

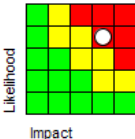

# ADULTS, HEALTH & INTEGRATION DIRECTORATE RISKS



## 1. PUBLIC HEALTH DIVISION RISKS

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>AH&amp;I PH 01 - <b>Public Health Workforce: Health Protection</b></p>	<p>That the public health team does not have enough capacity, or the appropriate capability, within the team to respond to infectious disease outbreaks / epidemics / pandemics.</p> <p>Contributing to this risk is the rising expectation from UKHSA and OHID for local teams to shoulder the burden of infectious disease outbreaks / epidemics / pandemics since the start of the COVID-19 pandemic. However no additional resource (in the form of funding or wider support) has been provided to enable local teams to subsume the management of this risk into BAU.</p> <p>Commissioning arrangements for activities to mitigate against the above risk are often unclear and funding from national organisations to place is piecemeal.</p> <p>No guidance for the development of local pandemic preparedness plans has been developed by UKHSA's new nation pandemic preparedness centre (although verbal assurance has been provided that this is in development).</p> <p>Low coverage of immunisations locally increases the risk of local outbreaks / epidemics of vaccine preventable diseases locally.</p> <p><b>Impact</b></p> <ol style="list-style-type: none"> <li>Wider scale impacts of infection disease outbreaks / epidemics / pandemics and resulting widening health inequalities</li> <li>Widening health inequalities as a result of inequitable uptake of vaccines</li> </ol>	<p>Adults, Health &amp; Integration</p>	<p>Likelihood</p> <p>Impact</p>	<p>Risk updated March 2024. Cases of measles are rising across London and an epidemic is emerging across the capital, with outbreaks expected in Hackney. Preparedness work has been undertaken. A Public Health Specialist in Health Protection has recently been recruited (started at the beginning of March 2024). Despite this, capacity to respond to a measles epidemic is an area of concern. Likelihood has increased reflecting current challenges.</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
AH&I PH 01A - <b>Public Health Workforce: Health Protection</b>	<ol style="list-style-type: none"> <li>1. Recruitment of a Public Health Specialist in Health Protection</li> <li>2. Establishment of a NEL-wide Infection Prevention and Control Team</li> <li>3. Well established Health Protection Forum</li> <li>4. Regular exercising of health protection scenarios partners and reviewing subsequent actions</li> <li>5. Light-touch update of pandemic flu plan has been completed with capacity now in place to carry out a full revision over 2024/25</li> <li>6. Ongoing engagement / communication work with local settings / stakeholders including schools, early years, maternity services, health visiting, GPs around immunisation and IPC</li> <li>7. Direct work with the Charedi community to encourage behaviour change and vaccine uptake</li> <li>8. Regular targeted comms to manage individual behaviours</li> <li>9. Providing direct health protection advice and guidance to those supporting refugees and migrants as well as those experiencing homelessness</li> <li>10. Strengthening intelligence and capacity to respond to outbreak threats and variants of concern</li> </ol>	Sandra Husbands	Carolyn Sharpe	March 2025	Successful recruitment to a Public Health Specialist in Health Protection post. A CYP Immunisations Coordinator is in post - sitting within the CYPMF Integrated Workstream. A NEL-wide Infection Prevention and Control Team has been established with one IPC nurse supporting Hackney care settings. A measles preparedness and response plan has been developed and a measles tabletop exercise, with partners, took place at the beginning of March 2024.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
AH&I PH 02 <b>Sexual Health</b>	Increased rates of STIs, unwanted pregnancies, outbreaks of STIs and development of multi drug resistant infections. Cost of meeting local treatment and service provision need exceeds current budget allocation.	Adults, Health & Integration		<p style="text-align: center;"></p> <p>March 2024 Rates of STIs continue to rise in Hackney and across London</p>

				Clinical sexual health providers are highlighting increased service pressures from increased need, complexity and financial pressures from AfC pay increases
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
AH&I PH 02A <b>Sexual Health</b>	<p>C&amp;H SRH strategy and action plan now adopted and being implemented. SRH sub group of HWBs now set up and joint chaired by C&amp;H lead members.</p> <p>Increased financial oversight of provider activity and spend now being implemented</p> <p><b>Impact</b> overspend on SHR spend, negatively impacts the overall PH budget and in response, MTFs savings are not realised, significant impact on residents health and wellbeing</p>	Sandra Husbands	Froeks Kamminga, Chris Lovitt	March 2025	March 2024 Strategy adopted, SRH sub being set up, increased financial oversight of provider activity benign developed

