

CLACKMANNANSHIRE COUNCIL

Report to: Scrutiny Committee

Date of Meeting: 20 December 2016

**Subject: Social Services Performance Report
April 2016 –September 2016**

Report by: Head of Social Services

1. Purpose

- 1.1. This report outlines the Social Services performance in the first two quarters of 2016.
- 1.2. The report contains detail of the performance measures, actions and risks against the priorities and targets set out in the Social Services Business Plan (*Appendix 1*)

2. Recommendations

- 2.1. It is recommended that Committee notes this report and provides comment and challenge as appropriate.

3.0 Considerations

Policy/Political Framework

- 3.1 2016 has continued to see a significant changing landscape in Social Services, both nationally and locally.
 - 3.1.2 There has been a focus on political and legislative changes associated with the implementation of:
 - Public bodies (Joint working) (Scotland) Act 2016 and the establishment of the Integrated Joint Board (IJB)
 - The Social Care (Self-directed Support) (Scotland) Act 2013
 - The Children and Young People (Scotland) Act 2014

- 3.1.3 Locally the transition from Shared Services with Stirling and the establishment of an identity as a Social Service for Clackmannanshire has both been a challenge and an opportunity for the management team and the workforce.
- 3.1.4 These changes have also been set against a background of reduced budgets, increasing demands for services, a rise in the complexity of the needs of users and the continued pressures to meet expectations from family, relatives, carers and the public in general.

Performance Measures – Children and Family Services

- 3.2 Child protection performance indicators relate to visiting children on the register weekly and ensuring multi- agency core groups are held 4 weekly. The service has continued to meet 100% in relation to both these targets and all children subject to risk of harm are seen weekly and that all agencies come together to ensure a collaborative approach to risks and needs.
- 3.2.1 Looked After Children performance indicators relate to three main areas as follows:
- % of children seen within 5 working days of a supervision order being made. There was a significant drop in performance to 69% in the first quarter of 2016, however this increased to 83% in the second quarter of the year. The drop in the first quarter correlates with a reduced staffing compliment, sickness absence and maternity leave.
 - % of reports submitted into the Children's Hearing within 20 working days show a similar pattern of reduced performance in Quarter 1 to a significant increase taking the service beyond the national target of 75% to 82% in Quarter 2.
 - % of care leavers with a pathway plan and a pathway co-ordinator. Although the performance indicators are low they need to be closely examined within the context of the dataset. During the reporting period 5 young people were making the transition from care to some form of independent life style. Two young people left the service, and did not engage. Of the three young adults with a pathway plan, two have a co-ordinator and the Team Manager has already allocated a co-ordinator to the third young person.

Registered Services

- 3.3 Children and Families currently have three registered services, notably:
- Fostering Services
 - Adoption Services
 - Woodside Children's Unit

- 3.3.1 The service has improved/sustained performance in all areas, with good and very good grades being achieved.

Criminal Justice Service

- 3.4 Criminal Justice performed consistently during this period. Small variances are seen in the indicator (CJS ADP 004) This KPI shows the number of times that a recommendation for CPO (Community Payback Order) made by the CJSW report is then subsequently accepted by the Sheriff as being the correct disposal. The small decline is marginal and equates to two cases over the period. This marginal variance is likely to be a result of the sitting Sheriff not always on being on the bench so can be a reflection of sentencing preferences by other Sheriffs. The proportion of persons commencing unpaid work as a result of such decisions over quarter one declined briefly but has since returned to above the target level.

Adult Services

- 3.5 Adult Services are closely linked to the Council's priorities, and are focussed on redesigning services for older people to shift the balance of care towards effective care at home provision, when it is safe to do so.

- 3.5.1 In 2016 Audit Scotland undertook a review of Social Services provision. Within the scope of the review of examining home care provision to adults for care packages within the community Audit Scotland found:

“Current approaches to delivering Social Services will not be sustainable in the long term”

- 3.5.2 The increased target set by the Scottish Government on delayed discharges to be resolved within 72 hours has been extremely challenging for adult services. In the first quarter one person remained in a short-stay setting beyond two weeks. This increased to three in the second quarter. This is mainly attributable to the lack of home care provision locally, as per previous narrative, this is a Scottish wide issue. The Interim Head of Adult Services has met with providers to consider how best to extend provision to reduce this increasing trend.

