

Full Risk Register

Risk Register - Adult Social Care and Health

Current Risk Level Summary

Green	0	Amber	2	Red	9	Total	11
		1	3 ↗	2	-9 ↘	3	-6 ↘

Current Risk Level Changes

0	0	0	2	2
0	0	0	5	0
0	0	1	0	1
0	0	0	0	0
0	0	0	0	0

Risk Ref	Risk Title and Event	Owner	Last Review da	Next Review
AH0004	Safeguarding - Protecting adults at risk of abuse or neglect	ASCH Directorate Management Team	14/02/2019	14/05/2019

If there are not robust and effective safeguarding arrangements in place it could place vulnerable people at risk.

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
Statutory responsibility of the Corporate Director and her staff to ensure effective safeguarding arrangements are in place to protect adults at risk of abuse or neglect.	Failure to achieve this could lead to the well-being of vulnerable people being compromised and put at risk.	High 25 Major (5) Very Likely (5)		<ul style="list-style-type: none"> Implement on going programme of safeguarding audits and follow up actions from audits. Independent Audit planned for end of January 2019 to beginning of March 2019 	Julie Davidson A -Accepted	31/03/2019	Medium 15 Major (5)
				<ul style="list-style-type: none"> Awareness raising has taken place and on going review and dissemination of key information including lessons from reviews. 	Julie Davidson A -Accepted	31/03/2019	Possible (3)
				<ul style="list-style-type: none"> Following detailed analysis of safeguarding in OPPD a safeguarding team has been established as part of the new ASCH operating model. 	Anne Tidmarsh Control	31/03/2019	
				<ul style="list-style-type: none"> Awareness raising taking place through Safeguarding Week. The safeguarding leaflets reviewed, updated and disseminated following Making Safeguarding Personal project. 	Julie Davidson Control	31/03/2019	
				<ul style="list-style-type: none"> Quarterly reporting to Directors and Cabinet Member and an Annual KMSAB Report to Members. 	Julie Davidson Control		
				<ul style="list-style-type: none"> Kent Channel Panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism) in place. 	Nick Wilkinson Control		

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			<ul style="list-style-type: none"> • Three year Prevent training strategy approved by the Corporate Management Team. • Multi-agency risks, threats, and vulnerabilities group focuses on prevent , gangs, modern slavery, human trafficking and on line safeguarding matters. • 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 subgroups established focusing on delivery within L.D, autism and children services. • The Safeguarding and MCA capability framework is in place and being implemented. A comprehensive, mandatory, staff training programme has been rolled out for staff to complete the appropriate level of training. The Framework is to be reviewed. 	<p>Nick Wilkinson</p> <p>Nick Wilkinson</p> <p>Penny Southern</p> <p>Penny Southern</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		
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Risk Ref	AH0008	Risk Title and Event	Owner	Last Review da	Next Review			
Managing and working with the Social Care Market. The Adult Social Care and Health Directorate commissions about 90% of services from outside the Directorate. Although this offers efficiencies and value for money it does mean the Directorate needs the care market to be buoyant to achieve best value and to give service users real choice and control. A risk is the residential, nursing and home care care markets not being sustainable and it is becoming increasingly difficult to obtain provider supply at affordable prices. There is evidence of an increase in the rate of closure of care homes, also there is concern about the sustainability of some of the Home Care providers in the County.			ASCH Directorate Management Team	28/02/2019	28/05/2019			
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
	Some parts of the social care market are facing severe financial pressures, 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. Action has been required to find alternative suppliers where there has been provider failure.	High 25 Major (5) Very Likely (5)		<ul style="list-style-type: none"> Tendering taking place for Care in the Home Services. A separate risk log is maintained to mitigate risks and issues that may arise during the Tendering process Quality in Care Framework in development. Further work to be done to make it operational, linked to the transformation of services. 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 commissioning and contract strategy to ensure market coverage. Action has been required to find alternative suppliers where there has been provider failure. Refresh of the Accommodation Strategy to ensure care providers are aligned with the future needs of Kent residents. A risk based approach to monitoring providers with greater understanding of provider accounts and financial pressures. Development of a strategy assessment of providers and the introduction of regular meetings with provider and trade organisations 	Clare Maynard Clare Maynard Clare Maynard Clare Maynard Clare Maynard	A -Accepted A -Accepted Control Control Control	31/03/2019 31/03/2019	Medium 9 Significant (3) Possible (3)

