

Social Care Health and Wellbeing

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Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
SCHW 01 Transformation of adult social care services	Financial Operational Strategic	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. Significant savings need to be made and carrying out the transformation is a demand on resources. If the transformation programme does not meet targets then this will lead to further pressures on the service and on budgets.	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.	Andrew Ireland; Mark Lobban		H16	M9

Controls

Control	Control Measure Description	Control Owner
Finance Monitoring Meeting	Monthly meeting to assess whether the programme benefit is achieving expectations.	Andrew Ireland
Governance Arrangements	A Transformation Portfolio Board is established with agreed Governance arrangements. As part of phase two there is a proposal to have a project management office to ensure the right change initiatives are being delivered in the right way.	Andrew Ireland Mark Lobban
Oversight and monitoring in place	Oversight and monitoring by Transformation Advisory Group Programme Board, Budget board and Cabinet Committee.	Andrew Ireland Mark Lobban
Reporting	6 monthly reporting to Cabinet Committee and monthly programme reporting to portfolio board and TAG.	Andrew Ireland Mark Lobban
Separate risk register for Transformation.	There is a separate risk register and issues log at portfolio, programme and project levels.	Andrew Ireland Mark Lobban
Support of Efficiency partner.	Support of Efficiency partner with diagnostics, design and implementation of the Transformation agenda.	Andrew Ireland Mark Lobban
Transformation Programme in place	Transformation Programme in place with links and interdependencies with the KCC Transformation /Facing the Challenge Programme.	Andrew Ireland Mark Lobban

Actions

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
	Action Plan Description		Action Plan Type	Action Plan Owner	Action Date			
Communication		Ensure effective two way communication re the Transformation Programme. Need to ensure staff are informed and there is "ownership" of the message. A 6 weekly/monthly communication bulletin is produced and disseminated.	Accepted	Mark Lobban	31/03/2015			
Efficiency Partner		Agreed on going work with an Efficiency Partner	Accepted	Mark Lobban	31/03/2015			
Implementation		Implementation and roll out phase of Transformation: Optimisation, Care Pathways, Commissioning. Roll out of "Sandbox" methodology. Handover to business as usual to ensure the continued realisation of the benefits of the changes made.	Accepted	Anne Tidmarsh	31/03/2015			
Manage the interdependencies.		Manage the interdependencies and relationship between transformation and other Corporate and Directorate programmes.	Accepted	Andrew Ireland	31/03/2015			
Phase 2 design		Working with Newton Europe on the design of Phase 2. PMO and design team are being set up. Priorities for all phase 2 activity being defined (regardless of whether KCC or Newton Europe).	Accepted	Mark Lobban	31/03/2015			

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SCHW 02 Transformation of children's services	Political Operational	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 with Newton Europe could have an adverse impact on service delivery, budgets and key performance indicators.	Andrew Ireland; Philip Segurola		M9	L6

Controls

Control	Control Measure Description	Control Owner
Efficiency Partner	SCS working with an efficiency partner to transform services, developing Sandbox approach	Philip Segurola
Frameworks in place	Performance framework, operational framework and quality assurance framework in place.	Andrew Ireland Philip Segurola
Practice Development Programme	Practice Development Programme rolled out including masterclasses/training. Programme being evaluated.	Andrew Ireland Philip Segurola
Robust performance monitoring	Robust performance monitoring	Andrew Ireland Philip Segurola
SCS Transformation.	0 to 25 Unified Programme is part of the over-arching cross-directorate 0-25 Portfolio. The programme is developing an improved toolkit for practitioners; for SCS this will include further implementation of the standards of practice within the Social Work Contract across the County. Change management activity is robustly monitored via SCS Div Mt and the 0 to 25 Programme Board.	Andrew Ireland Philip Segurola

Actions

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Date
Audits	Rolling programme of audits of services. Peer review audits of services including children in need, child protection and children in care. Track progress against previous audits. Results presented to SCS Div MT. six monthly and yearly audits of services. Redesign of on line audit process taking place. Ensure lessons are learned from audits and inform practice and training.	Accepted	Philip Segurola	31/03/2015
Recruitment.	Recruitment to permanent Social work and Management vacancies. website produced, recruitment events. New recruitment and retention package agreed.	Accepted	Andrew Ireland	31/03/2015

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Sandbox	Sandbox testing is in progress with regular reporting to Director and Div Mt. Need to continue to cascade the learning from Sandbox with regular DivMT updates and extended Div Mt to identify and cascade the learning.		Accepted	Philip Segurola	01/04/2015			
SCS Transformation Programme.	Needs to be clear links between Transformation and Prevention. Support of Newton-Europe as an Efficiency Partner.		Accepted	Philip Segurola	31/03/2015			

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
SCHW 03 Safeguarding - Protecting vulnerable children and adults	Political Operational Reputational	Safeguarding - Protecting vulnerable children and adults.	The Council must fulfill its statutory obligations to effectively safeguard vulnerable children and adults.	Its ability to fulfill 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; Mark Lobban; Philip Segurola; Penny Southern; Anne Tidmarsh		H16	M9

