



CORPORATE STRATEGIC RISK REGISTER FOR ADULTS, HEALTH AND INTEGRATION DIRECTORATE

**AUDIT COMMITTEE
MEETING DATE 2021/22**

20th April 2022

CLASSIFICATION:

Open

If exempt, the reason will be listed in the main body of this report.

WARD(S) AFFECTED

All Wards

Group Director

Helen Woodland, Group Director of Adults, Health and Integration

1. GROUP DIRECTOR'S INTRODUCTION

- 1.1 This report updates members on the corporate risks for the Adults, Health and Integration Directorate as at March 2022. It also identifies how risks within the Directorate are identified and managed throughout the year and our approach to embedding risk management.

2. RECOMMENDATION

- 2.1 There are no specific recommendations from this report. The Audit Committee is asked to note the contents of this report and the attached risk registers and controls in place.

3. REASONS FOR DECISION

- 3.1 Risk management is fundamental to effective business management and it is vitally important that we know, understand and monitor the key risks and opportunities of the Council. Officers and members are then able to consider the potential impact of such risks and take appropriate actions to mitigate those as far as possible. Some risks are beyond the control of the Council but we nevertheless need to manage the potential impact or likelihood to ensure we deliver our key objectives to the best of our ability. For other risks, we might decide to accept that we are exposed to a small level of risk because to reduce that risk to nil is either impossible or too expensive. The risk management process helps us to make such judgements, and as such it is important that the Audit Committee is aware of this.

4. BACKGROUND

- 4.1 The current Directorate risk profile was reviewed by the Directorate of Adult, Health and Integration Services Management Team in April 2022. Detailed risk registers for Adults Services and Public Health have been prepared and were reviewed by the Management Team and the high-level Directorate risks highlighted and included in Appendix 1.

4.2 Policy Context

All risk related reporting is in line with the Council's Risk Policy, ratified biennially by the Audit Committee, and also fully supports the framework and ideology set out in the Risk Strategy.

4.3 Equality Impact Assessment

For the purposes of this report, an Equality Impact Assessment is not applicable, although in the course of Risk Management (and

associated duties) all work is carried out in adherence to the Council's Equality policies.

4.4 **Sustainability**

This report contains no new impacts on the physical and social environment.

4.5 **Consultations**

In order for Risk Registers to progress to the Audit Committee, they will already have been reviewed by the relevant Senior Management team within the corresponding Directorate. Any senior officer with any accountability for the risks will have been consulted in the course of their reporting.

4.6 **Risk Assessment**

The Risk Register is attached at Appendix one to this report.

5. DIRECTORATE RISK REVIEW

- 5.1. The Directorate Risk Register comprises those that represent the most significant risks faced by the Directorate.

Public Health

- 5.2. The COVID-19 pandemic has led to significant changes in how sexual health clinics are provided over the past year and a half as more STI activity has moved online including contraceptive services. Risks detailed in 'AH&I PH 007' such as increased spending on e-services were offset by reduced activity in clinical based services. Providers such as Homerton moved to a block contract for 2020/21, 2021/22 and discussions are underway to agree payment structures for 2022/23.
- 5.3. Testing for sexually transmitted disease is a demand-led service, delivered mainly by NHS providers in locations across London and beyond. The Council has limited control over that demand and the clinical imperative is for as many high risk, asymptomatic residents as possible to undertake regular tests. Activity in this area may increase in 2022/23 due to unmet need in since early 2020 and an increase in sexual risk taking behaviours.
- 5.4. The requirement to respond to the COVID pandemic has reduced the amount of time that Public Health officers can spend on recommissioning and budget management tasks. Multiple, pandemic-related, short term grant streams in 2021/22 (Contain

Outbreak Management Fund (COMF), Test and Trace Funding, Community Testing Funds), have increased the complexities around the management of Hackney funds, increasing the risk of failure to utilise available funds or report spend to agreed deadlines. Controls detailed in 'AH&I PH 009' are being employed to actively manage this area of risk. An SLA confirming the City of London annual contribution to the core costs of the joint service has been legally ratified and a process for regular review will be established in 22/23.

- 5.5. Significant improvement has been made around risk 'AH&I PH 001', with identified COVID-19 staffing needs filled by late summer 2021 and ongoing resource and workstream reviews by the Public Health Senior Management Team. Developmental team awaydays take place every 3-4 months online and full service meetings continue weekly.