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
AH&I PH 03 <b>Budget</b>	<p>That Public Health expenditure may not be effectively contained, resulting in instances of overspending.</p> <p>Agenda for Change salary uplifts applied to staff delivering NHS commissioned services may lead to significant budget pressures.</p> <p>The identification and realisation of MTFP savings or other specified variances within the intended financial years, designated for utilisation in</p>	Adults, Health & Integration		<p style="text-align: center;"></p> <p>Risk updated March 2024</p> <p>DHSC PH grant documentation continues to mention AfC pay increases</p>

	<p>associated LA services, could face challenges while ensuring the continuous provision of PH services to the borough.</p> <p>The identification and realisation of MTFP savings &amp; Health in all Policies work could result in reductions to existing recharges between the City and Hackney, negatively affecting Hackney's overall budgetary aims.</p>			<p>The contribution of the City of London PH grant to the core costs of the PH service has been agreed, and joint service provision continues across the two organisations.</p> <p>Discussions are underway with a major NHS provider on their 23-24 AfC shortfall due to a removal of ICB funding and the potential impact this can have on existing contract provision.</p> <p>Risks are monitored through bimonthly financial reporting through the OFP report.</p> <p>Detailed analysis work will be undertaken to assess the budgetary impact of Agenda for Change (AfC) salary uplifts within the NHS in 24-25</p>
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Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
AH&I PH 03A <b>Budget</b>	<ol style="list-style-type: none"> <li>1. Quarterly reports produced for the management team on performance and spend for each contract across the service. Options for future budget reductions across Public Health continue to be considered with potential reduction to the ring-fenced grant.</li> <li>2. Maintain governance processes to ensure appropriate spend of public health grant expenditure and appropriate reporting. Ensure that grand conditions are discussed at SMT so senior staff are aware of the grant conditions for the short term grant streams.</li> <li>3. Monitor changes to wider context of public health funding and implications for the budget plan, including impact of changes to national public health services.</li> <li>4. SLA with the City of London agreed with appropriate core funding and joint commissioning of services.</li> <li>5. Maintaining close links with City Finance colleagues to ensure reporting is consistent and accurate.</li> </ol>	Sandra Husbands	Anthea Henry	Ongoing, with monthly reporting.	<p>Updated Mar 2024. Finance updates provided to PHSMT on a quarterly basis highlighting key risks/issues.</p> <p>While no LA responsibility to meet 23-24 funding gaps as a result of NHS staffing salary uplifts has been accepted, PH will include the potential impact of 23-24 AfC uplifts in year end forecasts.</p> <p>Work underway to review Health in all Policies</p>

					<p>collaborations across Hackney</p> <p>City SLA review meeting undertaken in Feb 2023 and funding agreed for 2023/24. Quarterly SLA Review meetings are ongoing.</p>
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
AH&I PH 04 <b>Joint Service</b>	<p>Hackney or the City of London do not feel that they are getting suitable PH services as part of joint service and seek to withdraw from joint service causing disruption to PH service provision</p> <p><b>Impact</b></p> <ol style="list-style-type: none"> <li>1. Reputational damage</li> <li>2. Insufficient capacity to separate the staff into two services to meet the needs of both organisations</li> <li>3. Disgruntled staff</li> <li>4. Financial risk</li> </ol>	Adults, Health & Integration		<p>Risk updated March 2024 No change</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
AH&I PH 04A <b>Joint Service</b>	<ol style="list-style-type: none"> <li>1. Clear PH service identity as a joint service and work plan communicated</li> <li>2. All commissioned contracts report against Hackney and CoL resident activity/ outcome and ensure summary of activity is communicated to relevant stakeholders</li> <li>3. Ensure SLA annual review meeting undertaken with outcomes report produced &amp; agreement on recharge for forthcoming financial year</li> <li>4. Provide updates to CoL and Hackney lead members on joint service provision</li> </ol>	Sandra Husbands	Chris Lovitt, Anthea Henry	31st March 2025	<p>March 2024, CL Annual update on SLA prepared for City DLT and awaiting confirmation of recharge for 2024/25</p> <p>Ongoing discussion with CoL DLT on savings proposal</p>

