
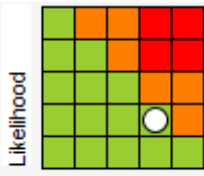
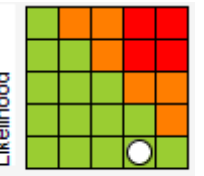

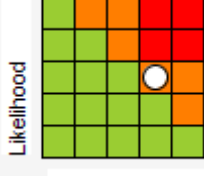
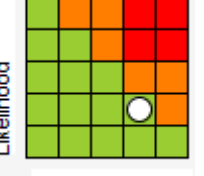

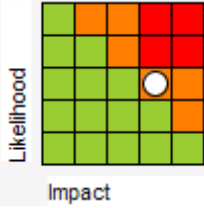
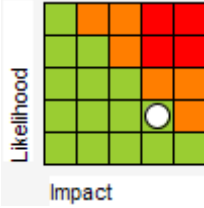

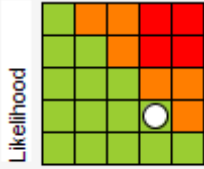
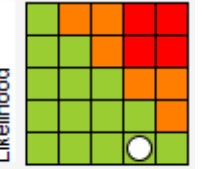

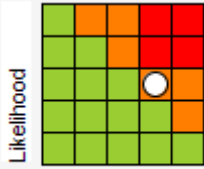
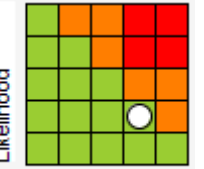



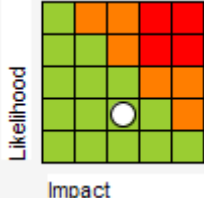
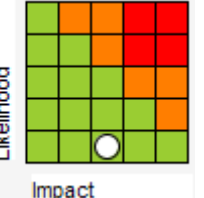
Covalent Code	Risk Description		Status	Current Rating	8	Target Rating	3
STP SOS 020	Failure to meet targets on processes, requirements and service standards including administrative processes						
Potential Effect	We may fail to deliver the required services Risk of harm to current or potential service users						
Related Actions	SOS RIS 007	Review of key processes is in progress		Internal Controls		Social Services Business Plan (performance Information) STP SOS BUP Senior Social Services Management Team STP SOS SMT	
Latest Note	During the development and implementation of single case management systems, these requirements will be reviewed and updated.			Managed By		Val de Souza	

Covalent Code	Risk Description		Status	Current Rating	12	Target Rating	6
STP SOS 021	We may fail to have sufficient staff capacity to undertake core duties						
Potential Effect	We may fail to deliver the required services Lack of effective support to staff Risk of harm to current or potential service users We may fail to meet statutory requirements						
Related Actions	SOS RIS 008	Focussed interventions in service areas i.e. recruitment, attendance, support, supervision and PRDs.		Internal Controls		Recruitment & retention policy STP SOS RTP Attendance Support Policy STP SOS ASP Supervision policy STP SOS PRD Business Continuity Plans FCS CUS BCP	
	SOS RIS 009	Increased focus on Workforce Planning and Workforce Development		Managed By		Val de Souza	
Latest Note	There continue to be challenges with recruitment and also with the rates of absence in some key service areas. Treatment actions are ongoing and managers have access to full range of information to ensure actions are taken to address any deficits.						

Covalent Code	Risk Description		Status		Current Rating	12	Target Rating	3
STP SOS 022	We may fail to have competent, confident staff and managers to undertake core duties							
Potential Effect	Failure to deliver the required services and meet statutory requirements. Lack of effective support to staff Risk of harm to current or potential service users							
<u>Related Actions</u>	SOS RIS 010	Risk Assessment and Risk Management Training Programme	Internal Controls			Corporate health & safety policies FCS GOV H+S		
						Clacks Supervision policy STP SOS PRD		
						Learning & Development Strategy STP SOS LDS		
						Staff engagement plan STP SOS SEP		
						Integrated Children's plan - FV GIRFEC agenda STP CHC ICS		
						FV risk assessment model - child & adults STP SOS RAM		
						Child protection procedures STP CHC CPP		
						MAPPA guidance STP CJA MPA		
			Workforce Learning & Development Strategy, Plan & Framework (Clacks) STP SOS WLD					
Latest Note	Quality Assurance Framework in place setting out expectations of line managers and actions that require to be taken to ensure services are delivered in line with statutory requirements. Outputs from case file audits completed are collated by Performance and Quality Assurance Team and shared in performance forums. Themes are used to inform improvement actions which will be incorporated in service plans and workforce development planning.				Managed By			

Covalent Code	Risk Description		Status	Current Rating	8	Target Rating	3
STP SOS 023	Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services						
Potential Effect	Potential for service closure Reputational damage to Service & Council						
<u>Related Actions</u>	SOS RIS 012	All services to have service specific forums focused on performance management		Internal Controls		Care Inspectorate Improvement Plan STP SOS CIP	
						Performance Forum STP SOS PER	
						Annual Plan for Audit Activity STP SOS AUD	
						PSIF programme STP SOS PSF	
Latest Note	Planning and Commissioning team monitoring externally commissioned services to ensure adherence with required standards. Reviews scheduled of all commissioned services and supported by engagement with third sector providers.			Managed By		Jane Menzies	

Covalent Code	Risk Description		Status	Current Rating	12	Target Rating	6
STP SOS 024	Instability in the external care home market						
Potential Effect	Potential for service closure Deterioration in service standards Reputational damage to service						
Related Actions	SOS RIS 013	Contingency Plans in place.		Internal Controls		Contracts Monitoring Framework STP SOS CMF	
	SOS RIS 006	Strategy service redesign to provide additional capacity for contract management and monitoring.					
Latest Note	Resources allocated to review care arrangements where concerns identified around viability or quality of an individual service.			Managed By		Jane Menzies	

Covalent Code	Risk Description	Status	Current Rating	6	Target Rating
STP SOS 025	Industrial relations may deteriorate				
Potential Effect	Disruption to service delivery. Negative impact on Employee Morale, Risk of harm to service users or potential service users				
Related Actions			Internal Controls		Industrial relations meetings. STP SOS INR Staff engagement plan STP SOS SEP
Latest Note	Schedule of meetings in place with Trade Unions.		Managed By		Val de Souza