The Supreme Court Judgement has led to a significant increase in demand for Deprivation of Liberty Assessments. There is a concern that the Government Grant for DoLs work will not be forthcoming in 2016/17.	With the significant increase in Deprivation of Liberty assessments, a large number have not been dealt with in the statutory framework and there is now a backlog of cases.	This could result in some people living in circumstances where they are deprived of their liberty based on the 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	V. Likely (5)	Serious (4)	Likely (4)	Moderate (2)
<b>Control Title</b>			<b>Control Owner</b>				
Briefings provided to DMT on the judgment and its implications.			Annie Ho, Interim Head of Adult Safeguarding				
Capability Framework developed for adult social care including MCA and DoLs for KCC.			Annie Ho, Interim Head of Adult Safeguarding				
There is an increased capacity of BIA Assessors including 7 FTE Assessors.			Annie Ho, Interim Head of Adult Safeguarding				
New Contracts produced for Section 12 Doctors for DoLs work			Annie Ho, Interim Head of Adult Safeguarding				
Support provided to staff through the DoLs/MCA Team. Also increased administrative support in the DoLs Team and appointment of a BIA Manager.			Annie Ho, Interim Head of Adult Safeguarding				
Strong Triage Arrangements in place to risk assess and prioritise DoLs Assessments.			Annie Ho, Interim Head of Adult Safeguarding				
MCA/DoLs Business Plan produced.			Annie Ho, Interim Head of Adult Safeguarding				
<b>Action Title</b>		<b>Action Owner</b>		<b>Planned Completion Date</b>			
As this risk is the result of a national judgment - most Local Authorities are		Mark Lobban, Director		March 2017			

<p>facing similar challenges. To keep abreast of any national (DH) developments or further court judgments.</p>	<p>Commissioning</p>	
<p>Internal audit to audit the DoLs service and produce recommendations. Management action plan in place.</p>	<p>Annie Ho, Interim Head of Adult Safeguarding</p>	<p>March 2017</p>
<p>Predicting a significant overspend - management actions have reduced this but reviewing all budgets of adult safeguarding unit to bring budget in line.</p>	<p>Annie Ho, Interim Head of Adult Safeguarding</p>	<p>March 2017</p>

<b>Risk ID</b>	<b>SCHW 17</b>	<b>Risk Title</b>	<b>OFSTED preparedness and service improvement</b>				
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>
Preparedness for an Ofsted Inspection	An announced Ofsted Single Inspection Framework and/or Joint Targeted Area Inspection is expected in 2016	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 SCHW  Philip Segurola, Director Specialist Children's Services	Likely (4)	Significant (3)	Likely (4)	Moderate (2)
<b>Control Title</b>				<b>Control Owner</b>			
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 Segurola, Director Specialist Children's Services			
A children's improvement group has been established, comprising of senior manager from SCS and Early Help and Preventative Services.				Philip Segurola, Director Specialist Children's Services			
The 0-25 Portfolio Board provides a strategic overview.				Philip Segurola, Director Specialist Children's Services			
Recruitment and retention plan in place and monitored through the resource group.				Philip Segurola, 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 Segurola, Director Specialist Children's Services			
Engagement with expert practitioner group. Ensure implementation of the social work contract.				Philip Segurola, Director Specialist Children's Services			
CSE action plan incorporated into the Children's Development Plan.				Philip Segurola, Director Specialist Children's Services			
Children's Development Plan has now been signed off and is used as a learning tool with areas for improvement, identified through Q&A activity, peer challenge or external inspection.				Philip Segurola, Director Specialist Children's Services			

<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Annex A documentation collated and updated in readiness for an Ofsted inspection.	Philip Segurola, Director Specialist Children's Services	March 2017
Teams to identify and collate good practice examples	Philip Segurola, Director Specialist Children's Services	March 2017
There is a continuous programme of audits with regular reporting to Senior Managers. A mock audit has recently taken place, working to Ofsted criteria and timescales, and the report on the findings is being presented to DivMT, with key findings and learning being disseminated to all teams	Philip Segurola, Director Specialist Children's Services	March 2017
Weekly monitoring of key performance indicators and caseloads at director, AD and service manager levels.	Philip Segurola, Director Specialist Children's Services	March 2017

