

Description of Risk

Despite the size and high quality of the market in the region, brokerage and social work teams are currently reporting delays in care being picked up by the market when brokered, limited care availability in some areas and increases in complexity and size of packages of care and demand. We have also recently seen an increase with providers handing packages back. Generally, they cite staff shortages as the reason. Market report significant issues with recruitment and retention. These are both hospital discharge and community POC and are spread throughout both authorities; availability issues are not following any predictable pattern at present however the overall picture is concerning as we have not previously had this number of packages of care outstanding in the market. This had led to increases in residential placements being made in care homes whilst people await appropriate care packages, (increases in costs and increases in wait times.

Risk of flooding affecting access to the homes of people receiving care and support

Risks to the staffing Team when office working during the COVID pandemic

Risk to workers from the Public while Lone working

Insufficient staff to deliver operational service and statutory duties/ responsibilities resulting from COVID shielding, sickness or staff vacancies

Data Protection Breach

Care market closures or contract cancellations which disrupt care to vulnerable people

Serious incident/accident for client/s in care of an external provider

Care market closures or contract cancellations which disrupt care to vulnerable people

Serious incident/accident for client/s in care of external provider

Domiciliary care market capacity not able to respond adequately to current demand for care at home due to post Covid-19 issues affecting providers (this is a national issue)

Increase in use of temporary accommodation and Bed & Breakfast due to increase in homelessness numbers

Increase in the use of temporary accommodation due to the current economic climate places a greater demand and therefore costs on Housing Service Budgets.

Due to the current Covid pandemic and economic climate there is an increase in the numbers of people at risk of serious harm or death from poor property conditions in the owner occupied sector.

Removal or reduction in funding for HeatSavers and other affordable warmth projects; combined with an increase in the numbers of people in fuel poverty and at risk of excess winter death due to the current Covid pandemic and economic climate.

Rough Sleeper Outreach Service

Four Rivers Nursing Home - inability to cover nurse shifts due to impact of coronavirus, staff sickness and general leave cover.

Failure to adhere to legislation applicable to service i. CQC, health and safety, adult protection

That there will be Insufficient AMHPs to ensure provision of statutory LA function.

START - reduced staffing due to sickness of staff. Less capacity to take new cases, existing staff travelling further which can lower morale and increase sickness.

START - risk of not maintaining CQC standards and resulting reputational effect for Council. A potential risk being growth of support staff without effective management structure.

Responsible Officer

Deborah Webster

ASC Service Managers

Operational ASC Service Managers

Operational ASC Service Managers

Operational ASC Service Managers

Operational ASC Service Managers

Abigail Butters;#376

Abigail Butters;#376

Gavin Bayliss;#109

Gavin Bayliss;#109

Gavin Bayliss;#109

Laura Fisher;#292

Laura Fisher;#292

Laura Fisher;#292

Laura Fisher;#292

Laura Fisher;#292

Christine Thomas;#103

Christine Thomas;#103

Fiona Williams;#265;#Jill Bates;#382

Amy Tipton.Start;#118

Amy Tipton.Start;#118

Current Controls In Place

- Full report with analysis of risk and mitigation is in place in both authorities and slide version shared on a wider basis with partners
- The brokerage teams are diligently working to support the uptake of care package demand; packages of care are being brokered daily using incentives, enhanced rates, POC combinations etc but demand is still outstripping capacity in the market.
 - through brokerage and wider council colleagues (e.g. key worker housing project, promoting third sector and alternative housing offers emergency response options etc) Developing a broad recruitment programme with the internal communications team promoting social care as a career to support the Domiciliary Care Market.
 - Series of webinars, apps and forums to take place to ensure the market has all the available information to support their recruitment. Working with Skills for Care, SPIC and System Colleagues.

Mapping of properties of people receiving care over the areas at risk of flooding complete, and properties identified. Contact details recorded to enable contact to be made at the earliest point when there is a risk of flooding to ensure residents and care providers are aware and contingency plans are in place.

All staff work from home wherever possible

Team Manager has gained permission from Director from those who need time in the office space at Castle view

Risk assessment for office working completed by Manager and provided to the team

Lateral Flow Test to be taken before office arrival

Use of PPE and high level of hygiene while in the office

Limited numbers of staffing to ensure maximum social distancing

All staff have been offered COVID vaccine

Localised Lone working Policy in place

All workers to be fully apprised of team lone working processes along with Corporate Health and Safety Policies

All workers aware of the need to look for LAS warnings prior to visiting

Team Manager to add LAS warnings once alerted to risks and regularly review

To re-prioritise work based on risk.

