

PERTH AND KINROSS COUNCIL

**Strategic Policy and Resources Committee – 27 November 2013
Scrutiny Committee – 27 November 2013**

**CORPORATE RISK MANAGEMENT STRATEGY 2013/14
& ANNUAL RISK REPORT 2012/13**

Report by Depute Director (The Environment Service)

ABSTRACT

This report presents the Council's Corporate Risk Management Strategy 2013/14 and Annual Risk Report 2012/13.

1 BACKGROUND

1.1 The Corporate Risk Management Strategy aims to integrate risk management within the Council's wider strategic improvement framework. As part of the redevelopment of the Corporate Risk Management Strategy last year, a review of the Corporate Risk Management Objectives was conducted to ensure that they remain relevant and provide a clear focus on continuous improvement. These revised objectives remain the same for 2013/14 and reflect current priorities in terms of partnership working, outcomes focus, embedding risk management at a service level and developing stronger links between performance and risk management. These Corporate Risk Management Objectives are:

- Corporate and partner risk management processes support delivery of positive outcomes for Perth and Kinross;
- Risk management is further embedded in all Council Services;
- Strong links continue to be developed between performance and risk management; and
- Effective risk management processes that support transformational change and continuous improvement are strengthened.

1.2 The Corporate Risk Management Strategy includes an update on progress over the last year against each of these objectives and identifies key areas of improvement for 2013/14. Combining the Corporate Risk Strategy with the Annual Risk Report provides Councillors and officers with a high level overview of risk management at a corporate and service level, both in terms of progress made and priorities for the future.

2 PROGRESS UPDATE 2012/13

2.1 This year the Corporate Plan and Community Plan/Single Outcome Agreement (SOA) were reviewed to reflect national and local priorities, most notably the current economic downturn and the increase in pace of public service reform. As a result, the Corporate Risk Management Strategy has been revised to align to the Council's five new Strategic Objectives and ensure that the key risks associated with their delivery are effectively

managed. In turn, the Council's performance and risk management reporting mechanisms, at a corporate and service level, have also been reviewed to ensure significant issues and risks linked to the Council's key priorities continue to be identified and acted on early.

- 2.2 Services have continued to receive support to ensure a consistent approach to project and risk management is applied to all projects within the Council's Transformation Programme and Capital Programme.

3 AREAS FOR IMPROVEMENT 2013/14

- 3.1 The following areas have been identified for improvement over the next year:

- Revise the corporate guidance on producing Service Risk Profiles to ensure consistency in format and approach across all Council Services.
- Continue to work with Services to support them in the identification of risks through the Council's self-evaluation model 'How Good is Our Council' and by facilitating risk workshops, if required.

4 CORPORATE RISKS 2013/14

- 4.1 Following the revision of the Corporate Plan, the Corporate Risk Management Strategy has been reviewed by Service Management Teams and the Executive Officer Team to ensure that the corporate risks associated with delivery of our five strategic objectives are identified and controlled effectively. It is proposed that the Corporate Risks 2013/14 are:

- I. Support the most vulnerable in our society during welfare reform
- II. Protect adults at risk
- III. Protect vulnerable children and families
- IV. Plan for demographic change (including planning for housing growth)
- V. Effectively manage changing financial circumstances
- VI. Implementation of Perth City Plan
- VII. Deliver the capital programme
- VIII. Prevention of public sector fraud and corruption
- IX. Health and safety
- X. Effective corporate governance

5 DELETED CORPORATE RISKS

- 5.1 It is proposed that three risks which were monitored as corporate risks last year are now managed by the responsible service as part of the Service Risk Profile 2013/14. Robust controls are in place for these risks, dramatically reducing the likelihood of the risk occurring and the impact, should it materialise. The following deleted risks will continue to be monitored by the responsible service as part of their Service Risk Profile:

- Maintain the homeless targets set by the Scottish Government – Housing and Community Care