Controls

Control	Control Measure Description	Control Owner
Safeguarding Improvement Plans	OPPD and SCS have Safeguarding Improvement Plans in place. The SCS Improvement Plan recently updated to reflect Child Sexual Exploitation themes inspection.	Philip Segurola Anne Tidmarsh
0 to 25 Unified Programme in SCS Capability Framework	0 to 25 Unified Programme in SCS as part of the wider 0 to 25 Portfolio. A tender process completed to supply a capability framework for safeguarding and MCA for adult social care. RiPfA to develop the framework. Also to revise the training for staff and ensure it is consistent with changes associated with the Care Act.	Andrew Ireland Philip Segurola Mark Lobban Penny Southern Anne Tidmarsh
Deep Dives	Deep dives for constructive challenge by Senior Managers of front line services. More Deep dives planned.	Andrew Ireland
Extensive Staff Training	Extensive Staff Training. In SCS a Professional Capability Framework has been launched with a Safeguarding element. Training is being rolled out by Learning and Development in order for practitioners to utilise the Capabilities Framework to improve outcomes.	Andrew Ireland Mark Lobban Philip Segurola Penny Southern Anne Tidmarsh
Multi-agency working.	Multi-agency public protection arrangements in place.	Andrew Ireland Mark Lobban Philip Segurola Penny Southern Anne Tidmarsh
Regular Reporting on Safeguarding.	Quarterly reporting to Directors and Cabinet Members and Annual Report for Members	Andrew Ireland Mark Lobban Philip Segurola Penny Southern Anne Tidmarsh
Safeguarding Boards	Safeguarding Boards in place for children's and for adult social care services, providing a strategic countywide overview across agencies. The SVA board will be statutory in 2015.	Andrew Ireland Mark Lobban Philip Segurola Penny Southern Anne Tidmarsh
Scrutiny and Performance monitoring.	consistent scrutiny and performance monitoring through Divisional Management Teams, Deep Dives and audit activity.	Andrew Ireland Mark Lobban Philip Segurola Penny Southern Anne Tidmarsh

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Control	Control Measure Description		Control Owner					
Winterbourne	In Kent a joint Kent Winterbourne Steering Group has been established to learn the lessons from Winterbourne. The Steering group has established its own risk register and action plan.		Penny Southern					
Actions								
	Action Plan Description		Action Plan Type	Action Plan Owner	Action Date			
Audit feedback sessions	Audit feedback sessions taking place.		Accepted	Andrew Ireland	31/03/2015			
Capability Framework	Preparation for the introduction of a Capability Framework for safeguarding and MCA in adult social care. Develop associated training to ensure it reflects Care Act changes		Accepted	Mark Lobban	31/03/2015			
Care Act	Revision to the safeguarding policy, protocols and guidance document to update it for the Care Act. Training materials also to be Care Act compliant. The Making Safeguarding Personal initiative which is a key element of the Act was launched in December 2014.		Accepted	Nick Sherlock	31/03/2015			
Cross-County file audits	On going programme of cross-County file audits		Accepted	Andrew Ireland	31/03/2015			
Internal Audit (adult safeguarding practices).	Implement the outcomes of the internal audit report (adult services). Has been through the assurance processes and actions to be included in the Safeguarding Action Plans.		Accepted	Mark Lobban	31/03/2015			
Optimisation	Need to ensure capacity to deliver safeguarding is maintained through the OPPD optimisation and boundary re-alignment work.		Accepted	Anne Tidmarsh	31/03/2015			
Practice development programme to strengthen practice across children and families	Practice development programme to strengthen practice across children and families. Delivery of Phase 4 Improvement Plan Actions.		Accepted	Andrew Ireland	31/03/2015			
Recruitment programme	Active recruitment programme in place to attract and retain high calibre social workers and managers		Accepted	Andrew Ireland	31/03/2015			
Safeguarding training for the relevant staff.	Ongoing provision of safeguarding training for the relevant staff.		Accepted	Andrew Ireland	31/03/2015			
Transformation in SCS	Transformation in SCS to get the business processes right to assist practitioners.		Accepted	Philip Segurola	31/03/2015			

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SCHW 04 Austerity and pressures on public sector funding	Financial Operational Reputational	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 impacting on capital and revenue budgets. Partner organisations and private sector providers also experiencing funding challenges potentially putting joint working at risk. Increased stress on some families due to financial pressures. In sufficient central government funding for the increased UASC arrival rate.	Major funding pressures impact on the delivery of social care services. The capital strategy putting specific projects at risk.	Michelle Goldsmith; Andrew Ireland		H25	H16

Controls

Control	Control Measure Description	Control Owner
0 to 25 Partnership Board.	The 0 to 25 Partnership Board is overseeing the joint Transformation projects of SCS, Early Help and Preventative Services and Children's Commissioning - working closely with Newton-Europe. The programme feeds into the overarching 0 to 25 Change Portfolio.	Philip Segurola
More efficient use of assistive technology	More efficient use of assistive technology	Michelle Goldsmith Andrew Ireland Mark Lobban Penny Southern Anne Tidmarsh
Robust debt monitoring	Robust debt monitoring	Michelle Goldsmith Andrew Ireland
Robust financial and activity monitoring. Strategic Priority Plans.	Robust financial and activity monitoring regularly reported to DMT and budget reporting within the Dlv MTs Strategic Priority Plans in place for 2014/15 along with Divisional Plans.	Michelle Goldsmith Andrew Ireland Andrew Ireland
Transformation programme	Transformation programme to ensure efficiencies and the best use of available resources.	Michelle Goldsmith Andrew Ireland Mark Lobban Penny Southern Anne Tidmarsh
UASC	Dialogue with the Home Office re the increasing numbers of unaccompanied minors.	Philip Segurola

