



People Directorate - Adults and Housing (August 2020) - Risk Management

The continual development and promotion of risk management will ensure that the Council is well placed to demonstrate that objective and informed decisions are taken and that the Council is ultimately in a strong position to successfully face and address the challenges ahead.

Score IMPACT	Financial	Legal / Compliance	Strategic	Safety, Wellbeing & Safeguarding	Reputation	Service Delivery
HIGH	Over £500k	Non-compliance with legislation or regulatory breach Significant regulatory impact	Complete failure of a strategic priority Major impact on a strategic priority	Fatality or life-changing injury / illness; Significant safeguarding breach Major injury / illness; moderate safeguarding breach	Complete failure in confidence (local or national) Long term media attention (local or national)	Complete failure to deliver critical services (safeguarding; urgent statutory responsibilities etc) Major impact on delivering critical services (safeguarding; urgent statutory responsibilities etc)
MEDIUM	£300k to £500k	Moderate regulatory impact	Moderate impact on a strategic priority	Moderate injury / illness	Medium term negative impact on public memory	Serious disruption to less critical services
LOW	£0k to £300k	Minimal regulatory impact No legal or regulatory impacts	Minor impact on a strategic priority Negligible impact on a strategic priority	Injury or illness requiring minimal intervention / treatment No health and safety impact	Short term negative impact on public memory Minor complaints or rumours	Minor disruption to services Negligible disruption to service delivery

Score LIKELIHOOD	LOW	MEDIUM	HIGH
Type	0 to 40%	40% to 60%	61% to 100%
Description	Unlikely	Possible	Likely

The full Risk Register for the People Directorate - Adults and Housing can be viewed from this link - [HERE](#)

		Likelihood			High Risks 2 in total
		L	M	H	
Impact	H	12		2	
	M	9	10		
	L	4	2	1	

People Directorate - Adults and Housing - Overall

		Likelihood			Commentary: High Risks = 2 The new format for risk reporting was agreed by Audit & Governance Committee at its May meeting. It was requested that closer links are enabled between the risk and performance measures. Also, members wanted to be able to more clearly see what updates have been made to the risk since the last report. Both changes will be incorporated into future reports, as will links with the control environment.
		L	M	H	
Impact	H	12		2	
	M	9	10		
	L	4	2	1	

Adult Care - Operations and Commissioning

		Likelihood			The People Directorate - Adults and Housing delivers adult social care, housing and community safety services to people living in Dorset within the context of the Council Plan. We invested over £1million through our Better Care funding to deliver increased capacity for Adult Care Operations and Commissioning. Dorset Council is one of the 4 pioneer authorities for Sustainability and Transformation Planning delivering a joint vision for working across the NHS and Local Authorities in Dorset around acute care, an integrated care system, and prevention at scale across our adult social care and health and commissioning functions.
		L	M	H	
Impact	H	4		1	
	M	3	2		
	L	1	1	1	

High Risk: 125) Gap exists between amount of available resource and post-COVID statutory demand

Response: We are improving performance and financial management information with BI, enhanced reporting and more detailed financial data and analysis. This draws upon the intelligence and analysis from the monthly locality-based budget and performance meetings. A continuous drive by Directorate Leadership Team to identify options for improving outcomes and seeking additional efficiencies and savings.

Through the 'A Better Life' programme, informed through COVID learning and a required acceleration of change, will be an evolving programme with a clear focus - Stronger, Braver and Empowering for the people of Dorset. The programme will aim to deliver a transformed system approach to social care which will provide operational productivity and efficiencies with a focus on early intervention, prevention, reablement and enablement. The service is also exploring ways it can harness the work of the community to support service delivery, which has been extremely valuable during the shielding programme.

Also, we have been working with our assistive technology initiative working partners, Argenti, for several months. This work has been looking at the 'front door' as well as reviewing existing care and support arrangements for individuals. Conducting investigative work to get ahead of the game with Children's colleagues around the needs of young people and preparing them for adulthood. Both around practice and our commissioning offer. There are increased risks of provider failure across all areas of Adult Social Care provision. Strategic planning with system partners is ongoing to support appropriate levels of intervention in order to deliver the councils statutory responsibility for market shaping under the Care Act 2014.

The increased demand for care and support services is increasing the pressure upon provider workforce capacity. As part of the A Better Life Programme, there is a workforce stream which is developing a Dorset Social Care Academy to enable improved recruitment training and retention and a clear career pathway.

People Directorate - Adults and Housing - Brexit

		Likelihood			Whilst we legally left the EU on 31 January 2020, we are unlikely to notice much difference until the end of the transition period which is currently 31 December 2020. If a trade deal is agreed by 31 December 2020, this deal would take effect immediately on 1 January 2021. Please see our frequently asked questions for information on what will happen if no deal is agreed by 31 December 2020.
		L	M	H	
Impact	H	7			
	M	4	5		
	L	1	1		

NO High Risks:

Community Safety Services

		Likelihood			The Dorset Community Safety Partnership (CSP) aims to - reduce crime and the fear of crime - address risk, threat and harm to victims and local communities; and facilitate the strengthening of Dorset's communities in the delivery of local initiatives. Find out more about the Dorset Community Safety Partnership CSPs are required to have three-year Community Safety Plans that are refreshed annually. This latest refresh of the 2017-2020 Plan sets out partners' current priorities based on the most recent assessment of community safety issues.
		L	M	H	
Impact	H	1			
	M		2		
	L				

NO High Risks:

Housing Services

		Likelihood			People may be finding it difficult to manage their own home. They may want to live somewhere smaller and easier to maintain or may want to live somewhere more suited to their physical needs, such as a bungalow. They may prefer to live nearer family or friends or have easier access to facilities such as transport and leisure. Or may want to live in a community where they retain independence. While buying or renting a different property or moving into a care home might be the first options that spring to mind, there are many others that could be considered, such as, exchanging a council or housing association property, sheltered housing, extra care housing, close care, retirement villages or home share schemes
		L	M	H	
Impact	H			1	
	M	2	1		
	L	2			

High Risks: 247) Temporary Accommodation is insufficient to meet community need

Response: The COVID-19 pandemic has seen the Council's dependence on B&B accommodation for homeless households increase by over 50%. As of the 7 August 2020 the Council had 349 households in temporary accommodation of which 139 households are in B&B accommodation. The use of B&B has a direct revenue impact on the budget.

The Council has an Accommodation Finder who is an officer in the Housing team who sources new properties for leasing from the private sector and continues to be successful in sourcing new properties which will help reduce the number in Bed and Breakfast and has had her part-time hours increased to full-time, additional capacity is being sourced for the team. However, as soon as someone moves on from B&B another person needs Council support. On average 10 homeless households per week are seeking support from the Council and are being accommodated.

Officers are preparing a bid to the Ministry of Housing, Communities & Local Government to obtain capital grant funding to purchase additional accommodation. However, the Council will also need to contribute capital funding to the project and a report is being prepared for the Cabinet.