- Deliver on equalities and diversity across the Council – Housing and Community Care
- Deliver on the Curriculum for Excellence – Education and Children’s Services

6 NEW CORPORATE RISKS

6.1 It is proposed that three new risks are monitored at a corporate level as part of the Corporate Risk Management Strategy 2013/14:

i) Prevention of public sector fraud and corruption – Housing and Community Care

In response to Police Scotland advice, it is proposed that there is a new corporate risk around prevention of public sector fraud and corruption. This includes insider corruption through bribery or intimidation. Better prevention, detection and systems to prevent public sector corruption across all Council Services is essential to our approach to dealing with the current financial pressures we face. Therefore it is proposed that this area of risk is managed and controlled at a corporate level.

ii) Ensure the health, safety and wellbeing of Council employees and those who are affected by the Council’s work – The Environment Service

Perth and Kinross Council recognises its responsibilities and obligations to ensure, so far as reasonably practicable, the health, safety and wellbeing of all employees and other persons who might be affected by the Council’s undertakings in accordance with the Health & Safety at Work etc. Act 1974 and associated legislation. Maintaining these health and safety standards is a key area of risk for all Council Services. Therefore it is proposed that health and safety is managed and controlled at a corporate level.

iii) Effective corporate governance – The Chief Executive’s Service

Sound corporate governance is fundamental to the effective management of Council business and ensures openness, transparency and integrity in Council decision making. It is proposed that this area of risk is managed and controlled at a corporate level.

6.2 Appendix 1 to the attached Corporate Risk Management Strategy contains the Council’s full Corporate Risk Profile 2013/14. This includes a description of each corporate risk and the controls and improvement actions in place to manage these.

6.3 Each Service has its own Service Risk Profile which includes the corporate level risks that the Service is responsible for, as well as any additional key risks for the Service. Appendix 2 provides details of the risks which have been managed by Services during 2012/13, highlighting any deleted, changed or new risks for 2013/14. A colour coding system has been applied to illustrate the impact of the service risk before and after controls are in place.

7 CONCLUSION

7.1 Progress continues to be made in developing and embedding risk management in the business planning and management processes of the Council. All Services can demonstrate their awareness of the risks they must manage and the effectiveness of the controls they have put in place to do so. This report integrates the Council's Corporate Risk Management Strategy and Corporate Risk Profile with the Annual Risk Report to streamline the risk management framework and focus on continuous improvement.

7.2 It is recommended the Strategic Policy and Resources Committee:

- i) approves the Corporate Risk Management Strategy 2013/14 & Annual Risk Report 2012/13; and
- ii) approves the Corporate Risk Profile 2012/14 at Appendix 1.

7.3 It is recommended the Scrutiny Committee:

- i) scrutinises and comments as appropriate on the performance of Services in managing the Service Risks at Appendix 2.

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Approved

Name	Designation	Date
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Council Text Phone Number 01738 442573

ANNEX

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Y
Corporate Plan	Y
Resource Implications	
Financial	N
Workforce	N
Asset Management (land, property, IST)	N
Assessments	
Equality Impact Assessment	Y
Strategic Environmental Assessment	Y
Sustainability (community, economic, environmental)	N
Legal and Governance	N
Risk	N
Consultation	
Internal	Y
External	N
Communication	
Communications Plan	N

1. Strategic Implications

1.1 Community Plan / Single Outcome Agreement

This report supports the delivery of the strategic objectives outlined within the Community Plan/ SOA 2013-23.

1.2 Corporate Plan

This report supports the delivery of the strategic objectives outlined within the Corporate Plan 2013-18.

2. Assessments

2.1 Equality Impact Assessment

This report was considered under the Corporate Equality Assessment Framework and assessed as not relevant.

Strategic Environmental Assessment

2.2 This report was considered under the Environmental Assessment (Scotland) Act and assessed as not relevant.

3. Consultation

3.1 The Executive Officer Team, Service Management Teams and the Corporate Performance, Planning and Risk Group have been consulted in the preparation of this report.