Actions

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
	Action Plan Description		Action Plan Type	Action Plan Owner	Action Date			
Building community capacity	Building community capacity. In LD services the GDP programme moving from segregated facilities to inclusive settings with partners.		Accepted	Andrew Ireland	31/03/2015			
Business Plans for capital projects.	Business Plans for specific LD capital projects to demonstrate the efficiencies and value.		Accepted	Penny Southern	31/03/2015			
Commissioning arrangements	Developing robust commissioning arrangements to manage /shape the social care market.		Accepted	Mark Lobban	31/03/2015			
Continue to work innovatively with partners to identify any efficiencies.	Continue to work innovatively with partners, including health services, to identify any efficiencies.		Accepted	Andrew Ireland	31/03/2015			
Development of appropriate incentives within the commissioning framework	Development of appropriate incentives within the commissioning framework		Accepted	Mark Lobban	31/03/2015			
Focus on prevention, enablement and independence for vulnerable adults.	Focus on prevention, enablement and independence for vulnerable adults.		Accepted	Andrew Ireland	31/03/2015			
High Cost Placements	Continue to review and ensure value for money from residential and IFA placements.		Accepted	Mark Lobban	31/03/2015			
SCS 0 -25 programme	SCS to continue to manage budget reductions including care cost reduction and placement reconfiguration. Improve business processes. Management Actions in place, close monitoring of spend, engaging finance staff in monthly Div Mt slot, savings targets part of N.E work.		Accepted	Philip Segurola	01/04/2015			
Transformation and modernisation agenda	Continued drive to deliver efficient and effective services through transformation and modernisation agenda.		Accepted	Andrew Ireland	31/03/2015			

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
SCHW 05 Health and Social Care integration Pioneer and BCF	Political Operational Strategic Reputational	Health and Social Care integration	There is a need to develop integrated health and social care services, there is a risk if services do not become fully integrated.	This is a major strategic development that 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.	Anne Tidmarsh		M12	L6

Controls

Control	Control Measure Description	Control Owner
Better Care Fund	The Better Care Fund will help the integration programme and the development of joined up working and commissioning.	Anne Tidmarsh
Integrated Care and Support Pioneer.	Kent is one of the 14 Integrated Care and Support Pioneers. This is giving renewed impetus to the integration programme in Kent. An Integration Pioneer Steering Group is in place.	Anne Tidmarsh
Programme management.	Programme management arrangements in place with a Programme Plan and local action plans based on the Programme Plan.	Anne Tidmarsh
Reporting Arrangements in place.	Reporting and inputting to Transformation Board but also to Health and Well Being Boards, and Locality boards and Clinical Commissioning Groups.	Anne Tidmarsh

Actions

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Date
Agreeing integrated performance measure and monitoring	Developing integrated performance measures and monitoring	Accepted	Anne Tidmarsh	31/03/2015
BCF Delivery	Local BCF delivery groups working on local action plans.	Accepted	Anne Tidmarsh	31/03/2015
Better Care Fund	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.	Accepted	Jo Frazer	31/03/2015
Connectivity of information systems	Working towards greater Connectivity of information systems via a shared integrated plan.	Accepted	Anne Tidmarsh	31/03/2015
Joint work with CCGs	Work closely with the CCGs to focus on long term conditions to improve people's ability to self care.	Accepted	Anne Tidmarsh	31/03/2015

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
	Action Plan Description		Action Plan Type	Action Plan Owner	Action Date			
Pioneer Status	Kent has Pioneer Status for Health and Social Care Integration. This broadens the integration programme to include commissioning and provision. Further work to be done to develop and take forward the integration programme and wider Pioneer work.		Accepted	Anne Tidmarsh	31/03/2015			

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
SCHW 06 Health and Social Care Act 2012	Financial Operational Legal Strategic	Health and Social Care Act 2012	Working arrangements and health architecture following the Health and Social Care Act.	Significant implications for the delivery and provision of social care and health. Emergence of Clinical Commissioning Groups and the transfer of public health functions to Local authorities has required building new relationships and working arrangements. Could be increased diversity of practices to reflect the CCG areas. Possible implications for Section 75 agreements. Risks of potential cost shunting. One example is the joint equipment store where there is a need to develop a Section 75 Agreement to ensure contribution from health agencies and social care.	Andrew Ireland; Mark Lobban; Philip Segurolo; Penny Southern; Anne Tidmarsh		M12	M9

Controls

Control	Control Measure Description	Control Owner
Integrated Community Equipment Service Partnership Working	Joint working with health on the development and signing off of the S75 agreement for the provision and funding of the community equipment service between CCGs and social care.	Anne Tidmarsh
Close working at leadership level	Close working at leadership level seeking to build a shared transformation plan. Health and Well Being Board in place. FSC Directors meet with the CCG Accountable Officers.	Andrew Ireland Mark Lobban Philip Segurolo Penny Southern Anne Tidmarsh
Existing partnership working with Health	Existing partnership working and joint initiatives with Health which are leading to shared improvements.	Andrew Ireland Mark Lobban Philip Segurolo Penny Southern Anne Tidmarsh
JSNA to support health and social care commissioning	JSNA to support health and social care commissioning	Andrew Ireland Mark Lobban Philip Segurolo Penny Southern Anne Tidmarsh
Maintain close links with commissioners	Maintain close links with commissioners to ensure application of continuing health care and Section 117 arrangements.	Andrew Ireland Mark Lobban Philip Segurolo Penny Southern Anne Tidmarsh

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
Control	Control Measure Description		Control Owner					
Potential Cost Shunting	Ensure adherence to CHC framework. Monitor joint working arrangements.		Mark Lobban Philip Segurola Penny Southern Anne Tidmarsh Anne Tidmarsh					
Review of locality boundaries	Restructure of OPPD boundaries and restructure of teams in progress.		Anne Tidmarsh					
Section 75 agreements.	Ensure Section 75 agreements are monitored in new arrangements.		Mark Lobban Philip Segurola Penny Southern Anne Tidmarsh					