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			<ul style="list-style-type: none"> • Opportunities for Joint Commissioning in partnership with key agencies (health) being explored. Joint work regarding the provision of dementia nursing beds. • Strategic Commissioning and Access to Resources functions in place to ensure KCC gets value for money - whilst maintaining productive relationships with providers. • Placement data gathered through the County Placement Team and twice weekly contacts with market re availability. 	<p>Penny Southern</p> <p>Penny Southern</p> <p>Penny Southern</p>	<p>Control</p> <p>Control</p> <p>Control</p>		
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Review Comments Tracey Schneider from commissioning provided an update 28 February 2019
 28/02/2019

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Risk Ref	AH0005	Risk Title and Event	Owner	Last Review da	Next Review		
		<p>Continued pressures on public sector funding impacting on revenue and capital budgets.</p> <p>The Government identified additional funding for adult social care but there continues to be a need to achieve significant efficiencies for the foreseeable future. KCC has had to find major savings and there has been considerable pressure on budgets with the Directorate expected to contribute £18 million towards the Council savings in 2018-19. In 2019-20 there is a savings and additional income target of £15.9m The workforce has depleted in recent years and there is less capacity to deliver services. Partner agencies have also experienced funding challenges potentially putting joint working at risk. Financial pressures in the health sector having repercussions for social care.</p>	ASCH Directorate Management Team	14/02/2019	14/05/2019		
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
	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. Vulnerable people could be without support if there is insufficient resource in the system including sufficient staffing across the care sector to deliver services.	High 20 Serious (4) Very Likely (5)	25 ↓ -5	<ul style="list-style-type: none"> Continued drive to deliver efficient and effective services through the development of new operating models and the modernisation agenda. An increased focus on prevention, enablement, supporting and promoting independence for vulnerable adults. Continue to work innovatively with partners, including health services, to identify any efficiencies across the wider sector. A Resource Management Accountability Unit established in OPPD. Business Plans produced for 2018/19 Robust financial and activity monitoring regularly reported to DMT and the Div Management Teams. Robust debt monitoring arrangements in place. More efficient use of assistive technology and equipment to help people to live independent lives and reduce dependence on service. 	Penny Southern -Accepted Penny Southern -Accepted Penny Southern -Accepted Mike Powe Control Penny Southern Control Penny Southern Control Michelle Goldsmith Control ASCH Directorate Management Team Control	31/03/2019 31/03/2019 31/03/2019	High 16 Serious (4) Likely (4)
Review Comments	Risk Reviewed 14 February 2019. 14/02/2019						

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Risk Ref	AH0007	Risk Title and Event	Owner	Last Review da	Next Review			
		Increasing demand for social care services.	ASCH Directorate Management Team	13/02/2019	13/05/2019			
<p>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.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
Risk that demand will outstrip available resources.	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	High 20 Serious (4) Very Likely (5)		<ul style="list-style-type: none"> Ensure care Reviews are completed in a timely way to achieve good outcomes linked to effective arrangements for support. Increasing use of a strengths or asset based approach. Monitoring of trusted assessor arrangements eg carers assessments. To continue to monitor demand for services including new referrals and people requiring services for longer -often with complex needs. Continued modernisation of Older People and Learning Disability in house services. Continued use and development of Assistive Technology (Telecare) to enable people to live independent lives. Developing community capacity particularly in relation to prevention and early help. Continued monitoring of Ordinary Residence regarding the number of people in need being placed by other local authorities into Kent. Processes have been reviewed to achieve efficiencies and manage service demand with an increased emphasis on promoting and supporting independence. 	ASCH Directorate Management Team ASCH Directorate Management Team ASCH Directorate Management Team ASCH Directorate Management Team ASCH Directorate Management Team ASCH Directorate Management Team ASCH Directorate Management Team	A -Accepted A -Accepted A -Accepted A -Accepted Control Control Control	31/03/2019 31/03/2019 31/03/2019 31/03/2019	High 16 Serious (4) Likely (4)