- 3.5.3 The percentage of people over the age of 65 years receiving 10 hours or more home care services has been above the target of 45% in both quarters i.e. Quarter 1: 48% ; Quarter 2: 50%

- 3.5.4 In terms of Adult Support and Protection, there has been an improvement in discussions taking place within 24 hours of reporting to 92%. The number of service users being offered advocacy services has dropped and requires further examination.

- 3.5.5 There has been a renewed focus on self-directed support across the service with a review of paperwork and all processes, as well as training of staff to ensure the option of SDS is offered more frequently and the target is met.

Registered Services

- 3.6 The Adult Services Inspections of Care Homes were across the Shared Service during the reporting period. Clackmannanshire's Menstrie House attracted a grade of 4 (good) and above in all categories

Staffing

- 3.7 The de-coupling from Stirling has resulted in some staff vacancies, and in some areas, over-capacity. Consideration is being given to the best use of staff/resources across the Social Work Service.

- 3.7.1 The main area of service gap is in relation to the performance and strategy service and work is being undertaken to consider a structure to go forward.

- 3.7.2 The use of agency workers to cover statutory social worker posts has been reduced and there is a plan to recruit robustly to all statutory posts to alleviate the use of agency staff altogether.

- 3.7.3 The challenge of recruitment and retention of staff has been a consistent issue particularly in children's services. Work is being undertaken to convey positive messages in order to attract people to come to work in Clackmannanshire.

- 3.7.4 Staff absence has been variable across the service. The service target for absence is 5.5%

- Children's Services, Q1 = 3.3% and Q2 = 3.2%
- Adults Services, Q1 = 7.9 % and Q2 = 6.9%
- Criminal Justice Services, Q1 = 3.9% and Q2 = 4.2%

Absence management continues to be given high priority.

Financial Position

- 3.8 The main areas of overspend relate to the following key areas across children and families, and, adult services:

- Externally purchased foster carers
- Externally purchased residential schools
- High cost child care packages for adults with learning difficulties

- Nursing home beds and residential care beds

3.8.1 The Head of Service has provided a report to Audit and Finance Committee and to the Scrutiny Review being undertaken, to consider the significant areas of overspend in Children's Service.

3.8.2 A recovery plan, micro-level management and scrutiny is taking place across Services to address these financial pressures as well as understanding the causes, considering how to shift the balance between provided and purchased services, and to invest/de-invest and save in key areas.

Celebrating Success

3.9 The service was awarded the Gold COSLA award for the Autism Strategy in November 2016. There was wide service recognition of the impact the strategy has had and the improvements in outcomes for service users.

4.0 Sustainability Implications

4.1 None.

5.0 Resource Implications

5.1 *Financial Details*

5.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

Yes

5.3 Finance have been consulted and have agreed the financial implications as set out in the report.

Yes

5.4 Staffing - There are no staffing implications associated with this report.

6.0 Exempt Reports

6.1 Is this report exempt?

No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities**

(Please double click on the check box)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) Council Policies (Please detail)

8.0 Equalities Impact

- 8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? No

This report is for information only. No policy changes or changes to service provided are recommended.

9.0 Legality

- 9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ✓

10.0 Appendices

- 10.1 Please list any appendices attached to this report. If there are no appendices please state "none"

Appendix 1 – Social Services Business Plan 2015-16 report from Covalent

11.0 Background Papers

- 11.1 Have you used other documents to compile your report? Yes (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Nikki Bridle	Depute Chief Executive	

Social Services

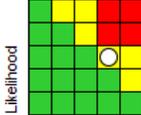
APPENDIX 1

Business Plan 2016-17

Quarter one and two

Progress Report

Key to symbols used in this report

PIs		ACTIONS		RISKS	
Short Trend Compares this quarter's performance with last quarter		Expected Outcome		Current Rating Likelihood x Impact (1 - 5)	Status
	Performance has improved		Already complete		 Rating 16 and above
	Performance has remained the same		Meet target/complete within target dates		 Rating 10 to 15
	Performance has declined		Will complete, but outwith target		 Rating 9 and below
	No comparison available - May be new indicator or data not yet available		Overdue	The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.	
			Cancelled		

