

From: Graham Gibbens, Cabinet Member for Adult Social Care and Public Health
Penny Southern, Corporate Director of Adult Social Care and Health

To: Adult Social Care Cabinet Committee – 12 March 2019

Subject: **RISK MANAGEMENT ADULT SOCIAL CARE**

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This paper presents a brief summary of the risks relating to adult social care. Full details of these risks are contained in the risk register which is attached as Appendix 1 to this report.

Recommendation(s): The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the Directorate Risk Register.

1. Introduction

- 1.1 Risk management is a key element of the council's Internal Control Framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled. The process of developing the registers is therefore important in underpinning service delivery planning, performance management and operating standards. Risks outlined in risk registers are considered in the development of the Internal Audit programme for the year.
- 1.2 Directorate risk registers are reported to Cabinet Committees annually. There is a hierarchy of Risk Registers. Divisional and project risks inform the Directorate Risk Register which in turn informs the Corporate Risk Register. The adult social care and health risks on the Corporate Risk Register include: Safeguarding Adults; Managing and Working with the Social Care Market; Increasing Demand for Adult Social Care Services and Health Integration.
- 1.3 With the redesign of the Adult Social Care and Health, including the Lifespan Pathway Service, consideration will be given to the management of risk in the Directorate and the relationship between the different risk registers.

2. Adult Social Care and Health Risks

2.1 A brief summary of the adult social care risks is provided below, with full details contained in the risk register attached at Appendix 1.

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating
AH0004	Safeguarding - Protecting adults at risk of abuse or neglect.	25 (High)	15 (Medium)
If there are not robust and effective safeguarding arrangements in place it could place vulnerable people at risk. The Kent and Medway Safeguarding Adults Board (KMSAB) has oversight of safeguarding arrangements. There are several working groups reporting to the main Board.			
AH0008	Managing and sustaining the Social Care Market.	25 (High)	9 (Medium)
The social care market in Kent is a mixed economy including national, regional and local providers. For a variety of reasons some businesses are no longer sustainable, and we are working with the market to ensure the providers are fit for purpose in terms of meeting future needs. The Care and Support in the Home programme sought to address provision for community services by encouraging providers to focus on workforce integration and horizontal expansion in a specific cluster co-terminus with Primary Care networks.			
AH0005	Continued pressures on public sector and Adult Social Care funding	20 (High)	16 (High)
KCC has had to find major savings with considerable pressure on budgets. Partner agencies have also experienced funding challenges. It is a challenge to meet service demands and statutory requirements at a time of financial constraint.			
AH0007	Increasing demand for Adult Social Care Services.	20 (High)	16 (High)
Fulfilling statutory obligations becomes increasingly difficult against rising expectations and increased demand for services. Increased demand due to demographic changes for example more people living longer, more people with dementia and an increase in clients with complex needs. Increased winter pressures impact on hospital discharge arrangements.			
AH0001	New Operating Model for ASCH	16 (High)	9 (Medium)
A phased approach has been adopted to the Change Programme in Adult Social Care. Changes have taken place in the Older People/Physical Disability (OPPD) Division to move to a person-centred approach to improve outcomes with greater emphasis on promoting independence. Realignment is taking place to streamline organisational structures and business support arrangements.			
AH0006	Working with health, integration, and Sustainably and Transformation Partnership (STP)	16 (High)	9 (Medium)
The health and social care systems are under pressure to cope with increasing levels of demand and financial constraints. Pressures on the health sector have implications for Adult Social Care. Within this context moving towards integration			

and the development of local care arrangements.			
AH0009	ICT and Systems Replacement	16 (High)	6 (Low)
The replacement of the client system is a significant risk for the Directorate. The new system needs to meet business requirements. The Mosaic Implementation Steering Group has oversight of the replacement programme and implementation plan.			
AH0017	Facilities Management support for KCC in house provision.	16 (High)	4 (Low)
In house care provision needs to be fit for purpose with buildings maintained to an acceptable standard with maintenance work completed promptly to avoid any health and safety risks to service users and risk of non-compliance with independent regulators.			
AH0033	Workforce	16 (High)	2(Low)
The recruitment and retention of staff continues to be a challenge for both adult social care and the wider care sector. There is a need to ensure that a suitable 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. A workforce plan is in place with related activities to support recruitment, retention and succession planning.			
AH0011	Business Disruption	15 (Medium)	9 (Medium)
The Directorate need to be able to provide services following a significant emergency or even that could cause business disruption. Business Continuity Plans are in place which are reviewed regularly. A Directorate Resilience Group is also in place to prepare for such events that could lead to business disruption. The current focus of the group is preparing for leaving the European Union with an action plan setting out mitigating actions.			
AH0012	KCC/KMPT Partnership Working	9 (Medium)	6 (Low)
A new Operating Model for mental health and social care partnership working has been implemented whereby KCC secures full accountability for all social care whilst continuing to work with KMPT to provide an integrated response. There needs to be a smooth transfer of services to KCC to avoid any detrimental impact on service users.			

3. Recommendation

3.1 Recommendation: The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the Directorate Risk Register.

4. Background Documents

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

5. Report Author

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