	<p>5. Discussions with new Chief Officer in the City as to whether to move from SLA to MOU</p> <p>6. Proposed areas identified for "savings" communicated to City DLT for discussion of impact</p>				
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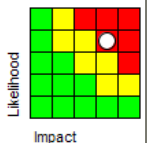

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
AH&I PH 05 <b>Mortuary</b>	<p>Hackney mortuary is closed until Autumn 2024 and undergoing a full refit. All operations of the mortuary transferred to St Pancras and operating as a single mortuary under Camden policies. Any failures of equipment or processes now covered by MOU with Camden.</p> <p>Potential for costs to increase if building works run over time or reputational risk from failures while St Pancras maintains operational controls.</p> <p>Potential for St Pancras to withdraw from the agreed MOU due to unforeseen circumstances.</p> <p><b>Impact</b> Cost pressure from Camden off-sighting bodies to Jackson Hub other than in accordance with MOU. Delay in refit increasing costs by joint arrangement with Camden. Reputational risk in event of equipment or process failure</p>	Adults, Health & Integration		Mar 2024, Hackney mortuary now closed and all operations transferred to St Pancras and Jackson Hub

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
AH&I PH 05A <b>Mortuary</b>	<p>MOU developed and signed with Camden to cover the operation of the mortuary. Monthly MOU review meetings</p> <p>Refit fortnightly meetings to track progress on building work</p>	Sandra Husbands	Chris Lovitt, Katherine Adams	Oct 2024	March 2024, Regular MOU review meetings & refit meetings now organised and progressing well.

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p>AH&amp;I PH 06 <b>Data sharing general risk and data governance</b></p>	<p>Loss of access to data required to make decisions, monitor contract performance, health outcomes and disease surveillance. In addition, inadequate support around data governance can pose significant risks to data security or, conversely, prevent data sharing in the circumstances where it is legally required to do so.</p> <p><b>Impact</b></p> <ol style="list-style-type: none"> <li>1. Potential disruption to service delivery</li> <li>2. Decisions made on inadequate data not serving the needs of communities and residents</li> <li>3. Impact on resources related to resource misallocation and recovery of access to data</li> <li>4. Loss of trust from residents and partners, reputational damage</li> <li>5. Data security breaches</li> </ol>	<p>Adults, Health &amp; Integration</p>		<p>↔</p> <p>Risk updated March 2024 No change</p>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<p>AH&amp;I PH 06A <b>Data sharing general risk and data governance</b></p>	<p>Data sharing remains one of the key issues across many service areas. It is widely recognised that these issues need to be solved collaboratively. The following steps can help in improving access to necessary data and data governance:</p> <ol style="list-style-type: none"> <li>1. Clear and efficient data governance processes that are standard across Hackney Council</li> <li>2. Review of existing data sharing agreements to ensure services provide data at the right level of detail, enabling equity audits</li> <li>3. Review of data sharing agreements to ensure that key performance metrics are meaningful to service improvement and evaluation</li> <li>4. Where data sharing is precluded by contractual arrangements, review contractual arrangements involving all necessary partners</li> <li>5. Where data sharing is precluded by digital and technical limitations, consider alternatives, developing a service improvement programme, procuring new systems</li> <li>6. Where data sharing is precluded by skills and knowledge, arrange professional development training</li> </ol>	<p>Sandra Husbands</p>	<p>Chris Lovitt, Diana Divajeva</p>		<p>Public Health Intelligence continues to work with the Clinical Effectiveness Group, the NEL ICB Data Team, Homerton Information Service to optimise data sharing across various service areas.</p> <p>Internally, Public Health Intelligence and colleagues across Hackney Council initiated work on council-wide data strategy to address some of the most persistent issues around data governance and data sharing. This work has been suspended however, pending organisational changes.</p>