Vulnerable People and Families Are Supported

Code	Performance Indicator	2013/14	2014/15	2015/16	2016/17	Q1 2016/17	Q2 2016/17			Latest Note
		Value	Value	Value	Target	Value	Value	Status	Short Trend	
ADC ADA 008	Number of Clackmannanshire people waiting in short stay settings for more than 2 weeks for discharge to appropriate settings from April 2015	4.25	2.5	2.75	0	1	3			This key indicator continues to be an area for improvement. Across the twelve months the performance is variable with an average of 4. Over this reporting period the trend is increasing.
ADC ADA 019	% of Adult Protection discussions held within 24 hours of referral	68%	73%	87%	100%	85%	92%			Continued focus on this area with an Improvement from previous quarter of 7%
ADC ADA 01a	% of Clackmannanshire people aged 65 and over with intensive care needs who receive 10 hours or more of home care per week	47%	47%	48%	45%	50%	47%			Performance improved since the end of last quarter and is well above the set target.
ADC ADA 022	% Adult Support and Protection investigations audited that have independent advocacy offered		37.5%	40%	55%	52%	52%			Further analysis of this performance was completed. Areas for improvement were identified including an additional training.
ADC ADA B2b	Self-directed Support spend on adults (18+) as a % of Social Work spend on adults	1.0%	1.1%	1.3%	5.0%	n/a	N/A			This indicator is measured annually.
CHC CPR 029	This indicator monitors the percentage of children who are on the Child Protection Register who have been visited within the last seven days and seen.	100%	94%	92%	100%	100%	100%			Children Service s continue to exceed target f 92% over the period.
CHC CPR 078	This indicator monitors the percentage of children who are currently on the Child Protection Register, or are within 3 months of de-registration, who have had at least one Core Group in the last month.	86%	95%	98%	95s%	100%	100%			Children Service continue to exceed target of 95%. Managers have been working with teams to ensure these meetings remain priority.
CHC LAC 18a	% of children looked after away from home with 3 or more placement	3%	0%	4%	Data only	2%	3%	n/a		Performance is consistent across the reporting period.
CHC SCR 002	Proportion of children seen by a supervising officer within 15 working days	86%	76%	85%	100%	69%	83%			The target of 100% is consistent with the National Standard . Over the whole period 14 out of the 19 were seen within target. Staff absence, turnover and changes

Code	Performance Indicator	2013/14	2014/15	2015/16	2016/17	Q1 2016/17	Q2 2016/17			Latest Note
		Value	Value	Value	Target	Value	Value	Status	Short Trend	
										have impacted this period. .
CHC SCR 01a	% Reports submitted to Children's Reporter (SCRA) within 20 working days (council)	90%	81%	71%	75%	62%	82%			The target of 75% is a National Standard. Significant increase from Quarter 1 with performance increasing by 7% of target..
CHC TCA 002	% of care leavers with a pathway plan	29%	89%	76%	75%	33%	33%			Across the period it is consistently a small data set The period consists of 5 cases where Pathway plans were recorded as required. Analysis shows 2 out of 5 cases are now closed and no Pathway required. 1 met within timescale and 1 submitted late. The remaining case is ongoing and at present is allocated and reviewed via the LAAC process. A Review will be completed to ensure an identified practice need to firm up the transition from LAAC to Pathway process
CHC TCA 003	% of care leavers with a pathway coordinator	29%	100%	100%	100%	33%	33%			Only one case out of the three did not have a coordinator assigned.
CJS ADP 001	% Criminal Justice reviews of high risk offenders that took place by scheduled date	100%	100%	100%	100%	100%	100%			Consistently met target across period and year.
SOS CUS 006	% Adult Care service users surveyed who feel safer as a result of social services involvement in Clackmannanshire	79%	70%	88%	Data only	88%	Annually collected.			The survey was completed early this year and figures have been reported in quarter 1. Survey not due to be completed until May 17.
SOS CUS 007	% Clacks Adult Social service users surveyed who report satisfaction that social services helped them to lead a more independent life	79%	68%	81%	Data only	83%				This is an annual survey. Survey completed early this year and are reported in 15/16. Survey not due to be completed until April 17.

Code	Action	Due	Progress	Expected Outcome	Latest Note
MCB SOS 002	Review of Day Care Provision and Community Supports for Older People	31-Mar-2017			4 employees have left the service on Voluntary Redundancy. Further efficiencies realised via vacancy management. Full saving not achievable in year 1. Multi-agency workshops and design group established to develop an options appraisal for future day services across all adult care groups with focus on community capacities and increasing opportunities.