4. **Background Papers**

The background papers referred to within the report are:

Report 12/394 [Corporate Risk Management Strategy 2012/13 & Annual Risk Report 2011/12](#)



Corporate Risk Management Strategy 2013/14

& Annual Risk Report 2012/13

INTRODUCTION

By Barbara Renton, Depute Director (The Environment Service)

Perth and Kinross Council has a vision for our area, our communities and our people. Our vision is of a confident and ambitious Perth and Kinross, to which everyone can contribute and in which all can share.

The Council faces ongoing challenges in the delivery of this vision, arising from the economic downturn and public sector reform. This will potentially increase the range and levels of risk that requires to be managed. The Council has a track record of being dynamic, innovative and ambitious and therefore will continue to rise to the challenges ahead. It also has a culture of proactively managing risks and uncertainties to reduce the likelihood and/or impact of negative consequences. Further development of the Council's approach to risk will be crucial if it is to gain the greatest possible benefits from any changes that need to be made while delivering its ambition and commitment to best value and sustainability.

This year we have revised our Corporate Risk Management Strategy to strengthen links with the Corporate Plan 2013-18 and Community Plan/ SOA 2013-23. It sets out our risk management objectives and provides an update on how we have progressed these over the last year. It details the Council's key corporate risks along with the controls and improvement actions which are in place to mitigate these. Finally it provides an update on the management of service level risks.

1 RISK MANAGEMENT AT PKC

1.1 Golden Thread

- 1.1.1 Risk Management is the process of identifying risks, evaluating their potential consequences and determining the most effective way to control or respond to them. It is a continuous and developing process, running throughout the delivery of the Council's priorities and local outcomes. The aim of risk management is to deliver strong strategic, operational and financial management which will support delivery of Council and Community Planning Partnership outcomes and objectives by reducing the occurrence of risk events and minimising the severity of any consequences should they happen.
- 1.1.2 Risk management ensures that the Council delivers services more effectively and efficiently. It ensures the Council is proactive to risk by anticipating what could go wrong and putting plans in place to respond if the worst-case scenario occurs.
- 1.1.3 The Council's corporate risk management framework is directly linked to the Council's key strategic plans, also known as 'the golden thread'. At a corporate level, the Council has in place a Corporate Risk Management Strategy which sets out the Council's objectives to deliver an effective and systematic approach to risk management that supports the delivery of the Perth and Kinross Community Plan/ Single Outcome Agreement 2013-23 and Council's Corporate Plan 2013-18.
- 1.1.4 Underpinning the Corporate Risk Management Strategy, each Service has its own Service Risk Profile which includes the corporate level risks that the Service is responsible for, as well as any additional key risks for the Service. The Service Risk Profiles support the delivery of Service Business Management and Improvement Plans by identifying controls and improvement actions to mitigate key risks associated with the delivery of service objectives.

Diagram 1: Perth and Kinross Council's Golden thread



1.2 Our Risk Management Objectives

- I. Corporate and partner risk management processes support delivery of positive outcomes for Perth and Kinross;
- II. Risk management is further embedded in all Council Services;
- III. Strong links continue to be developed between performance and risk management; and
- IV. Effective risk management processes that support transformational change and continuous improvement are strengthened.

1.3 Roles and Responsibilities

- 1.3.1 The Senior Management Team in each service has responsibility for ensuring risk management is part of the day-to-day management systems within their Service. This includes active development and monitoring of their Service risk profile and any Corporate Risks that they have responsibility for and reporting on the progress of mitigating the risk by implementing controls.
- 1.3.2 The Executive Officer Team has overall responsibility for the Council's risk management framework and corporate level risks. Maintaining a rolling programme for reviewing Corporate Risks ensures that all Corporate Risks are reported on a six monthly basis. The Executive Officer Team receives an Annual Report on the progress of implementing this Strategy. The Depute Chief Executive (Education and Children's Services) is the Executive Sponsor for Risk Management and the Depute Executive Director (The Environment Service) is the Senior Responsible Officer.
- 1.3.3 It is the role of the Strategic Policy and Resources Committee to approve the Corporate Risk Management Strategy & Annual Risk Report. The Scrutiny Committee's role is to scrutinise and comment on the performance of Services in managing the Corporate and Service Risks.