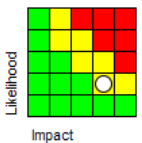

## 2. ADULT SOCIAL CARE

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
AH&I AS 001 Existing budget and resources are not sufficient to meet demand (Financial, reputational and poor service user outcomes and experience)	<p>Demographic pressures and lack of in-Borough provision causing increased demand on budget.</p> <p>Cost of living contributing to increased rates across market and reduction in ability of individuals to contribute towards care.</p> <p>Pressure on the provider market and social care workforce may mean insufficient resources to meet demand.</p> <p>Acuity of need of individuals coming from hospital and earlier hospital discharges (pressure to) increasing costs</p> <p>Covid-19 and cyber recovery costs have added cost pressures across the system.</p>	Adults Health and Integration		<p><b>Reviewed February 2024</b></p> <p></p> <p><b>Risk has increased</b></p> <ul style="list-style-type: none"> <li>• Demand for ASC continues to rise, with substantial increase in numbers needing long term care and support with hospital discharge.</li> <li>• Unit costs of providing care are also rising, alongside impact from cost of living.</li> <li>• The cyber attack further added to these pressures as resources were diverted to work on the recovery. Payment processes were severely impacted - we were unable to complete financial assessments for new service users for ~18 months, resulting in a significant loss of care-charging income. Challenges now exist in claiming back this income.</li> <li>• The cost of the pandemic for the directorate significantly exceeded amounts provided by grants or corporate funding.</li> <li>• 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.</li> <li>• These risks continue to be monitored and reported through the monthly OFP report and through monthly updates at ASC SLT and AH&amp;I DLT.</li> </ul>

Control Title	Control Description	Responsible Officer	Service Manager
<b>AH&amp;I AS 001A</b> <b>Financial Controls</b>	1. A department savings tracker has been implemented and is coordinated by Finance, Head of Service Lead and relevant officers, and reported to ASC SLT monthly. For services with a S75 Agreement, this is now monitored at the appropriate quarterly governance meetings	Georgina Diba	Director Adult Social Care Operations



	<ol style="list-style-type: none"> <li>2. Mosaic Follow On work has priority areas around finance, including systems to provide more accurate sign off of care delivered vs care commissioned</li> <li>3. Quality assurance process for care and support commissioning embedded</li> <li>4. Closely monitoring future funding arrangements for hospital discharge pathway, with oversight of health contribution via the BCF</li> <li>5. Working in partnership with an external provider on 'Transforming Outcomes Programme' to contribute towards savings</li> </ol>		
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>AH&amp;I AS 002 – Provider Failure and local market sustainability</b>	<p>Within the continuing challenging financial climate, the ability of Social Care providers to continue to deliver high quality, cost effective services is at risk.</p> <p>There are risks regarding sustainability of the market, and financial viability of providers.</p> <p>Cost of living and delivering services is adding further pressure. Concern around provider failure</p>	Adults, Health and Integration	 <p>Likelihood</p> <p>Impact</p>	<p><b>Reviewed February 24</b></p> <p style="text-align: center;"></p> <p><b>This risk has increased.</b></p> <ul style="list-style-type: none"> <li>• Covid-19 has placed additional pressures on providers.</li> <li>• There continues to be instability in the homecare market nationally. Cost models developed with ADASS London and NICE indicate that no boroughs are currently meeting the true cost of homecare according to our own criteria (e.g. London Living Wage and the Ethical Care Charter).</li> <li>• Hackney is dependent on providers in other authorities, to which it has less influence on the market sustainability</li> <li>• Recent inflationary growth and issues in the supply market (e.g. fuel, utilities) add extra concern.</li> </ul>

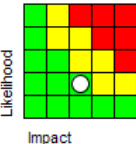

Control Title	Control Description	Responsible Officer	Service Manager
<b>AH&amp;I AS 002A Provider Failure</b>	<ul style="list-style-type: none"> <li>• Ongoing quality assurance of providers delivering care and supported living service, including utilisation of provider concerns process where appropriate</li> <li>• Distribution of extra funds through grants</li> <li>• Ongoing conversations with providers re: sustainability</li> <li>• Process for uplifts trailed in 2023/24 successful, and to be implemented ongoing.</li> <li>• Continued use of Care-Cubed to understand the market and prices</li> </ul>	Jenny Murphy	Commissioners