Actions

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Date
Alignment of the commissioning plans	Alignment of the commissioning plans for SC and Clinical Commissioning Groups. Use of the Health and Well Being Strategy.	Accepted	Andrew Ireland	31/03/2015
Community Equipment Store	Section 75 agreement been produced and checked with legal services. It is currently with health partners and is scheduled to be signed in February 2015.	Accepted	Anne Tidmarsh	31/03/2015
Continued joint working with Health	Continued joint working with Health following the changes to the health architecture. Working with the CCGs and other health providers.	Accepted	Andrew Ireland	31/03/2015
PHBs - Section 75 Agreement	A new Section 75 agreement produced including Personal Health Budgets. To implement the new agreement subject to approvals. The agreement to be signed.	Accepted	Anne Tidmarsh	31/03/2015

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
SCHW 07 Increasing demand for social care services	Financial Operational Reputational	Risk that demand will outstrip available resources.	Risk that demand will outstrip available resources. Fulfilling statutory obligations and duties becomes increasingly difficult against rising expectations. 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. 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	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	Andrew Ireland; Mark Lobban; Penny Southern; Anne Tidmarsh		H20	H16

Controls

Control	Control Measure Description	Control Owner
Community Capacity	Developing community capacity	Andrew Ireland
Continue to explore roles and functions	Continue to explore roles and functions	Andrew Ireland Mark Lobban Penny Southern Anne Tidmarsh
Contracting and Procurement controls	Contracting and Procurement controls	Andrew Ireland Mark Lobban Penny Southern Anne Tidmarsh
Early intervention and Preventative services	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 Mark Lobban Penny Southern Anne Tidmarsh
In SCS streamlining back office processes and systems	In SCS, NE providing advice re streamlining back office processes and systems. e.g closing cases in a timely manner and step down to early help where appropriate.	Philip Segurola
Joint planning and commissioning with partners	Joint planning and commissioning with partners	Andrew Ireland Mark Lobban Penny Southern Anne Tidmarsh
Modernisation of older peoples and Learning Disability Services	Modernisation of older peoples and learning disability services	Andrew Ireland Mark Lobban Penny Southern Anne Tidmarsh

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
Control	Control Measure Description		Control Owner					
Representation being made regarding persons being placed into Kent.	Continued representation to central government and other agencies 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 Philip Segurola Penny Southern					
Robust reporting and analysis to DMT and Business Planning	Robust reporting and analysis to DMT and Business Planning		Andrew Ireland Mark Lobban Penny Southern Anne Tidmarsh					
Transformation Programme	Implementation of Adults Transformation Programme underway including: Care Pathways, Commissioning and Procurement and Optimisation.		Andrew Ireland Mark Lobban Penny Southern Anne Tidmarsh					

Actions

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Date
Adult social care Transformation Programme	Adult social care Transformation Programme - tracking and monitoring the impact of delivery -on going.	Accepted	Andrew Ireland	31/03/2015
Assistive Technology (Telecare)	Continued use and development of Assistive Technology (Telecare). Extend scope of Telecare.	Accepted	Andrew Ireland	31/03/2015
Continue to invest in preventative services	Continue to invest in preventative services through voluntary sector partners.	Accepted	Andrew Ireland	31/03/2015
Contracting and commissioning services	SCS working with Strategic Commissioning and EYP to negotiate improved contracts with providers.	Proposed	Philip Segurola	31/03/2015
Managing prices:	Managing Prices: Re-tendering for home Care and Residential Care.	Accepted	Mark Lobban	31/03/2015
Modernisation of Services	Continued modernisation of Older People Services and of Learning Disability Day Services through the Good Day Programme.	Accepted	Andrew Ireland	31/03/2015
monitoring demand	to monitor demand for services including new referrals and people requiring services for longer -often with complex needs.	Proposed	Penny Southern	31/03/2015
Ordinary Residence	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.	Accepted	Andrew Ireland	31/03/2015
Review of care	Review of care ensuring good outcomes linked to effective arrangements for support. monitoring of trusted assessor arrangements eg carers assessments.	Accepted	Andrew Ireland	31/03/2015
SCS working with Newton Europe	Working with N.E to streamline back office processes, step cases down to early help where appropriate.	Accepted	Philip Segurola	01/04/2015
Working to ensure children in care are supported with a permanency plan.	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.	Accepted	Andrew Ireland	31/03/2015

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SCHW 08 Managing and working within the Social Care Market.	Financial Political Operational	Managing and working within the Social Care Market.	SCHW adult services commissions about 90% of services from outside the Directorate. Many of them from the Private and Voluntary sector. Although this offers efficiencies and value for money it does mean the directorate needs the market to be buoyant to achieve best value and to give service users real choice and control. 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.	Lack of capacity impacts on choice to support the personalisation agenda. Impact on P&V sector if we are contracting a range of different services in the community through personal budgets/direct payments creates a level of uncertainty for the P&V sector.	Andrew Ireland; Mark Lobban		M12	M9

Controls

Control	Control Measure Description	Control Owner
A risk based approach to monitoring providers	A risk based approach to monitoring providers	Andrew Ireland Mark Lobban
Commissioning framework for children's services	Commissioning framework for children's services	Andrew Ireland Mark Lobban
Commissioning in partnership with key agencies (health)	Commissioning in partnership with key agencies (health)	Andrew Ireland Mark Lobban
Commissioning Plans	Develop commissioning plans for specific service areas to determine if a tendering process is required and then implement.	Mark Lobban
Home Care Re-let	Separate Project Risk register held. Working with legal services and corporate procurement. Regular briefings to staff and communication with service users. monitoring the mobilisation phase of the home care re-let.	Mark Lobban
Independent Fostering Agencies	Every provider has signed the National Fostering Framework agreement and KCC's service specification.	Mark Lobban
Procurement and contract controls	Procurement and contract controls	Andrew Ireland Mark Lobban
Regular market mapping and price increase pressure tracking	Regular market mapping and price increase pressure tracking	Andrew Ireland Mark Lobban
Regular meetings with provider and trade organisations	Regular meetings with provider and trade organisations	Andrew Ireland Mark Lobban
Residential re-let	Commencing the residential relet	Mark Lobban
Reviewing relationships with voluntary organisations	Reviewing relationships with voluntary organisations	Andrew Ireland Mark Lobban