Code	Action	Due	Progress	Expected Outcome	Latest Note
MCB SOS 003	Redesign of Intermediate and Residential Care Services for Older People	31-Mar-2019	<div style="width: 16%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 16%		Saving not achievable as current requirement for long term care beds continues. Options for future development of long term care provision are being explored in line with Strategic Plan priorities.
MCB SOS 005	To build a new residential house (5 beds) for children under 11 years of age.	31-Mar-2020	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 40%		The Steering Group continues meeting fortnightly. A number of plots have been explored and the group have identified a preferred site which is currently with planning finalising the site analysis. Drawing have been completed and young people have contributed to the design process.
MCB SOS 071	External Foster Care Options Appraisal	31-Mar-2017	<div style="width: 0%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 0%		An initial scoping document has been submitted to CMT. Once approved this project will be initiated.
SOS 167 013	New model for Learning Disability Respite	31-Mar-2017	<div style="width: 0%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 0%		Work has commenced to scope this project. Alternative approaches will be considered and an option appraisal completed. Health colleagues have also been invited to join the Learning Disability Steering Group to strengthen partnership working in relation to Learning Disability as well as respite. In looking at alternative models and how to provide respite differently, one area being progressed is Independent Travel Training which will be rolled out first in Stirling and then in Clackmannanshire. Longer term we might also wish to explore the merits of additional spend to save regards introduction of 'Shared Lives' initiative under MCB to help mirror developments in Stirling, however we need to be mindful savings are not likely to be realised immediately as it takes time (approximately a year) to embed into overall service delivery.
SOS 167 028	Review Integrated Mental Health Service	31-Mar-2017	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%		The 15% target saving of £50K have been achieved by through the discontinuation of Cognitive Behavioural Therapy (CBT).
SOS 167 036	Alloa Family Centre reconfiguration of vacancies	31-Mar-2017	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%		This saving has been completed and day care staff have been transferred into Education Services.

The Council is Efficient, Effective and Recognised for Excellence

Code	Performance Indicator	2013/14	2014/15	2015/16	2016/17	Q1 2016/17	Q2 2016/17			Latest Note
		Value	Value	Value	Target	Value	Value	Status	Short Trend	

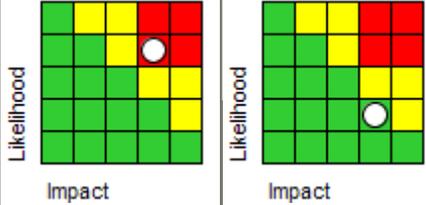
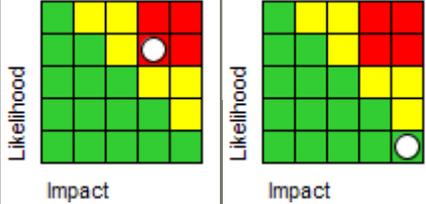
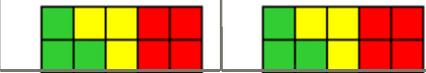
Code	Performance Indicator	2013/14	2014/15	2015/16	2016/17	Q1 2016/17	Q2 2016/17			Latest Note
		Value	Value	Value	Target	Value	Value	Status	Short Trend	
ADC ABS 001	Average full-time equivalent days lost per employee in the Adult Care Services	n/a	n/a	15.11	5.5	4.30	3.5			Absence levels across Adult Services increased during quarter 1 of 2016/17 in contrast to the average level of absence across the whole Council, which decreased in the same period. Interestingly, this trend mirrors the same period last year.
ADC CUS 01b	Number of stage 2 complaints received in quarter for adult care Clackmannanshire	3	0	0	0	1	1			Complaint centres around communication and residential costs. Investigation still to be concluded within agreed extension period.
ADC CUS 02b	% of reported indicators for Clackmannanshire Council Adult social services registered provision graded good or better by Care Inspectorate over previous 12 months	83%	100%	100%	100%	100%	100%			Q1 - Strathendrick graded 5 in Care and Support and Quality of Management and Leadership Q2 - Menstrie House graded 4 in all inspection areas using Kings Fund Dementia audit tool. Q2 - Allan Lodge graded 5 in all inspection areas
ADC IBP 013b	Projected variance as % of actual budget for Adult Care Social Services Clackmannanshire	n/a	n/a	0.25%	2.5%	17.5%	7.24%			Figures confirmed by Finance. Fully reported to Scrutiny Committee and Audit and Finance Committee. .
ADC LAG 04A	% staff in Clacks Adult Social Services with current personal development plan	N/a	60%	45%	100%	52%	48%			Quarter 1 139/268 reported as complete. Quarter 2 125/262 reported as complete. Action will be taken next quarter to explore causal factors contributing to poor performance.
CHC ABS 001	Average full-time equivalent days lost per employee in the Child Care Services	n/a	N/a	7.38	5.5	2.35	1.56			The figure 7.38 corresponds to the year to date (March 2015 - April 2016) average days lost by FTE in Child Care.
CHC CUS 01a	Number of stage 2 complaints received in quarter for Childcare Clackmannanshire	3	1	2	0	1	0			Complaint centres around attitude and conduct of staff. Not Upheld as it was evident that staff had conducted themselves appropriately in volatile circumstances.
CHC CUS 02b	% of reported indicators for Clackmannanshire Council children social services registered provision graded good or better by Care Inspectorate over previous 12 months		57%	90%	100%	100%	100%			Two services were inspected within period. (Fostering services and Adoption Services). Both exceeded target.