	<ul style="list-style-type: none"> <li>• Commissioning of Care Analytics 2024 to look at older people’s care, including across NEL</li> <li>• Conversations around provider failure in light of Home Office revocation of licences being considered at NEL and wider</li> </ul>		
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>AH&amp;I AS 003 - Inability to attract and retain a stable, high calibre workforce for key roles within Adult Services</b></p> <p><b>(Financial and reputational risk, poor service user experience and outcomes)</b></p>	Continued staff turnover leading to instability and loss of continuity in service delivery. Risk that recruitment becomes increasingly difficult due to market pressures and reputational damage to LBH caused by cyber attack/impact on social care systems.	Adults, Health and Integration		<p><b>Reviewed: February 2024</b></p> <p style="text-align: center;"></p> <p><b>This risk has stayed the same.</b></p> <ul style="list-style-type: none"> <li>• Some posts remained unfilled, and Managers have reported challenges in attracting high quality candidates, as well as retaining staff. In Adult Services there is a steady shift in staff, with some dependency on interims</li> <li>• Previous LGA Health Check survey 'The Standards for Employers of Social Workers' found that in Hackney, Continuous Professional Development was the area that scored lowest, therefore may be a contributing factor to increased staff turnover. HwC colleagues keen to consider professional and career development.</li> <li>• Housing with Care has a high reliance on agency staff use. Whilst use of agency staff allows us to be flexible and will always be required, levels remain higher than is ideal. Recruiting permanent staff into this service remains a challenge.</li> </ul>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<b>AH&amp;I AS 003 A</b>	1. Career pathway redesign across health and social care sector	Georgina Diba	Director ASC Operations	Ongoing	<ul style="list-style-type: none"> <li>• Workforce Strategy Launching and to be delivered in 2024/25</li> </ul>

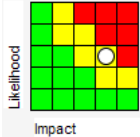
<b>Inability to attract and retain a stable, high calibre workforce for key roles within Adult Services</b>	<ol style="list-style-type: none"> <li>2. Training and development opportunity - recruitment incentive and retention offer</li> <li>3. Recruitment campaign and apprenticeship expansion</li> <li>4. Retention focus through transformation programmes and culture change</li> </ol>				<ul style="list-style-type: none"> <li>• Implementation of Workforce Race Equality Standards</li> <li>• Workforce team structure to develop health and social care recruitment and development platform/ offer</li> <li>• Continued focus on positive working culture - embedding by staff and through TOP Programme</li> <li>• Moving to a rolling recruitment approach and embedding recruitment best practice across the service</li> <li>• Idea generation around growing own and increasing newly qualified and career transfer across sectors</li> </ul>
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>CACH AS 004 - Increased risk to data relating to vulnerable adults due to cyber attack</b>	<p>In the aftermath of the cyber attack, some data including ASC complaints data was published on the dark web.</p> <p>Identifiable and personal information has been published, putting some service users' data at increased risk.</p>	Adults, Health and Integration		<p><b>Reviewed February 2024</b></p> <p style="text-align: center;"></p> <p><b>This risk has decreased</b></p> <ul style="list-style-type: none"> <li>• Risks to individuals have been assessed, and any high risk cases have been notified, including discussing how they can mitigate and reduce risk to themselves and who to contact if they have further concerns.</li> </ul>

Control Title	Control Description	Responsible Officer	Service Manager	Due Date	Control - Latest Note
<b>AH&amp;I AS 004 A</b>  <b>Increased risk to data relating to vulnerable adults due to cyber attack</b>	<ol style="list-style-type: none"> <li>1. Risk assessment, mitigations and notifications strategy in place and in progress to mitigate against any potential risks. Personalised approach adopted due to level of risk associated.</li> </ol>	Georgina Diba	Leanne Crook	Ongoing	All notifications carried out and no risks realised to date.

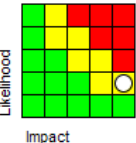
Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>CACH AS 005 Insufficient information and systems to safely run the service</b>	<p>ASC returned to Mosaic in November 2022; however, this was recovery and additional work is required to ensure the system is optimised to support practice and risk management of our residents.</p> <p>Risk of judicial review or legal challenge if we are unable to complete statutory returns or provide relevant information needed.</p>	Adults, Health and Integration		<p style="text-align: center;"></p> <p><b>Updated February 2024 This risk has decreased</b></p> <p>Mosaic provides a good basis but further work is needed to optimise the system to support recording, processes and our statutory returns.</p>