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			<ul style="list-style-type: none"> • Early intervention and Preventative services aimed at reducing demand-enablement, fast track minor equipment, short term care with step down and step up support. • Working towards joint planning and commissioning with partners. • Robust monitoring, reporting and analysis to DMT and Business Planning 	<p>ASCH Directorate Managem nt Team</p> <p>ASCH Directorate Managem nt Team</p> <p>ASCH Directorate Managem nt Team</p>	<p>Control</p> <p>Control</p> <p>Control</p>		
Review Comments	Review completed and update provided by David Oxlade. February 2019. 13/02/2019						

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Risk Ref	AH0033	Risk Title and Event	Owner	Last Review da	Next Review			
Workforce			Penny Southern	13/02/2019	13/05/2019			
<p>The recruitment and retention of staff continues to be a challenge for Adult Social Care and the wider care sector. There is a need to ensure that a suitably qualified and experienced workforce is in place to deliver services. This includes making sure critical roles are filled with staff who have the right skill set. There are some concerns regarding the impact of Brexit on the ability to recruit staff in the care sector.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
	Without the right workforce in place there is a risk that statutory services will not be delivered and there will be gaps in care provision.	High 16 Serious (4) Likely (4)		<ul style="list-style-type: none"> A recruitment campaign took place during September and October 2018 to fill vacancies arising from the OPPD realignment in August 2018. ASCH participated in the Compass Recruitment event in November 2018. both attracted significant interest. now actively involved in publicising DHSC national Adult Social Care Recruitment Campaign for the Local Authority and the wider social care sector. A detailed OPPD workforce plan has been produced with actions and time-scales. A CLDT recruitment plan is also in place. An ASCH workforce plan with related activities to support recruitment, retention and succession planning is in development. The aim is to ensure we have responsive staff equipped with the right skill sets and tools to work in the changing environment for social care and health. The strategy includes - scope; priorities; budget; principles; retention and staff development; and monitoring and review. 	Karen Ray Penny Southern Penny Southern	A -Accepted A -Accepted Control	31/03/2019	Low 2 Minor (1) Unlikely (2)
Review Comments	Karen Ray and Mags Harrison reviewed the risk on 7.2.19 and 14.2.19 and provided an update.							
	13/02/2019							

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Risk Ref	AH0009	Risk Title and Event	Owner	Last Review da	Next Review			
		ICT and Systems Replacement.	ASCH Directorate Management Team	13/02/2019	13/05/2019			
<p>There is a risk that failure of critical systems or networks will impact significantly on the delivery of services. There is also a risk if systems do not have disaster recovery plan arrangements in place. Cygnum (system used by KEaH) does not have disaster recovery - has been looked into but cannot be implemented.</p> <p>Replacing the SWIFT/AIS system and implementation of a new system is also a risk for the Directorate . Several associated risks : organisational change may affect the new system configuration causing rework, delay and data migration issues.</p> <p>Secondly, the ability to resource the implementation project due to other/competing priorities in the Directorate could impact on project deadlines. A third Risk that the business does not fully adopt the change so that the business benefits are not fully realised. A fourth risk is that suppliers (Servelec, BSC ICT) cannot provide resources to meet project deadlines. A fifth risk is the implementation of the financial modules of MOSAIC including FinetraB2B to replace TDM- this will require significant input from Finance.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
Need to ensure that information and Communication systems are fit for purpose and support business requirements. The implementation of a new MOSAIC system is a major change programme.	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. For example a problem with systems could impact on client billing. 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.	High 16 Serious (4) Likely (4)		• Clear and appropriate communication to be provided ahead of any planned ICT system change/maintenance that may impact ASCH Information Systems. Helen Bond to oversee communication from BSC to ASCH.	Helen Bond	A -Accepted	31/07/2019	Low 6 Moderate (2)
				• Liaison with the Technology Commissioning Team regarding Disaster Recovery Testing to be coordinated.	Helen Bond	A -Accepted	31/07/2019	Possible (3)
				• A risk area associated with the system replacement project is the data migration from one system to another. An experienced contractor has been commissioned to assist with the Data Migration. The migration needs to improve for the system to go live. Continuing to test the migration of information.	Linda Harris	A -Accepted	31/07/2019	
				• A new Implementation Plan has been agreed for the system replacement. This has been approved by the MOSAIC Implementation Steering Group. The system is expected to go live in July 2019.	Linda Harris	A -Accepted	31/07/2019	
	The Adult Social Care client database is an essential requirement and needs to be fit for purpose.			• CCGs working towards local health and care economies being paper free by 2020. Expected that Local Authorities will participate.	Linda Harris	A -Accepted	31/03/2019	

