

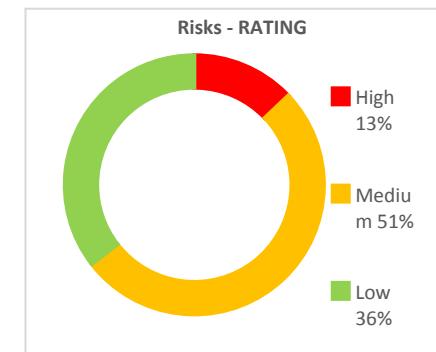
PEOPLE Directorate - Adults and Housing (DECEMBER 2020) – RISK MANAGEMENT: The continual development and promotion of risk management will ensure that the Council is well placed to demonstrate that objective and informed decisions are taken and that the Council is ultimately in a strong position to successfully 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	Complete failure of a strategic priority	Fatality or life-changing injury / illness; Significant safeguarding breach	Complete failure in confidence (local or national)	Complete failure to deliver critical services (safeguarding; urgent statutory responsibilities etc)
MEDIUM	£300k to £500k	Significant regulatory impact	Major impact on a strategic priority	Major injury / illness; moderate safeguarding breach	Long term media attention (local or national)	Major impact on delivering critical services (safeguarding; urgent statutory responsibilities etc)
LOW	£0k to £300k	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

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](#)

Adults and Housing Service Risk Profile				High Risks 4 in total	
Impact	Likelihood				
	L	M	H		
	H	5	2	2	
M	M	5	10	High Risks 4 in total	
	L	4	2		



Number of RISKS: 31

People Directorate - Adults and Housing - Overall

Likelihood			Commentary: High Risks = 4	
	L	M	H	
Impact	H	5	2	2
	M	5	10	
	L	4	2	1

The new format for risk reporting was agreed by Audit and 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. Relevant changes were incorporated into reports with links to the control environment.

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.
		L	M	H	
Impact	H	3	2	1	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.
	M		4		
	L		1	1	

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

Response: COVID19 brings a legacy of 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. One of the financial impacts of Covid-19 may be that our collect rate for service user contributions and third-party contribution drops. We will also at some point lose COVID funding support - and that may be before we stop incurring all the COVID- related additional expenditure. We have looked at demand and activity data and from that prioritised the work which needs to be done now and that which needs to stop and slow down. Managers are focused on budget management and there is evidence from the staff survey that staff understand the importance of using resources efficiently to meet people's need. Savings and budget spend are closely managed. Review of high cost packages are being undertaken in locality teams. Transition tracker in place for future cost avoidance. Development of a learning disability Dorset care framework segment 3, so lead areas work across commissioning, operations and development.

High Risk: 165) Capacity, capability and focus within the Adult Social Care workforce is not appropriate to deliver statutory responsibilities and key priorities to an acceptable standard

Response: The significant additional demands resulting from COVID-19, in particular delivering the Phase 1 Home First Model, increased safeguarding, Approved Mental Health Professionals (known as AMHPs) and Deprivation of Liberty (known as DoLs) referrals have had significant impact on the capacity within Adult Social Care to deliver business as usual alongside the transformation required to deliver improved outcomes for vulnerable people and savings. Capacity is affected both by new COVID workload and by the impact of COVID on the availability of staff. For example, because they are themselves ill or because they have caring responsibilities. The hospital discharge COVID requirements have increased the number of people we are commissioning/contracting for across the system. This has impacted upon commissioning and brokerage functions, business intelligence and the finance teams who are required to record and track cases in order to claim COVID funding support. For finance, the increase in workload alongside workforce changes and subsequent gaps may be a significant risk to the Council. We have developed an action plan for operational activities focused on the highest risk and stopping some lower priority work. We have brought in interim resources to support some of the COVID work and we are also looking to bring in resources to support us to deliver the 'A Better Life' (ABL) Transformation programme.

Within the ABL programme we also have a workforce group looking to proactively address recruitment and retention and the issues of an ageing workforce.

Adult Care - Operations and Commissioning Cont'd

High Risk: 298) Failure to fully support providers to achieve infection control requirements

Response: The Adult Social Care Infection Control Fund was first introduced in May 2020 and was initially worth £600 million nationally. The purpose of this fund is to support adult social care providers, including those with whom a local authority does not have a contract, to reduce the rate of COVID-19 transmission within and between care settings, in particular by helping to reduce the need for staff movements between sites. Due to its success in limiting the transmission of COVID-19 within and between care settings, the Adult Social Care Infection Control Fund has been extended until March 2021, with an extra £546 million of national funding. This is a new grant, with revised conditions from the original Infection Control Fund. It brings the total ringfenced funding for infection prevention and control to £1.146 billion. This funding will be paid as a Section 31 grant ring-fenced exclusively for actions which support care homes and CQC-regulated community care providers mainly to tackle the risk of COVID-19 infections and is in addition to funding already received.

Day centre providers have produced risk assessments. The Council's actions may be challenged if we place people with COVID-19 into a care home and this results in an outbreak. Care Home testing process and delays in test results being turned around could result in placements where staff or residents are positive. An increase in COVID cases in Care Homes reduces the system's capacity to achieve hospital avoidance and safe discharges. The pan-Dorset policy is to suspend admissions for 14/28 days where there is an incident.

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.		
		L	M	H			
Impact	H	2					
	M	2	2				
	L	2	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						
	M		3				
	L						

NO High Risks:

Housing Services				
		Likelihood		
		L	M	H
Impact	H	Yellow	Red	1
	M	Green	Yellow	3
	L	Green	Yellow	2
High Risks: 247) Temporary Accommodation is insufficient to meet community need				
<p>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 7th 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.</p> <p>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 MHCLG 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 Cabinet. December 2020 update - DC successful in bid for Next Steps Accommodation Programme funding £600K and DC capital funding £1 million to support the purchase of new accommodation and support services related to cohort of homeless and rough sleepers accommodated during first Covid19 measures 'Everyone In'. Several properties are purchased or nearly completed, projects to refurbish newly leased properties are ongoing. The total number of households in temporary accommodation including bed and breakfast is 285. Of those, 87 are in bed and breakfast. Families with children or pregnant women in bed and breakfast are being moved to more suitable temporary accommodation as quickly as possible and currently there are 9 families with children in bed and breakfast.</p> <p>There is a direct cost to the Council for every household placed in B&B accommodation in housing benefit top up. Additional temporary accommodation takes the pressure off B&B placements and results in a cost avoidance.</p>				