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Control	Control Measure Description		Control Owner					
Strategic Commissioning and Access to Resources.	A strong Strategic Commissioning and Access to Resources function across FSC to ensure KCC gets value for money - whilst maintaining productive relationships with providers.		Andrew Ireland Mark Lobban					
Actions								
	Action Plan Description		Action Plan Type	Action Plan Owner	Action Date			
Children's high cost placements.	Continue to review high cost placements in IFA and residential. Developing a commissioning framework for children's residential care.		Accepted	Mark Lobban	31/03/2015			
Ensuring market is able to offer choice in the new market conditions opened up by personalisation	Ensuring market is able to offer choice in the new market conditions opened up by personalisation		Accepted	Mark Lobban	31/03/2015			
Home Care Re Tender	Mobilisation phase in progress re the Home Care Tender.		Accepted	Mark Lobban	31/03/2015			
Quality In Care	Project to improve quality of care in independent sector. Framework to be produced.		Accepted	Mark Lobban	31/03/2015			
Residential and nursing home relet.	tender for residential and nursing home care.		Accepted	Mark Lobban	31/03/2015			

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SCHW 09 Information Technology	Operational Technological	Need to ensure that information systems are fit for purpose and support business requirements.	There is a risk that the ICT systems will fail.	If information systems are not fit for purpose then it can impact on the business and the delivery of services.	Andrew Ireland; Philip Segurola; Penny Southern		M12	L6

Controls

Control	Control Measure Description	Control Owner
An ICS board established.	An ICS Children's System Programme Board was established to oversee the procurement and integration of the new system.	Philip Segurola
ICS Liberi system is being project managed.	In specialist childrens services the new Liberi system has been implemented. Version 10 of the new system will be implemented in November/December 2014.	Philip Segurola
Programme infrastructure being developed for AIS/SWIFT upgrade.	Upgrade to latest version of SWIFT/AIS to ensure the system meets Care Act requirements.	Penny Southern
Systems group is in place	Systems group is in place with clear governance arrangements to manage demands for changes to the system and to ensure operational resilience.	Penny Southern
Tender for an adult social care system.	It is recognised as a risk that the contract with the current system provider is time limited and the procurement procedures are to be implemented to prepare for a tendering process.	Penny Southern

Actions

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Date
Adult Social Care - client database.	The contract with the current provider is time limited. A number of actions are now required. 1) A specification to be developed that reflects the Care Act/Transformation/SEND changes 2) A strategic decision making group to consider the direction of travel and the scope of business requirements. 3) Initiate and follow the procurement processes.	Accepted	Penny Southern	31/03/2015
Liberi system.	Any issues and risks regarding the new Liberi system are to be dealt with in the Programme board	Accepted	Philip Segurola	31/03/2015
Upgrade to SWIFT/AIS	Project management arrangements in place and working towards an upgrade of SWIFT/AIS to version 29.1. System user involvement to assist with the design and testing of an upgraded version of SWIFT/AIS.	Accepted	Penny Southern	31/03/2015

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SCHW 10 Information Governance	Operational Legal Technological	With New Ways of Working, flexible working and increased information sharing across agencies there are increased risks in relation to data protection. With office moves taking place files may need to be moved and there could be insufficient storage in the accommodation provided.	The success of health and social care integration is dependent upon organisations being able to share information across agencies boundaries. Such working means that client information may be shared with other organisations which may have an implication on information sharing protocols. Also flexible working could lead to increased risk of loss of data or equipment. Delegated functions to other organisations raises issues about information sharing and what controls, systems and I.G assurance mechanisms the other organisations have in place.	This could lead to breaches of the Data Protection Act if protocols and procedures are not followed.	Andrew Ireland; Mark Lobban; Philip Segurola; Penny Southern; Anne Tidmarsh		M9	L6

Controls

Control	Control Measure Description	Control Owner
Caldicott Guardians	Caldicott Guardian in place for FSC and Caldicott Guardian Guidance and register in place.	Andrew Ireland
E Learning training	E Learning training for staff to raise awareness. All staff to complete the e-learning training.	Andrew Ireland Mark Lobban Penny Southern Anne Tidmarsh
Employment contracts.	Clause in employment contracts requiring compliance with data protection requirements.	Andrew Ireland Mark Lobban Penny Southern Anne Tidmarsh
Information sharing agreements.	Information sharing agreements and protocols for some specific projects are in place.	Andrew Ireland Mark Lobban Penny Southern Anne Tidmarsh
Organisational policies.	Organisational policies on IT security and the principles of Data Protection in place.	Andrew Ireland Mark Lobban Penny Southern Anne Tidmarsh
Systems Development for newly commissioned services.	Policy impact Assessment for the information governance aspects of projects such as the residential re-let.	Andrew Ireland