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			<ul style="list-style-type: none"> This will require significant resource from Finance. The level of resource is being identified as part of the planning - also exploring the option of an external resource to supplement the team. Additional resource has been provided through secondments to the project and support from operational teams. Some resource from commissioning is required and discussions are taking place about this. Further work is taking place on the testing and configuration of the new system and the Implementation Plan is being revised to defer the planned implementation date to ensure the system is fully tested and configured to meet business needs. A risk associated with the system replacement project is the changing operating environment. The MOSAIC Implementation Steering Group has oversight of the project and relationships with other changes taking place. Links are also in place with the modernisation leads involved in changes to the operating framework. A Risk and Issues log is maintained for the Programme. High risks are escalated to the MOSAIC Implementation Steering Group. <p>- Mitigation re system replacement: engage senior stakeholders through the MOSAIC Implementation Steering Group. Communication and change management strategy for the Implementation programme. Integrate plans with other change programmes.</p> <ul style="list-style-type: none"> Working with the service provider to address any issues prior to implementation of the new system. There are a number of critical factors required which will impact on MOSAIC - for example Client Billing. 	Linda Harris	A -Accepted		
				Linda Harris	A -Accepted	31/07/2019	
				Linda Harris	A -Accepted	31/07/2019	
				Linda Harris	A -Accepted	31/07/2019	
				Linda Harris	Control		

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			<ul style="list-style-type: none">MOSAIC Implementation Steering Group is in place to oversee the replacement of SWIFT/AIS. A Programme Manager has been appointed. The target date for implementation of the new system is by end of January 2019 (subject to planning with the successful supplier).	Linda Harris	Control		
Review Comments	Linda Harris, Risk Owner reviewed the risk on 12 February 2019 and provided an update regarding the implementation of MOSAIC 13/02/2019						

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Risk Ref	AH0017	Risk Title and Event	Owner	Last Review da	Next Review			
Facilities Management			ASCH	28/02/2019	28/05/2019			
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.			Directorate Management Team					
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
Delays by the contracted service provider to complete maintenance 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 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. A further risk is if parts of buildings are not accessible while essential safety work is awaited.	High		• A Fire Safety Plan workshop was held in November for all managers of KCC Adult Social Care residential units.	Helen Bond	A -Accepted		Low
		16		• FM updates to be shared with ASCH service representatives and communicated further within the Directorate as required	Helen Bond	Control	31/03/2019	Moderate (2)
		Serious (4)		• FM dashboards to be discussed at infrastructure Stakeholder Group - ASCH representatives to be consulted on relevant dashboards.	Helen Bond	Control	31/03/2019	Unlikely (2)
		Likely (4)		• Engagement sessions have been arranged with GEN2 (FM Managing Agent) and relevant Assistant Directors in order to establish outstanding items, clarification of the FM specification for each site and explanation of the call log and escalation process.	Helen Bond	Control	31/03/2019	
				• Escalation of cases to Directors where urgent works are required and the completion of risk assessments where required.	ASCH Divisional Directors	Control		
Review Comments	Continues to be a risk for in house provision. 28/02/2019							