Adult Services

- 5.6. The core Adult Services risks remain consistent with the risks highlighted to the Audit Committee last year. Whilst risks related to the cyber attack remain significant, work to mitigate these, establish interim solutions and work towards permanent solutions has meant the overall risk has reduced. Financial risks continue to increase, as demand for and cost of care has continued to increase, and the funding settlement outlined in the Government White paper 'People at the Heart of Care' is widely thought to be insufficient to meet the current or future demands on social care. A new risk to highlight is the additional pressures of preparing for the social care reforms coming in from October 2023, and risks to the organisation and residents if we do not prepare sufficiently for these substantial changes.
- 5.7. Within the service there remains a risk about the resilience and sustainability of the social care provider market in the context of rising demand and increased complexity and acuity of need for service users. This risk is compounded by the challenges that Covid-19 has presented, both operationally and financially. Whilst we have received a number of non-recurrent grants, which we have passported to our providers, ongoing sustainability continues to pose a risk. In 2017 the Government set expectations of a Green Paper on future long-term funding for social care but this has not yet been forthcoming. In March 2020 the Government announced that it would be consulting widely on ideas for future funding arrangements. The focus of previous announcements to date has focused on support and funding for older adults and so far makes little mention of working age adults which is a concern as this represents a large proportion of people

currently supported by Adult Services in Hackney. The White Paper published in February 2021 'Integration and Innovation: Working Together to Improve Health and Social Care for All' affirms that proposals to reform social care funding will be published later this year. Sustainable funding arrangements are critical for Adult Services and pose a significant risk which will continue to be monitored through monthly financial reporting.

- 5.8. There continues to be national concern about the sustainability of the provider market, including an increasing number of providers who are returning contracts to local authorities, and falling into administration. Work is continuing to support a healthy local provider market, as reflected in the risk register. This includes paying a fair but affordable rate to provide quality care, and a check of the financial health of organisations through the procurement process alongside robust, regular contract management and market development through provider networks.
- 5.9. Safeguarding remains an ongoing priority for Adult Social Care and managing the risks around safeguarding are part of the day to day work of Adult Social Care. The risk register highlights the specific safeguarding risks presented by the cyber attack, which has meant some personal and identifiable data for some service users has been made available on the "dark web". To safeguard service users who are affected by the cyber attack, cases have been risk assessed and in accordance with that assessment some individuals have received personalised notification and ongoing support from ASC. Notifications were completed in 2021, and to date, no risks related to the cyber attacks have been realised.
- 5.10. Due to the impact on Mosaic following the cyber attack, ASC is using an interim social care database, with limited historical service user data. This provides a risk to Adult Services as monitoring service user risk over time is more difficult in the interim system, oversight of the department's performance is incomplete, as well as posing a financial risk as payments are being made manually introducing a greater risk of error. However, the interim tools in place are significantly improved compared to the last year, and a plan is in place to recover mosaic in 2022, therefore overall the risk has reduced.
- 5.11. Recruitment and retention of social workers remains a pan-London issue. In Hackney we have some vacancies within operational teams, but levels are lower than they were. A greater issue is the retention of

staff. Work to develop an improved career development and learning offer for staff is underway, as is work to improve the day to day working culture. A Principal Social Worker has also been appointed who will work closely to improve staff retention and embed strengths-based practice.

- 5.12. Reforms to social care including the lifetime cap on care costs, changes to the upper and lower capital limits for means tested care and support, and fair cost of care are being introduced from October 2023. Work to prepare for these changes is substantial, and will involve all areas of the department. If these changes are not implemented appropriately or in time, there are significant risks to reputation, quality of service, waiting times for residents and complaints. It is important that implementation of these changes are resourced adequately, whilst not negatively impacting delivery of statutory services and other key priorities. A working group has been established to oversee the process, agree required resources including recruiting a dedicated Project manager, to reduce this risk and ensure the Council is prepared for the changes.

Integrated Commissioning

- 5.13. This approach will develop in the new financial year as we transition from the Integrated Commissioning Board to the Integrated Care Partnership Board (ICPB) which will have updated terms of reference, governance and risk management structures to enable the delivery of integrated health and care services for the system. A joint Director of Delivery has been appointed to establish governance.

6. COMMENTS OF THE GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES

- 6.1 Effective risk management is a key requirement for good financial management and stability. This becomes more significant as funds available to the Council are reduced and budget reductions are made.
- 6.2 The Directorate seeks to mitigate risks as they are identified. In some instances, where there are volatile external factors and uncertainty, this will be through seeking access to reserves maintained by the Group Director of Finance and Corporate Resources.
- 6.3 There are no direct costs arising from this report, however risks linked to the ongoing Covid-19 pandemic and the Cyber Attack will continue to be monitored through the monthly Overall Financial Report (OFP).

7. COMMENTS OF THE DIRECTOR OF LEGAL, DEMOCRATIC AND ELECTORAL SERVICES

- 7.1 This report recommends that the Audit Committee note the contents of this report with the attached appendices. In accordance with Article 9.1.2 of the Council's constitution, the Audit Committee is responsible for assisting the Council in discharging its functions in relation to its risk management framework. The Accounts and Audit Regulations 2011 also requires the Council to have a sound system of control which includes arrangements for the management of risk. This report is part of those arrangements and is designed to ensure that the appropriate controls are effective.
- 7.2 There are no immediate legal implications arising from this report.

APPENDICES

Appendix one – Adults, Health and Integration risk register.

BACKGROUND PAPERS

In accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012 publication of Background Papers used in the preparation of reports is required

None

Report Author	Naeem Ahmed
Comments on behalf of the Group Director of Finance and Corporate Resources	Jackie Moylan
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