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Actions								
	Action Plan Description		Action Plan Type	Action Plan Owner	Action Date			
Communication	In SCS regular communication with staff to remind them of data protection requirements and the need to use secure e-mails etc. Also topic discussed at SCS Div MT.		Accepted	Philip Segurola	31/03/2015			
Information Governance Update	Information Governance reports to DMT with updates.		Accepted	David Oxlade	31/03/2015			
Information sharing agreements	All projects need to have information protocols and agreements where information is to be shared across agencies.		Accepted	Andrew Ireland	31/03/2015			
Information sharing with health	On going work with health partners regarding information sharing through the Pioneer Programme.		Accepted	Anne Tidmarsh	31/03/2015			
Lessons Learned	Ensure lessons are learned from the Information Commissioner's findings and are cascaded and inform training.		Accepted	Philip Segurola	01/04/2015			
Production of SOPs	Standard operating procedures being produced with organisations that are to be data processors with access to adult social care client database information.		Accepted	Anne Tidmarsh	31/03/2015			
Raising awareness	Need to continue to raise awareness across staff groups. all staff to undertake E-learning in information governance		Accepted	Andrew Ireland	31/03/2015			

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
SCHW 11 Business disruption	Financial Operational Legal Technological Reputational	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 onAndrew Ireland; the customers of our services and possibility the reputation of the service would suffer	Penny Southern		M9	M9

Controls

Control	Control Measure Description	Control Owner
Business continuity in the independent sector. Business Continuity Plans	Business continuity planning forms part of the contracting arrangements with private and voluntary sector providers Business Continuity plans reviewed annually or in light of significant changes or events.	Andrew Ireland Penny Southern Andrew Ireland Penny Southern
Business Continuity Systems and Procedures are in place Business Impact Analysis.	Business Continuity Systems and Procedures are in place Business Impact Analysis and Risk Assessment is reviewed at least every 12 months or when substantive changes in processes and priorities are identified.	Andrew Ireland Penny Southern Andrew Ireland Penny Southern
Partnership working at all levels	Good partnership working at all levels for emergency planning.	Andrew Ireland Penny Southern
Training	Crisis/emergency planning training available for staff.	Andrew Ireland Penny Southern

Actions

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Date
Adverse Weather	Learn lessons from the response to the adverse weather events that occurred in 2013/14.	Accepted	David Oxlade	31/03/2015
Business continuity in the independent sector.	Business Management Team to work with strategic commissioning and corporate procurement to ensure contracted services have business continuity arrangements in place.	Accepted	David Oxlade	31/03/2015
Business Continuity Risk Assessment	Business Continuity Risk Assessment identifies actions at divisional level	Accepted	Andrew Ireland	31/03/2015
Regular review and update of continuity plans	Regular review and update of continuity plans	Accepted	Andrew Ireland	31/03/2015

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
SCHW 12 KCC KMPT partnership agreement	Financial Legal Reputational	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		M9	L6

Controls

Control	Control Measure Description	Control Owner
Governance and performance monitoring	Improved governance and performance monitoring arrangements in place.	Penny Southern
Monitoring at Divisional Management Team	Div Mt oversight of the joint operating plan and improved data quality to monitor services.	Cheryl Fenton Penny Southern
Operating Agreement	Operating Agreement developed and established between KCC and KMPT.	Cheryl Fenton Penny Southern
Safeguarding arrangements	Safeguarding posts in place. Safeguarding audits take place and regular performance monitoring.	Penny Southern

Actions

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Date
Care Act	A mental health reference group is in place to prepare for the implementation of the Care Act	Accepted	Cheryl Fenton	31/03/2015
Deliver the personalisation agenda	Continue to promote the personalisation agenda with social care clients in mental health services. Including increase in social care clients with a personal budget - some increase in the number of DPs. STR service restructured. Training on personalisation provided, teams producing action plan re promoting personalisation.	Accepted	Cheryl Fenton	01/04/2015
mental health social care responses in primary care.	An alternative model to deliver social care in mental health being developed including increasing community capacity. Pilot project planned.	Accepted	Penny Southern	01/04/2015
Operating Agreement	Operating Agreement between KCC and KMPT monitored through Div MT on an on-going basis.	Accepted	Cheryl Fenton	31/03/2015
Reporting KPIs	Monitor KPIs -focus on red indicators and exception reports. Address IT issues - action plan to do this. On-going monitoring, discussion and action planning re KPIs in place. Learning from audits.	Accepted	Cheryl Fenton	31/03/2015
Social Care Staffing in KMPT	Improve the supervision and support for social care staff - Arrangements for professional supervision in place. Supervision audits on-going. Various workforce reviews undertaken - to monitor outcomes. Targeted recruitment plan re posts that are hard to recruit to.	Accepted	Cheryl Fenton	31/03/2015

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
SCHW 13 Preparation for legislative change	Operational Legal Reputational	Care Act and Children and Families Act.	Care Act - Significant implications for adult social care services. It establishes a new legal framework for care and support services. An emphasis on early intervention, prevention and increasing choice and control and changes to charging. New duties to be introduced to provide support services to carers. Children and Families Act introduced, implications for - assessments for children with SEN, adoption services and contact and residence plans.	The Care Act when implemented will have a significant impact on services. The Children and Families Act has implications for some SCS services and a significant impact on SEN services.	Andrew Ireland; Michael Thomas-Sam		M9	L6

Controls

Control	Control Measure Description	Control Owner
Care Act	Transactional, activity and financial implications of the Act are reported to DMT. Implications of the Act also reported to CMT. KCC budget for 2015/16 reflects the cost of implementation. Programme Plan went to the Transformation Board, Corporate Board and Cabinet Committee. Key decisions taken.	Andrew Ireland Michael Thomas-Sam
Care Act Programme	A Care Act Programme established to ensure KCC is well placed to deliver the new responsibilities. A programme board in place with representatives from across KCC and the efficiency partner. Regular briefings for elected Members and other stakeholders held. Key policy revisions being completed. Communication plan being put into effect.	Michael Thomas-Sam
Children and Families Act	Children and Families Act implemented. Working with colleagues in SEN services on the changes.	Philip Segurola Penny Southern
Increase awareness of the Welfare Reform Act.	Reports to Corporate Board and DMTs. Also to Policy and Resources Committee and Kent Joint Chiefs meeting.	Michael Thomas-Sam