2 PROGRESS UPDATE 2012/13

The following paragraphs provide a progress update against the Council's Risk Management Objectives and agreed areas for improvement 2012/13.

2.1 Risk Management Objective 1: Corporate and partner risk management processes support delivery of positive outcomes for Perth and Kinross

2.1.1 Areas for improvement agreed last year

- *Develop a joint approach to risk management across the Perth and Kinross Community Planning Partnership*
- *Support Services through training to increase their risk appetite (tolerance to risk taking) by improving their knowledge and understanding of benefits that can be realised when using risk management techniques*
- *Include risk assessment in Council Committee Reporting template to further embed risk management in the Council's decision making processes*

2.1.2 Over the last year the Council has developed the Corporate Plan 2013-18 and has worked with Community Planning Partners to develop the Perth and Kinross Community Plan/ SOA 2013-23. Both documents reflect evolving national and local priorities and set out how the Council will work with Community Planning Partners to meet local needs through the delivery of five new outcome focussed strategic objectives.



- Giving every child the best start in life;
- Developing educated, responsible and informed citizens;
- Promoting a prosperous, inclusive and sustainable economy;
- Supporting people to lead independent, healthy and active lives; and
- Creating a safe and sustainable place for future generations.

2.1.3 Following the revision of these strategic plans, the Council's Corporate Risk Management Strategy has been reviewed to ensure that the corporate risks associated with delivery of the five strategic objectives are identified and controlled effectively. Support in terms of facilitating risk workshops and providing training continues to be provided to Services as required to help improve their understanding and tolerance to risk taking using risk management techniques. The governance and accountability

arrangements of the CPP are currently being reviewed and will include a joint approach to performance and risk management. It is envisaged that the support currently available to Council Services will be extended to colleagues across the CPP to ensure shared areas of risk are identified, assessed and managed jointly.

2.1.4 The Council's committee reporting template was revised in February 2013 and guidance on using the template was produced as part of the process of supporting sound decision-making. Services are required to use this guidance and reporting template for all reports where decisions are required. The reporting template places an emphasis on risk management and helps further embed risk management by ensuring Services consider the risks involved in making recommendations to the Council's committees. The guidance explains that risks could be financial, reputational or operational. It asks Services to set out the key risks associated with the proposals within the report, including any implications for the corporate risk management process, and also the controls required to mitigate those risks.

2.2 Corporate Risk Objective 2: Risk management is further embedded by all Council Services

2.2.1 Areas for improvement agreed last year

- *Continue to deliver training to further develop Services' skills and understanding of risk and how it can be managed to achieve greater benefits for the organisation*
- *Enhance the identification and management of environmental and equalities risks through Equality Impact Assessment and Strategic Environmental Assessment*

2.2.2 The Corporate Performance, Planning and Risk Group continues to meet on a monthly basis to ensure that the Council's performance and risk management framework is implemented. The Group provides a support network to Service representatives, improving their knowledge and understanding of the benefits that can be realised when using risk management techniques. The Group continues to be instrumental in developing the Council's approach to embedding risk management within the Council's wider performance management framework. Training requirements are identified on an ongoing basis to ensure Services have the skills and understanding of how risk can be managed to achieve greater benefits for the organisation.

2.2.3 Underpinning the Corporate Plan and Corporate Risk Strategy are Service Business Management and Improvement Plans (BMIPs) and Service Risk Profiles. These documents have also been updated to align to the Council's new strategic objectives and ensure that, at a Service level, the risks associated with these new objectives are being effectively managed. Details of the Service Risks are provided at Appendix 2.