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Risk Ref	AH0001	Risk Title and Event	Owner	Last Review da	Next Review		
New Operating Model for ASCH			ASCH Directorate Management Team	14/02/2019	14/05/2019		
<p>A phased approach has been adopted to the change Programme in Adult Social Care. The new operating model is being implemented to move to an asset based approach to improve outcomes. Savings also need to be made through more efficient and effective ways of working. There will be challenges in implementing and embedding new ways of working.</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
adopting new ways of working and implementing a programme of significant change is not without risk.	If the change programme does not meet targets this will lead to significant pressures on the service and on the directorate and local authority budgets. How the new operating model is implemented is crucial as it expected to have a major impact on service delivery including efficiency and effectiveness.	High 16 Serious (4) Likely (4)	20 ↓ -4	<ul style="list-style-type: none"> Consultation taking place on changes to the Business Delivery Unit with the new arrangements scheduled to be in place by 1 April 2019. Progression through to completion of the Projects in L.D services through project management arrangements. Manage the interdependencies and relationship between the changes to the new Operating Model and other Corporate and Directorate programmes such as the system replacement project. Ensure effective two way communication re the development of the new operating model. Need to ensure staff are informed and there is "ownership" of the message. A communication bulletin is produced and disseminated and local communication channels are actioned. The Corporate Director and Assistant Directors presented updates at workshop in November 2018. A sustainability programme is in place and evolving in OPPD to monitor the impact of change 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. 	Penny Southern A -Accepted 31/03/2019 Penny Southern A -Accepted 31/03/2019 Penny Southern A -Accepted 31/03/2019 ASCH Directorate Management Team A -Accepted 31/03/2019 Anne Tidmarsh Control	31/03/2019 31/03/2019 31/03/2019 31/03/2019	Medium 9 Significant (3) Possible (3)

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			<ul style="list-style-type: none"> • Governance for programme reporting is in place across ASCH and regular meetings are held to monitor whether the programme is achieving expectations. • A Portfolio Management office is in place to ensure the right change initiatives are being delivered in the right way. 	ASCH Directorate Management Team ASCH Directorate Management Team	Control Control		
Review Comments	Risk reviewed 14 February 2019. 14/02/2019						

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Risk Ref	AH0006	Risk Title and Event	Owner	Last Review da	Next Review		
Working with Health, Integration, STP and BCF 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 put 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 to BCF with funding only agreed for two more years. There is no information about what funding will be available after 2020.			ASCH Directorate Management Team	13/02/2019	13/05/2019		
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
	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.	High 16 Serious (4) Likely (4)		<ul style="list-style-type: none"> Work closely with the STP and CCGs. ASCH modernisation to focus on long term conditions to improve people's ability to self care. KCC is part of the STP and has input at various levels. Working with CCGs on Local Care and Hospital models as part of the STP. Developing integrated performance measures and monitoring Closer working with health to align commissioning plans for social care and CCGs. Ensure adherence to the revised national CHC Framework and monitor joint working arrangements to prevent cost shunting. Data now being collated to provide baseline measures and performance dashboard to monitor To assess the impact and implications for Adult Social Care of the NHS 10 year plan 	Anne Tidmarsh A -Accepted Anne Tidmarsh A -Accepted Anne Tidmarsh ASCH Directorate Management Team A -Accepted ASCH Directorate Management Team A -Accepted Anne Tidmarsh A -Proposed	31/03/2019 31/03/2019 31/03/2019 31/03/2019 31/03/2019 01/10/2019	Medium 9 Significant (3) Possible (3)

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			<ul style="list-style-type: none"> • 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. The BCF quarterly returns need to be made by specific deadlines which can be challenging to achieve given the number of stakeholders. Communication through the Strategic Leads group should assist with getting input from the CCGs. 	Anne Tidmarsh	Control	02/07/2018	
			<ul style="list-style-type: none"> • 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. Integrated steering groups to oversee priorities and delivery of action plan. This also includes the development of the Design and Learning Centre to support the integration of health, social care and the voluntary sector. 	Anne Tidmarsh	Control		
			<ul style="list-style-type: none"> • 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. 	Anne Tidmarsh	Control		
			<ul style="list-style-type: none"> • JSNA to support health and social care commissioning. 	Penny Southern	Control	01/01/2019	
			<ul style="list-style-type: none"> • Already integrated working and commissioning in place for Learning Disability and Mental Health. 	Penny Southern	Control		
			<ul style="list-style-type: none"> • Joint working with health on Section 75 agreements including the Section 75 agreement for the provision of the Community Equipment Service. Need to continue to monitor services delivered under Section 75 agreements. 	ASCH Directorate Management Team	Control		
			<ul style="list-style-type: none"> • Close working at a leadership level through Health and Well Being Boards and meetings with CCG Accountable Officers. 	ASCH Directorate Management Team	Control		