Actions

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Date
Care Act	Workshops and training to be being provided on the implications of the Care Act.	Accepted	Michael Thomas-Sam	31/03/2015

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
	Action Plan Description		Action Plan Type	Action Plan Owner	Action Date			
Care Act	To monitor key tasks in preparation for implementation of the Act including the commissioning and delivery of training; identify capacity to manager the estimated additional demand and making key policy decisions.		Proposed	Michael Thomas-Sam	01/04/2015			
Care Act Programme Plan	An outline programme plan in place with a number of projects including: costs modelling; communications;workforce capacity; commissioning; financial assessment and charging; safeguarding; IT and information systems		Accepted	Michael Thomas-Sam	31/03/2015			
Care Act progress	To continue to prepare for the Care Act. Project plans in place with workstreams for key areas. To determine the implications of the Act and the associated regulations and guidance for KCC. To prepare for implementation when the Act in enacted in 2015.		Accepted	Andrew Ireland	31/03/2015			
Children and Families Act	Further input to an SEN pathfinder project and development of a "local offer".		Accepted	Andrew Ireland	31/03/2015			
reporting and communication	To keep DMT and Div Mts informed of developments and preparations for the Care Act. To communicate through briefings and updates to staff.		Accepted	Michael Thomas-Sam	31/03/2015			
Transformation programme.	The principles contained in the Care Act to inform the Transformation programme. .		Accepted	Michael Thomas-Sam	31/03/2015			

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
SCHW 14 Organisational Change	Operational Strategic	Significant amount of organisational change.	Several major change programmes underway at the same time.	Possible impact on service delivery and could lead to unclear responsibilities	Andrew Ireland; Mark Lobban; Philip Segurola; Penny Southern; Anne Tidmarsh		M12	M12

Controls

Control	Control Measure Description	Control Owner
Centralisation and market testing of key support services e.g finance, training function, business support, ICT, communication.	Business support arrangements in place. On going engagement in management team.	Andrew Ireland
Disabled Children's Service	Realignment of Disabled Children's Service to Adult services and to be line managed within the Learning Disability & Mental Health Division from January 2015	Penny Southern
Facing the Challenge	Facing the Challenge: Delivering Better Outcomes. Transformation Plan - version 1 produced and disseminated. Phase 2 now in progress market engagement and service reviews.	Andrew Ireland
New Ways of Working	New ways of working is leading to changes in KCC accommodation arrangements and where people are based. A New Ways of Working Risk Register exists to log risks. SCHWB has representation on the New Ways of Working Programme Board.	Andrew Ireland
OPPD boundary realignment and optimisation restructuring.	Phase 3 was completed on 30.9.14 following the final phase of restructure of the OPPD workforce The new OPPD service and structure went live on 1.10.14. A two month restructure settling in period has been built in to the programme to resolve any outstanding queries and issues.	Anne Tidmarsh

Actions

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Date
Care Leavers	Changes to the Care Leaver Service and what was the 16+ service.	Accepted	Philip Segurola	31/03/2015
Centralisation of Support Services	Continue to maintain close working with support services e.g finance, ICT, training, communication.	Accepted	Andrew Ireland	31/03/2015
KCC Transformation Plan	Phase 2 of Facing the Challenge in progress. Workshops provided for staff.	Accepted	Andrew Ireland	31/03/2015
New Ways of Working	To continue to communicate the implications of New Ways of working for the Directorate. Office moves taking place. NWW has its own risk log.	Accepted	Penny Southern	31/03/2015
OPPD Boundary Realignment and Optimisation Restructuring.	Bedding in and completing the OPPD restructure	Accepted	Anne Tidmarsh	31/03/2015

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
SCHW 15 MCA and Deprivation of Liberty Assessments	Financial Operational Legal Reputational	A judgement by the Supreme Court has implications for the number of Deprivation of Liberty Assessments that are required.	The number of Deprivation of Liberty assessments has significantly increased. This could lead to some DOLs applications and Best Interests Assessments not being done within the statutory framework.	This could result in some people living in circumstances where they are deprived of their liberty based on the new legal interpretation but without a DoLs assessment. This could be detrimental to the individual and could result in a challenge based on the Supreme Court judgement.	Mark Lobban		H16	M8

Controls

Control	Control Measure Description	Control Owner
Analysis produced	An analysis of the management processes for DoLs applications completed. DMT considered the various scenarios for different application levels and the impact on staff resources.	Mark Lobban
Briefing issued to staff regarding the Supreme Court judgement.	Briefing issued by Corporate Director.	Nick Sherlock
Briefing to DMT regarding the Supreme Court judgement. DoLs	DMT briefed on the judgement and its implications.	Nick Sherlock
MCA training	Support is provided to staff through the DoLs/MCA team.	Nick Sherlock
	MCA training is available for staff.	Nick Sherlock

Actions

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Date
Analysis	An analysis completed to identify the likely extent of demand.. The number of referrals has trebled and some providers have requested assessments of all their residents. an input/output model refined to reflect managment processes for DoLs applications from institutional care settings. DMT considered the various scenarios for different application levels and the impact on staff resources. A risk profiling approach is being piloted in Learning Disability to identify cases that need to go to the Court of Protection.	Accepted	Mark Lobban	31/03/2015
DOLS/MCA resource	Staff who have completed the BIA training are being put onto the BIA rota. More training to be commissioned. .	Accepted	Mark Lobban	31/03/2015