Code	Performance Indicator	2013/14	2014/15	2015/16	2016/17	Q1 2016/17	Q2 2016/17			Latest Note
		Value	Value	Value	Target	Value	Value	Status	Short Trend	
CHC IBP 013	Projected variance as % of actual budget for Child Care Social Services Clackmannanshire		8%	13%	2.55%	11.4%	9.7%			Figures been confirmed by Finance.
CHC LAG 04C	% staff in Clacks children Social Services with current personal development plan		24%	8%	25%	10%	11%			13 from 132 reported a current Professional Development Plan for quarter 1. Slight increase for quarter two with 15/130 of 2016/17.
CJS ADP 004	Court Reports which had CPO as the preferred option which resulted in a CPO as main outcome	64.3%	70.7%	71.8%	68.0%	67.3%	64.1%			Slight drop in performance quarter but is consistent across the period.
CJS ADP 005	Proportion of persons placed on a CPO (Unpaid work) commencing placement within 7 working days	71%	72.9%	80%	72%	65.5%	77.4%			Quarter 1 showed an under performance. This was attributed to the failure of a number of clients failing to attend. Performance returned to exceed target in quarter two.
SOS CUS 008	% of Clackmannanshire Adult Care service users satisfied with the overall service they received from Social Services	83%	76%	84%	Data only	84%	Annual survey			Annual Survey completed in May 16. The performance figures are reported in quarter 1

Code	Action	Due	Progress	Expected Outcome	Latest Note
MCB SOS 036	Social Services Workforce Strategy Review	31-Mar-2017	<input type="text" value="0%"/>		Project not initiated. Exceptional report at the Transforming Care Board meeting.
MCB SOS 050	Review of Social Services Commissioning	31-Mar-2017	<input type="text" value="0%"/>		Further scoping work required. Not initiated. Review of Third Sector savings to commence in December 2016
MCB SOS 074	Implementation of Multi-Systemic Therapy	31-Mar-2017	<input type="text" value="0%"/>		Having reviewed the original fixed costings for MST, as outlined in the business case, it is apparent that the implementation costs require to be revised by an additional £86,000 to £100,000 per annum, including staffing, Out of Hours costs, licensing costs and other operational fixed costs. Analysis of the projected budget savings as outlined in the original business case are felt to be challenging to achieve via the MST approach, particularly in years 2 and 3 where the increase in savings increase significantly over the savings outlined in year 1.
SOS 167 017	Review EDT (out-of-hours) service hosted by Stirling	31-Mar-2017	<input type="text" value="0%"/>		This review is part of a wider partnership agreement. No agreement to reduction of the saving was agreed. Therefore no progress has been made.

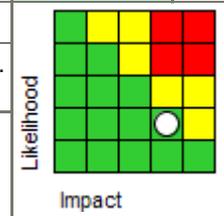
Code	Action	Due	Progress	Expected Outcome	Latest Note
SOS 167 034	Redesign MECS Service to realise 15% efficiency	31-Mar-2017	100%		Budget reduction has been made, although service advised that the full financial saving is not expected to be achieved at this date.