2.2.4 The Equality Impact Assessment and Strategic Environmental Assessment Toolkits are essential mechanisms used by Services to identify environmental and equalities risks on an ongoing basis for management at a Service and/ or Team level. The Council's new committee reporting template also enhances the identification and management of environmental and equalities risks through the requirement to consider the proposals for Equality Impact Assessment and Strategic Environmental Assessment.

2.2.5 The Council has developed a new Civil Contingencies Management Policy. The document identifies key post holders with responsibilities for ensuring that risks associated with emergencies affecting communities and/or council services are effectively managed across the council and in partnership with other statutory emergency responders.

2.3 Corporate Risk Objective 3: Strong links continue to be developed between performance and risk management

2.3.1 Areas for improvement agreed last year

- *Explore further opportunities to develop management information that articulates the linkages between risk and performance management information and financial monitoring and reporting*

2.3.2 The Monthly Performance and Risk Reports to the Executive Officer Team have been re-structured around the new strategic objectives outlined within the Corporate Plan 2013-18 and Community Plan/ SOA 2013-23. The monthly reports provide a regular update on management of performance and risk in priority areas. They also ensure that any emerging issues are identified and acted on quickly throughout the year. Service Management Teams also consider performance and risk information on a regular basis. This is to identify areas where corrective action needs to be taken to get performance back on track or mitigate potential risks to the Service.

2.4 Corporate Risk Objective 4: Effective risk management processes that support transformational change and continuous improvement are strengthened

2.4.1 Areas for improvement agreed last year

- *Improve links between risks, robust business cases and benefits realisation programmes to deliver customer focused quality services for the future*
- *Strengthen risk management processes by streamlining and developing further the capital budget monitoring framework*

2.4.2 Services have continued to receive support to ensure a consistent approach to project and risk management is applied to all projects within the Council's Transformation Programme. Risk and benefits management continue to be key areas of improvement for Services to ensure they take a whole project approach within business cases at project start up. Services are supported to ensure that Project Risk Profiles are in place for

each project with clearly mapped out action plans. This ensures any risks identified as part of the benefits mapping exercise are also captured. For major change projects or areas of significant risk for the Council, dedicated risk management support is provided. For example, support is provided to the Perth Office Programme; Early Years and Ryder Cup projects to identify key risk factors and make appropriate recommendations for measures to be put in place to mitigate these.

2.4.3 The capital monitoring process has been re-developed to ensure that a consistent format is used across all Services for combined financial and risk monitoring. The new process ensures that all capital projects are reported monthly to Service Management Teams (SMT) and the Corporate Resources Group (CRG) to ensure that any areas of risk are identified and highlighted for action. These are also monitored on a six weekly basis by the Strategic Investment Group (SIG). Importantly, the new process ensures that financial data is reconciled by Service finance teams to ensure the information presented is accurate and reliable.

2.5 Key areas for improvement 2013/14

2.5.1 The following areas have been identified for improvement over the next year:

- Revise the corporate guidance on producing Service Risk Profiles to ensure consistency in format and approach across all Council Services.
- Continue to work with Services to support them in the identification of risks through the Council's self-evaluation model 'How Good is Our Council' or by facilitating risk workshops if required.

APPENDIX 1 CORPORATE RISK PROFILE 2013/14

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KEY

Control Effectiveness



- Controls are working effectively
- Controls require further development
- Significant controls not operating effectively
- Significant controls do not exist or have broken down

Risk Impact and Probability

- | | |
|------------------|-------------------|
| Impact | Probability |
| 1. Insignificant | 1. Rare |
| 2. Minor | 2. Unlikely |
| 3. Moderate | 3. Possible |
| 4. Major | 4. Likely |
| 5. Critical | 5. Almost Certain |

See Appendix 3 for detailed impact scale

CORPORATE RISK 1 Support the most vulnerable in our society during welfare reform

The Welfare Reform Act received Royal Assent on 8 March 2012. It introduces a wide range of reforms which aim to make the benefits and tax credits system fairer and simpler. The Council needs to ensure that it implements the changes from welfare reform including helping people to move into and progress in work, while supporting the most vulnerable.