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
	Action Plan Description		Action Plan Type	Action Plan Owner	Action Date			
Resources		Additional funding identified in the MTFP for 2015/16 to invest in additional staff and to met costs (e.g legal costs). DMT agreed a way forward for the deployment of these resources for DoLs applications for institutional care settings. Authorisation for the recruitment of additional staff ageed. Action plan to be developed to ensure a systematic implementation of managing these resources. DMT agreed to extend the number of authorisers within the Directorate. Cost modelling underway for identifying costs for applications arising from suported living situations.	Accepted	Mark Lobban	31/03/2015			
Review the MCA/BIA work.		Review the MCA/BIA work to identify any efficiencies that can be made in the processes or ways of working. Process mapping work completed examining work flows and organisation. New systems introduced and development of new module within AIS underway. This work to inform the steering group looking at the possible longer term options for managnig MCA/DoLs work. Update reported to DMT in January 2015.	Accepted	David Oxlade	31/03/2015			
Wider context		As this risk is the result of a national judgement - most Local Authorities will be facing similar challenges. To keep abreast of any national (DH) or regional developments.	Proposed	Mark Lobban	31/03/2015			

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
SCHW 16 Independent Living Fund	Financial Operational	The Independent Living Fund will close on 30 June 2015.	When the ILF closes, responsibility to meet the support needs of the ILF users will be devolved to Local Authorities.	There is a financial risk to KCC as to date there is little clarity on what funding will be transferred to the Local Authority and it is thought any funding will not be ringfenced.	Michael Thomas-Sam		M12	M8

Controls

Control	Control Measure Description	Control Owner
Reports to DMT	Reports submitted to DMT to update them on the transfer programme.	Michael Thomas-Sam
transfer programme	The ILF has developed a transfer programme with local authorities with a code of practice. KCC has been a "critical friend" to the ILF in shaping the transfer programme.	Michael Thomas-Sam

Actions

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Date
Assessments of ILF clients	To prepare to undertake assessments of ILF clients in Kent early in 2015	Proposed	Penny Southern	31/03/2015
ILF transfer	to maintain links with the ILF regarding the transfer programme	Proposed	Michael Thomas-Sam	31/03/2015
OSU change team	The OSU change implementation team will co-ordinate ILS transfer activity.	Proposed	David Oxlade	31/03/2015

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
SCHW 17 OFSTED preparedness and service improvement	Political Operational Reputational	Preparedness for an Ofsted Inspection	An announced Ofsted Single Inspection Framework is expected in 2015	Failure to maintain service improvement could adversely impact on children and young people, budget and staffing. A critical inspection could result in being placed on an improvement notice.	Andrew Ireland; Philip Segurola		M12	M8

Controls

Control	Control Measure Description	Control Owner
0 -25 programme board	The 0 to 25 programme Board provides a strategic overview.	
Children's Improvement Group	A children's improvement group has been established, comprising of senior manager from SCS and Early Help and Preventative Services.	Philip Segurola
Children's Improvement Plan.	The Children's Improvement Plan has been revised and re-launched. The plan includes actions to address areas for improvement identified in recent OFSTED inspections and focuses on continuous service improvement.	Philip Segurola
Performance Monitoring	Progress is robustly monitored locally, at monthly performance slots at divisional management teams and at area deep dive meetings.	Philip Segurola
Principal Practitioners	Engagement with expert practitioner group. Ensure implementation of the social work contract.	Philip Segurola
Recruitment and Retention	Recruitment and retention plan in place and monitored through the resource group.	Philip Segurola

Actions

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Date
Annex A	Annex A documentation collated and updated in readiness for an Ofsted inspection.	Accepted	Philip Segurola	31/03/2015
Audit	Multi agency "mock inspection" arranged for January 2015. continuous programme of audits and regular reporting and dissemination of lessons learned.	Accepted	Philip Segurola	27/02/2015
CSE Action Plan	Develop an action plan to implement the objectives of the CSE strategy	Accepted	Philip Segurola	31/03/2015
Good Practice	Teams to identify and collate good practice examples	Accepted	Philip Segurola	31/03/2015
KSCB	A SELIP Peer Challenge on effectiveness of the Board's scrutiny and challenge planned for December.	Accepted	Philip Segurola	31/03/2015
Liberi	Improve recording on Liberi	Proposed	Philip Segurola	31/03/2015
Signs of Safety	SCS has chosen to adopt the Signs of Safety Model of intervention. A package of training to be arranged for 2015.	Accepted	Philip Segurola	01/04/2015

Risk	Risk Types	Source/Cause of Risk	Risk Event	Consequence	Risk Owners	Inherent Risk Level	RiskLevel	Target Risk Level
SCHW 18 Early Help and Preventative Services		Early Help and Preventative Services - Following the top tier (phase one of Facing the Challenge) Early Help and Preventative Services were aligned under the Education and Young People Directorate. Specialist Children's Serices are aligned under Social Care Health and Wellbeing.	The early help and preventative services are no longer managed by Specialist Children's Services division. This poses a risk to joined up working.	Children and families do not receive the correct level of intervention and suport to meet their needs in a timely and joined up way. Lack of effective "step up" and "step down" between early help and specialist services cuold result in families not receiving the right level of intervention for their needs and circumstances. Lack of appropriate and timely support to manage the step down of cases could affect the ability to maintain an appropriate throughput of cases and lead to an increase in the CIC population.	Philip Segurola		M12	M8
Controls								
Control	Control Measure Description		Control Owner					
Governance	Performance, risks, issues and threats to efficient service delivery are challenged and addressed through the cross directorate 0 -25 programme board, multi-agency KICSB, Children's Improvement Board.		Philip Segurola					
Actions								
	Action Plan Description		Action Plan Type	Action Plan Owner	Action Date			
Joint Meetings	Establish joint regular Div Mt Meetings		Accepted	Philip Segurola	01/04/2015			