Social Services Risk Register 2016/17

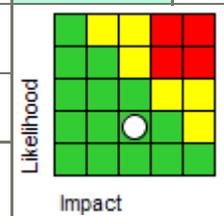
Risk	SOS 015 Redesign activity	Approach	Treat	Status		Managed By	Louise Beattie	Current Score	16	Target Score	8
Description	Redesign activity does not match pace and scale of change required.										
Potential Effect	Impact on financial expenditure, failure to deliver efficiencies, impact on the sustainability of services and ability to meet future needs										
Latest Note	Governance arrangements revised and implemented: Transforming Care Board in place. Service specific programme management office established.										
Related Actions	Workforce development and skills plan being developed corporately and by Social Services					Internal Controls	Health & Social Care Joint management team				
	Re-aligning Childrens Services program to develop Joint Commissioning Strategy for Childrens Services.						HSC Strategic Plan				
	Health & Social Care Strategic Plan						HSC Strategic Planning Group				
							Social Services Transforming Care Board				
Risk	SOS 022 Competent Staff Failure	Approach	Treat	Status		Managed By		Current Score	16	Target Score	5
Description	We may fail to have sufficient competent, confident staff and managers to undertake core duties.										
Potential Effect	We may fail to deliver the required services. We may fail to meet statutory requirements. Lack of effective support to staff. Risk of harm to current or potential service users.										
Latest Note	A single supervision policy is in place across the Service aligned to core duties. Core learning and development needs identified. Priority actions addressed. CS										
Related Actions	Social Services Workforce Strategy Review					Internal Controls	Performance Review & Development Process				
							Maximising Attendance & Employee Wellbeing Policy				
							Social Work Supervision policy				
							Workforce Learning & Development Strategy				
Risk	SOS 026 Commissioning arrangements	Approach	Treat	Status		Managed By	Louise Beattie	Current Score	12	Target Score	4
Description	Quality of care not maintained due to reduced capacity for contract monitoring. Service delivery standards are not met.										
Potential	Pressure on contract compliance staff. Paying for services not provided. Non-compliance with statutory requirements. Critical services										

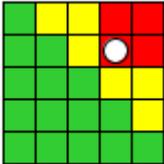
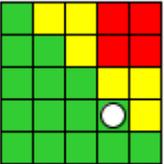
Effect	may not be supplied.				
Latest Note	Internal Audit report identified areas of improvement in adult care commissioning arrangements and some areas for further development				
Related Actions	Review of Social Services Commissioning		Internal Controls	Procurement Strategy	
				Council Standing Orders	
				Commissioning Arrangements	
				HSC Strategic Plan	
				HSC Market Positioning Statement	

Risk	SOS 016 Procedures	Approach	Treat	Status		Managed By	Louise Beattie	Current Score	8	Target Score	4
Description	There is a risk that procedures do not accurately relate to operational and statutory requirements.										
Potential Effect	We may fail to meet Scottish Government objectives. We may fail to meet Council objectives. We may fail to deliver the required services. Risk of harm to current or potential service users.										
Latest Note	Process workshops to support implementation of Single Case Management System are being used to develop procedural guidance that is fit for purpose in line with national guidance and legislation and address risk.										
Related Actions	update operational procedures and guidance.		Internal Controls	Service Plans							
	Children's Services Action Plan			Inspection and external audit							
	Audit activity across Children and Adult services										



Risk	SOS 027 Withdrawal of a Care at Home Provider	Approach	Treat	Status		Managed By	Jim Robb	Current Score	6	Target Score	2
Description	One or more care at home providers may choose to withdraw from contracts or non-framework providers may stop providing a service, leaving the Council with insufficient capacity to deliver the service.										
Potential Effect	Individuals requiring a care at home service may not receive this service. Individuals may be delayed in their discharge from hospital. Potential reputational, legal and financial risks associated with sourcing alternative provision.										
Latest Note	Meetings have taken place with providers to agree rates and identify areas for further action to further improve the contractual and working relationships with care at home providers. The risk of withdrawal has been minimised through these interventions.										
Related Actions			Internal Controls	Reshaping Older People's Care Agenda							
				Business Continuity Plans							
				Contract Monitoring Framework							
				Commissioning Arrangements							
				HSC Market Positioning Statement							



Risk	SOS 017 Information System Unavailable	Approach	Tolerate	Status		Managed By	Louise Beattie	Current Score	16	Target Score	8		
Description	Organisational information and knowledge are not effectively managed due to poor information sharing, records and absence management and succession planning, increased dependence on IT systems and unrecorded knowledge held by staff members.							Likelihood			Likelihood		
Potential Effect	Negative impact on the smooth running of the service.								Impact			Impact	
Latest Note	Following a review of the funding for the single case management system programme, and the decision not to fully integrate as an agreed service, this programme is now on hold. Implementation will now be reviewed.												
Related Actions	Implementation of Child Care Case Management System					Internal Controls	Business Continuity Plans						
							Joint IT Governance Group						
							Continuity						