Relevant Strategic Objectives: Giving every child the best start in life; and Promoting a prosperous, inclusive and sustainable economy.

Risk manager

Housing and Community Care

Risk impact with controls

4 - Major

Risk probability with controls

2 - Unlikely

Risk control effectiveness

B - Controls require further development

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions
Leadership				
Employment Connections Partnership in place to improve access to employment services and opportunities for sustained employment for vulnerable and disadvantaged groups and individuals living in both urban and rural areas.	Head of Planning & Regeneration	B	Review membership of the Partnership to ensure appropriate representation from senior management – December 2013 Develop Partnership Action Plan to achieve employability outcomes – December 2013 Review the employability strategy – March 12	In progress. In progress. Complete.
Perth and Kinross Employability Strategy and Action Plan outlines an approach for tackling worklessness in Perth and Kinross.	Head of Planning & Regeneration	A		
Perth and Kinross Fuel Poverty Statement and action plan demonstrates the Council's commitment to tackle fuel poverty in Perth and Kinross by 2016	Head of Housing & Strategic Commissioning	A		
Management				
Effective leadership by the EOT, Housing and Community Care Services Management Team, and the Council wide working group (chaired by Depute Director of Housing & Community Care) to develop high level strategic plan for the Council.	Head of Finance & Support	A	External report commissioned to provide impact analysis of the downturn in the economy and the changes in welfare reforms – August 13	Complete.

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions
			Support for food bank – report to Housing and Health Committee – 14 August 13	Complete.
Revenues & Benefits and Welfare Rights Business Management and Improvement Plan in place to set out current plans for managing welfare reform. Progress monitored by HCC SMT.	Head of Finance & Support	A	Manage DWP welfare reform changes using project management methodology – October 13	Complete. Welfare Rights posters, leaflets and cards distributed to schools, libraries, GP surgeries and schools and post offices. Advertising on radio and buses. Leaflets on Council Tax Benefit, Size Criteria, Carer Bedroom and Benefit Cap distributed – early 2013.
Making Connections Liaison Group meets to allow Elected Members from the Lifelong Learning, Housing and Health and Community Safety Committees to meet together to discuss areas of interface.	Head of Community Care and Depute Director of Education and Children's Services	A		
Ongoing briefings to staff to raise awareness of current developments in welfare reform and potential impact on the Council.	Head of Finance and Support	A		
Money and welfare advice is available to all tenants, resident household members, sharing owners and housing applicants and provides information and advice on a range of money matters.	Head of Housing and Strategic Commissioning	B	Development of online Hub containing welfare benefit information and forms to complement the existing services available – December 12 Development of credit union – April 13	Complete. Revised Timescale – February 14. Update report to Housing and Health Committee

New Controls

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions
Management				
Rent Arrears Steering Group oversees implementation of rent arrears action plan and performance management framework	Head of Housing and Strategic Commissioning	A	Review procedures to ensure focus on early intervention – September 13	New action.

Deleted Controls

Internal Control	Explanation
Management	
Youthbuild is designed to give 16-24 year-olds who have been in care or are known to Youth Justice services access to a wide range of training and employment opportunities, and to help them reach their full potential.	Youthbuild ceased to exist at the end of 2012

CORPORATE RISK 2 Protect vulnerable adults at risk

Public protection covers a wide range of individuals and communities. The Council cannot guarantee the protection of the public as such, but can identify the circumstances and opportunities that are most likely to lead to harm and take steps that can help reduce the risk happening. This corporate risk focuses on the protection of children and vulnerable adults.