Control Title	Control Description	Responsible Group Director / Officer	Head of Service	Due Date	Control - Latest Note
<b>AH&amp;I AS 005 A Insufficient information and systems to safely run the service</b>	<ol style="list-style-type: none"> <li>1. Deliver Mosaic Joint Strategy between ASC and CFS to ensure the system has potential to realise all improvements and efficiencies identified</li> <li>2. Ensure project scope and progress is carefully monitored, and risks and issues mitigated against via a Board chaired by the Director.</li> <li>3. During the duration of the work, work with ICT to ensure sustainable model and support for this system.</li> </ol>	Georgina Diba / Rob Miller	Leanne Crook	Sep 2024	<p>Resources for a Mosaic follow-on project are approved (via Capital Bid request process), to facilitate subsequent procurement.</p> <p>Work is split into three phases - phase 1 (Jan-April) is funded through mosaic recovery underspend plus 10% extension to existing PO.</p> <p>Phase 2 and 3 are funded via the Capital Bid.</p>

Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<b>AH&amp;I AS 006</b>  <b>Increasing numbers of refugees at risk of homelessness</b>	<p>The numbers of refugees at risk of homelessness is increasing, as more asylum claims are granted and eviction notices are issued to those in Home Office hotels. Seeking settled accommodation for Ukrainian refugees following their initial hosting arrangement, as well supporting families in the Borough as part of the Afghan Resettlement schemes to find suitable homes in the Private Rented Sector, further adds to the demand on housing and homelessness services.</p> <p>With ongoing global conflict, we anticipate demand will continue, though we do not have certainty about the future of funding and Government schemes to support different cohorts, which influences the support we can provide.</p> <p>The risk of rough sleeping for single adults is high, and the demand pressures on statutory homelessness services and the shortage of temporary and longer term accommodation means there is a risk around our ability to meet needs for those with priority needs.</p>	Adults, Health and Integration		<p><b>Risk added February 2024</b></p> <p>This is a new risk to be escalated to the Directorate register.</p> <p>The Refugee, Migrant and Asylum Seeker service was formed in Summer 2023, and provides coordination and support to refugees and asylum seekers in the borough.</p>

Control Title	Control Description	Responsible Group Director / Officer	Head of Service	Due Date	Control - Latest Note
<b>AH&amp;I AS 006</b>  <b>Increasing numbers of refugees at risk of homelessness</b>	<ol style="list-style-type: none"> <li>Information sharing to support BHN understand and prepare for projected demand for statutory services, in particular demand coming from Home Office hotels.</li> <li>Use of the Local Authority Housing Fund to source suitable properties, and a commissioned provider is supporting Afghan families with move-on plans and avoid need for statutory services.</li> <li>LBH Support Workers proactively develop move-on and integration plans with Ukrainian guests to help them find homes in the Private Rented Sector after their host arrangements end. We work closely with Housing Supply and have developed a proactive move-on support offer.</li> </ol>	Georgina Diba	Leanne Crook		n/a - risk added Feb 2024

	<p>4. Commissioned the Single Homeless Prevention Project to deliver the 'Refugee Next Steps' service to support single adults who receive refugee status and are evicted from hotels. They source interim accommodation to avoid rough sleeping, and support individuals to source longer term accommodation and provide wider integration support.</p>				
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Risk Title	Description of Risk	Directorate	Current Risk Matrix	Risk - Latest Note
<p><b>AH&amp;I AS 007</b> <b>Ability to meet MHRA National Patient Safety Alert deadline for equipment reviews</b></p>	<p>Patient safety advice issued in relation to equipment that has risk of entrapment or falls; action required to review ~2000 individuals by 31 March 2024 not achievable. A detailed risk and mitigation plan is in place separately</p>	<p>Adults, Health and Integration</p>		<p><b>Risk added April 2024</b> This is a new risk to be escalated to the Directorate register. A detailed risk and mitigation plan is in place separately.</p>

Control Title	Control Description	Responsible Group Director / Officer	Head of Service	Due Date	Control - Latest Note
<p><b>AH&amp;I AS 007</b> <b>Ability to meet MHRA National Patient Safety Alert deadline for equipment reviews</b></p>	<ol style="list-style-type: none"> <li>Using data to prioritise based on high risk residents, taking into account whether seen in last 12 months, waiting lists, and previous reviews</li> <li>Proportionality of reviews, including telephone, risk tool for paid care workers, desktop reviews, but with face to face where required</li> <li>Increasing supervision and training for product information and clinical reasoning.</li> <li>New joint bed rail policy and training updated (now mandatory)</li> <li>Long term work to embed the risk assessment into Mosaic</li> </ol>	<p>Georgina Diba</p>	<p>Leanne Crook</p>		<p>n/a - risk added Feb 2024</p>