<b>Risk ID</b>	<b>SCHW 19</b>	<b>Risk Title</b>	<b>Capacity to assess, support and accommodate the increased arrival rate of Unaccompanied Asylum Seeking Children</b>			
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
From May 2015 there was an unprecedented increase in the numbers of Unaccompanied Asylum Seeking Children arriving in Kent, which decreased following the introduction of the National Transfer Scheme in July 2016. Over 600 of the young people have now turned 18 and entered the leaving care service and this number is predicted to continue to increase substantially over the next two years. There is a risk of a financial shortfall unless there is sufficient funding in the financial settlement from the Home Office.	There is a risk that there will be insufficient appropriate accommodation for care leavers as well as a funding shortfall.	KCC has always had a significant shortfall on the Home Office grant for care leavers but this was previously offset by a surplus on the grant for under 18s. However the Authority will soon be supporting more over 18 former UASC than under 18, causing severe budget pressures going forward	Philip Segurola, Director Specialist Children's Services	Likely (4)	Major (5)	
				<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>	
				Possible (3)	Serious (4)	
<b>Control Title</b>			<b>Control Owner</b>			
The Leader, Members and Senior Officers continue to make representations to the Home Office regarding funding, particularly in respect of care leavers			Philip Segurola, Director Specialist Children's Services			
SCS DivMT authorised an increase in staff for asylum duty team, IRO service and district teams. This will be scaled back once the impact of the National Transfer Scheme is clear			Philip Segurola, Director Specialist Children's Services			
<b>Action Title</b>		<b>Action Owner</b>	<b>Planned Completion Date</b>			
Following the implementation of a voluntary dispersal scheme by the Home Office on 1st July 2016, staff work closely with Home Office Staff to monitor progress		Philip Segurola, Director Specialist Children's Services	March 2017			
Continue to review staffing levels and reduce as required in light of the impact of the National Transfer Scheme.		Philip Segurola, Director Specialist Children's Services	March 2017			
Weekly updates to Senior Management to review arrival rate, capacity, and accommodation and support requirements. Management action taken if		Philip Segurola, Director Specialist Children's Services	March 2017			

required.		
Continue to work with other providers to source accommodation as cost effectively as possible	Philip Segurola, Director Specialist Children's Services	March 2017
Multi-agency board set up to take a strategic overview of whole system of services contributing to and impacted upon in managing the needs of UASC in Kent and to provide opportunities for shared learning	Philip Segurola, Director Specialist Children's Services	March 2017
Following the introduction of the National Transfer Scheme and the closure of the camps in Calais, the reduction in the number of new arrivals has resulted in the agreed closure of one of the reception centres from January 2017	Philip Segurola, Director Specialist Children's Services	March 2017
A review of the 18+ care leavers service is underway to ensure appropriate resources are allocated to meet the increased need and there is sufficient management capacity to oversee the casework with manageable workloads for staff	Philip Segurola, Director Specialist Children's Services/Naintara Khosla,	March 2017

Risk ID	SCHW 20	Risk Title	Prevent duties			
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
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 SCHW  Mark Lobban, Director Commissioning  Penny Southern, Director Disabled Children Adult LD/MH  Anne Tidmarsh, Director Older People and Physical Disability  Philip Segurola, Director Specialist Children's Services	Possible (3)	Serous (4)	
				<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>	
				Unlikely (2)	Moderate (2)	
<b>Control Title</b>				<b>Control Owner</b>		
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 SCHW		
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 SCHW		
Briefings produced and communication on KNet regarding the PREVENT agenda. Mandatory training package produced.				Andrew Ireland, Corporate Director SCHW		

<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Awareness raising "Prevent" training for those working with people directly at risk.	Andrew Ireland, Corporate Director SCHW / Philip Segurola, Director Specialist Children's Services/ Annie Ho, Interim Head of Adult Safeguarding	March 2017
Mandatory training being rolled out.	Nick Wilkinson, Head of Youth Justice and Safer Young Kent	March 2017



<b>Risk ID</b>	<b>SCHW 21</b>	<b>Risk Title</b>	<b>Facilities Management</b>			
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
The delay and lack of prioritisation by the contracted service of work required within the in house care provision service. This includes works to the building and the maintenance of facilities and equipment within the buildings such as lifts and hoists.	The implications of this are Health and Safety risks to residents and service users and the possibility of a KCC provider unit failing an inspection by CQC or OFSTED	The consequences are Health and Safety risks for service users and staff. It is also a reputational risk for the Council if a registered unit should fail an inspection by CQC or OFSTED.	Andrew Ireland, Corporate Director SCHW	Likely (4)	Serious (4)	
				<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>	
				Unlikely (2)	Moderate (2)	
<b>Control Title</b>			<b>Control Owner</b>			
Working with the three contractors to address the issues and improve performance. Immediate focus has been on ensuring statutory compliance.			Linda Harris, Infrastructure Business Partner			
Clarification of the Escalation Path to address issues that have not been resolved satisfactorily.			Linda Harris, Infrastructure Business Partner			
<b>Action Title</b>		<b>Action Owner</b>	<b>Planned Completion Date</b>			
To review performance of the contractors and suppliers.		Linda Harris, Infrastructure Business Partner	March 2017			
To review the FM call logging process to ensure the information obtained from the call is clear so that the contractor understands the urgency and impact of not resolving.		Linda Harris, Infrastructure Business Partner	March 2017			