Relevant Strategic Objectives: Supporting people to lead independent, healthy and active lives; and Creating a safe and sustainable place for future generations.

Risk manager Housing and Community Care

Risk impact with controls 5 - Critical

Risk probability with controls 1 - Rare

Risk control effectiveness B - Controls require further development

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions
Leadership				
Chief Social Work Officer post in place to provide clear professional leadership and accountability.	Chief Executive	A		
Support effective leadership of the Community Planning Executive Officer Group.	Executive Director of Housing and Community Care	A	Increase attendance of key partners at key strategic and operational meetings – Ongoing	In progress.
Management				
Strategic performance management and scrutiny arrangements in place, including use of self evaluation, to ensure quality control and targets are being met.	Head of Housing and Strategic Commissioning	B	Head of Community Care to review performance reporting requirement of the Executive Officer Team – December 12. Monitor institutional quality of care – March 14	Complete. New action.
Training and development of staff at all levels to ensure we have a skilled and competent social care workforce, able to meet the challenges the sector faces.	Senior Corporate Strategy Manager	A		

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions
Ongoing public awareness raising around adult and child protection issues to encourage members of the public to report any concerns to the various agencies involved.	Head of Community Care/Head of Children and Families' Services	A		
Regular involvement of and feedback from service users to ensure services are designed to meet their needs.	Head of Community Care	A		
Disclosure Scotland procedures in place to enhance public safety by protecting vulnerable adults through safer recruitment.	Chief Social Work Officer	A	Phased introduction of the Protection of Vulnerable Groups Scheme to replace and improve upon the current disclosure arrangements – March 15	In progress.
Appropriate Adult Scheme in place to ensure people under 17, or anyone with mental health problems or learning difficulties, has an appropriate adult present when interviewed by the Police.	Head of Community Care	A		
Multi Agency Public Protection Arrangements (MAPPA) and Multi-Agency Risk Assessment Conference (MARAC) arrangements and in place to give a consistent approach to the management of offenders across Perth and Kinross.	Head of Community Care	A		

New Controls

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions
Management				
Audit and Improvement processes in place. Specifically Adult Care and Inspection as part of the evaluation process.	Head of Community Care	B	3 Monthly Report to Service Management - October 13	New action.

CORPORATE RISK 3 Protect vulnerable children and families

Public protection covers a wide range of individuals and communities. The Council cannot guarantee the protection of the public as such, but can identify the circumstances and opportunities that are most likely to lead to harm and take steps that can help reduce the risk happening. This corporate risk focuses on the protection of children and vulnerable adults.

Relevant Strategic Objectives: Giving every child the best start in life; Developing educated, responsible and informed citizens; Promoting a prosperous, inclusive and sustainable economy; Supporting people to lead independent, healthy and active lives; and Creating a safe and sustainable place for future generations.

Risk manager Education and Children’s Services

Risk impact with controls 4 - Major

Risk probability with controls 1 - Rare

Risk control effectiveness B - Controls require further development

Current Internal Controls	Control Owner	Strength	Improvement action and timescale	Progress update against improvement actions
Leadership				
Chief Social Work Officer post in place to provide clear professional leadership and accountability.	Chief Executive	A		
Effective leadership of the Children & Young People’s Strategic Partnership to ensure we work effectively with our partners to deliver seamless services.	Executive Director of Education and Children’s Services	A	Review the Integrated Children’s Services Plan (ICSP) – September 13	New action.
			Children & Young People’s Strategic Partnership to undertake a How Good is Our Partnership self-evaluation – October 13	New action
Management				
Strategic performance management and scrutiny arrangements in place, including use of self-evaluation, to ensure quality control and targets are being met	Head of Children and Family Services)	A		Implementation of the Child Protection Committee self-evaluation calendar is ongoing to identify areas for continuous improvement. Outcomes reported in the CPC Annual Standards and Quality Reports. Continued development of six monthly management information report.