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Review Comments

Jo Frazer, Risk Owner, reviewed the risk on 30 January 2019.
13/02/2019

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Risk Ref	AH0011	Risk Title and Event	Owner	Last Review da	Next Review			
Business disruption			ASCH Directorate Management Team	14/02/2019	14/05/2019			
Impact of emergency or major business disruption on the ability of the Directorate to provide essential services to meet its statutory obligations.								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
Possible disruption to services	Such an event would impact on service users and the wider public. Potentially people could be put at risk and the reputation of the service could suffer.	Medium 15 Major (5) Possible (3)	12  3	<ul style="list-style-type: none"> Terms of Reference and membership of Directorate Resilience Group revised in light of current threats (including Brexit). Group now meets Bi-monthly until April 2019. Training/exercise package available to a all teams and services to test services Business Continuity Plans against Brexit planning assumptions . Identify gaps and areas for improvement. 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. 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. 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 David Oxlade David Oxlade David Oxlade	A -Accepted A -Accepted A -Accepted A -Accepted Control	02/04/2019 02/04/2019 31/03/2019 31/03/2019	Medium 9 Significant (3) Possible (3)

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			<ul style="list-style-type: none"> • To review Service Level Business Continuity Plans as part of OPPD Realignment. Develop new Service Level Business Continuity Plans as part of Mental Health Transformation, reflecting outcome of Business Impact Analysis and Risk Assessments. Service Managers to review Plans annually or in light of significant changes or events. • 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. • 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. • 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. • Good partnership working across KCC departments and multi-agency partners including joint planning with NHS organisations. 	David Oxlade	Control	31/03/2019	
				Penny Southern	Control		
				Penny Southern	Control		
				Penny Southern	Control		
				ASCH Directorate Management Team	Control		
Review Comments	Risk reviewed by risk owner(s) - Alan Fitzgerald, John Callaghan 14 February 2019.						
	14/02/2019						

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Risk Ref	AH0012	Risk Title and Event	Owner	Last Review da	Next Review		
KCC KMPT partnership working			Penny Southern	19/02/2019	19/05/2019		
<p>A new Operating Model for mental health and social care partnership working has been designed and is being implemented whereby KCC secures full accountability for all social care whilst continuing to work with KMPT to provide an integrated response in secondary care.. The transformation process needs to be managed to ensure a smooth transition to the new working arrangements. Then new operating model introduced from 1 October 2018 for community services, end of December for forensic services and from 1 April 2019 for AMHP Services.</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
	If there is not a smooth transition it could be detrimental for service users and a lack of clarity for staff and partner agencies.	Medium 9 Significant (3) Possible (3)		<ul style="list-style-type: none"> The new model is implemented for community and forensic services. KMPT and KCC have implemented on-going governance arrangements to identify any issues and to mitigate any risks and resolve issues. Partnership planning for phase 2 (AMHP service) continues and actions are on track to deliver changes by 31.319. A review of the AMHP service will follow. Improve the supervision, support and Continuous Professional Development for social care staff. Implementation of job plans is part of the new service delivery model. <p>Targeted recruitment and succession strategy has been implemented Analysis of activity data has informed the resource allocation.</p> <ul style="list-style-type: none"> Continue to promote the personalisation agenda with social care clients in mental health services. The KERS service to ensure early intervention and prevention via enablement. Deliver a Well Being Service for mental health social care in partnership with the voluntary and third sector. Part of a wider multi-agency approach to community mental health service. 	<p>Cheryl Fenton</p> <p>A -Accepted</p> <p>Cheryl Fenton</p> <p>A -Accepted</p> <p>Cheryl Fenton</p> <p>A -Accepted</p> <p>Penny Southern</p> <p>A -Accepted</p>	<p>31/03/2019</p> <p>31/03/2019</p> <p>31/03/2019</p> <p>31/03/2019</p>	<p>Low</p> <p>6 Moderate (2) Possible (3)</p>

Adult Social Care and Health

Risk Register - Adult Social Care and Health

			<ul style="list-style-type: none">Increased monitoring of the appropriateness of proposed residential care placements through coordination of the Complex Needs Panel. Reviewing M.H residential placements to maximise potential for a move to greater independence and embed good quality. Introduction of BCF projects to improve pathway flow from acute admission to independent living. Agreement across KCC, CCGs and KMPT to strategic approach to supporting and improving joint work and introducing joint processes.	Cheryl Fenton	Control		
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Review Comments

Risk Reviewed by Cheryl Fenton, Risk Owner, on 19 February 2019.
19/02/2019