Team Manager to Alert Service Manager for discussion with Directors and to consider moving staff temporarily from other area teams and request budget for temporary agency worker if no existing resources elsewhere

Team Manager/Admin Officer to continue to complete daily SIT REP

Training updates and regular discussion about Data Protection

Provider risk matrix monitoring

Contractual requirement for provider contingency planning

Risk sharing with CCG, other LA's, CQC

Care market support team regular calls

NHS capacity tracker updates

Grant allocations to care providers

Regular updates on four weekly returns status

Market stewardship

Inflationary uplift support

PPE support

Contracting monitoring on priority risk basis
Risk sharing updates with local stakeholders inc CQC
Contract includes detailed health and safety, training and recruitment requirements
Social work teams enter concerns on LAS
Suspension and improvement plans where quality concerns exist

Provider risk matrix monitoring
Risk sharing with CCG, other LA's, CQC
Care market support team regular calls
NHS capacity tracker updates
Grant allocations to care providers
Regular updates on ISF reconciliation status
Market stewardship
Inflationary uplift support
PPE support
Recruitment support through Care Friends app

Contract monitoring on priority risk basis
Risk sharing updates with local stakeholders inc CQC
Contract includes detailed health and safety, training and recruitment requirements
Social work teams enter concerns on LAS
Suspension and improvement plans where quality concerns exist

Domiciliary Care Market, a full analysis of the issues has taken place and a robust action plan to mitigate the current issues is in place and monitored on a weekly basis. Action Plan is live in SharePoint.

Domiciliary Care Group in place to monitor and ensuring progress is being made against actions. Reported to Executive Director.

Temporary accommodation board set up to explore cheaper more suitable temp options. Increase prevention work within team.

The use of temporary accommodation and Bed & Breakfast is agreed by senior officers and Housing Managers. Temporary accommodation Board in place. Discussions with Housing Associations and other housing providers to see how we can all work differently to provide essential accommodation.

Continue to deliver an effective property condition service to address health inequalities, improve wellbeing and reduce demand/costs on Adult Social Care, Health Services (NHS) and society.

Continued funding for the HeatSavers Scheme, which provides a range of interventions, including advice and financial assistance to vulnerable households.

A new Council led rough sleeper initiative has been developed to provide a comprehensive inreach/outreach service across Shropshire to identify and support rough sleepers. Funding in place until 31.03.2022

Staff turnover low. Experienced Senior care assistants trained in delivery of clinical skills to support nursing staff. Current staff group are very flexible in covering gaps in rota.
Nurse vacancy currently live.

Staff are trained in health and safety and adult protection. Necessary risk assessments in place for specific health and safety risks. This includes fire, manual handling, falls. Residents have individual care plans and risk assessments that detail how care needs and individual risks are to be managed.

There are currently sufficient AMHPS on the rota although some have recently left. There are permanent AMHPs now on the rota. Succession planning in place and needs to continue
Use of existing resource/staff to cover shift, by working across county, maintaining safe service delivery. Regular team meetings. Sickness absence management in process, Occupational health referrals.

CQC inspection has taken place October 2018. Quality assurance in place. START structure is monitored and the support staff are taken into consideration with Quality assurance.
SharePoint system in place to support quality assurance.

Risk Likelihood Rating

3

3

2

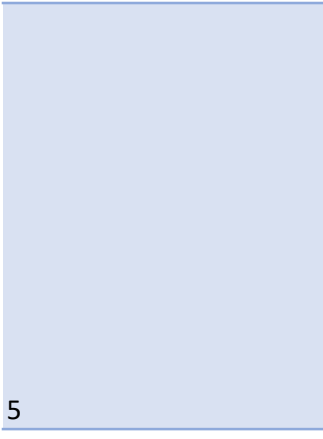
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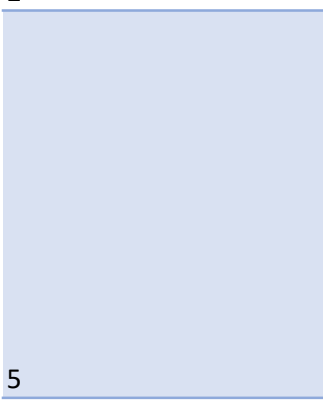
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5

3



2



4



2



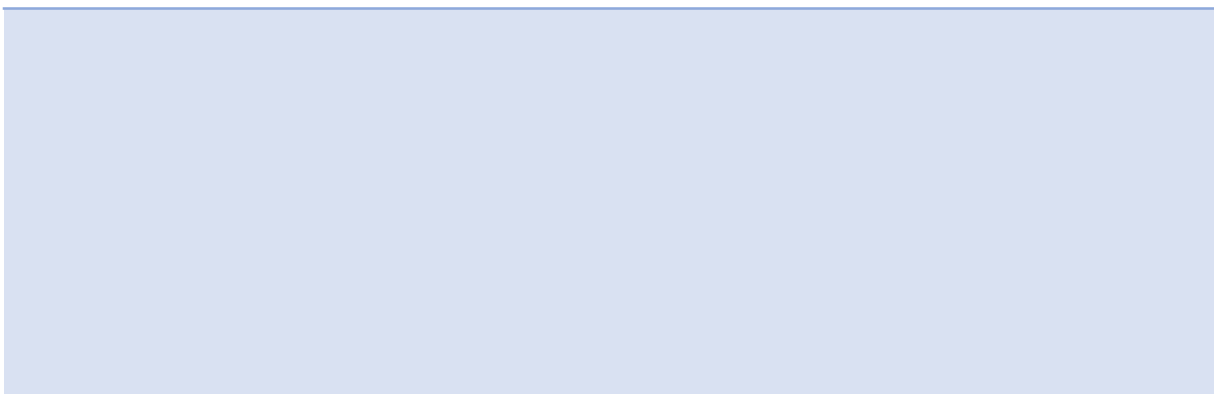
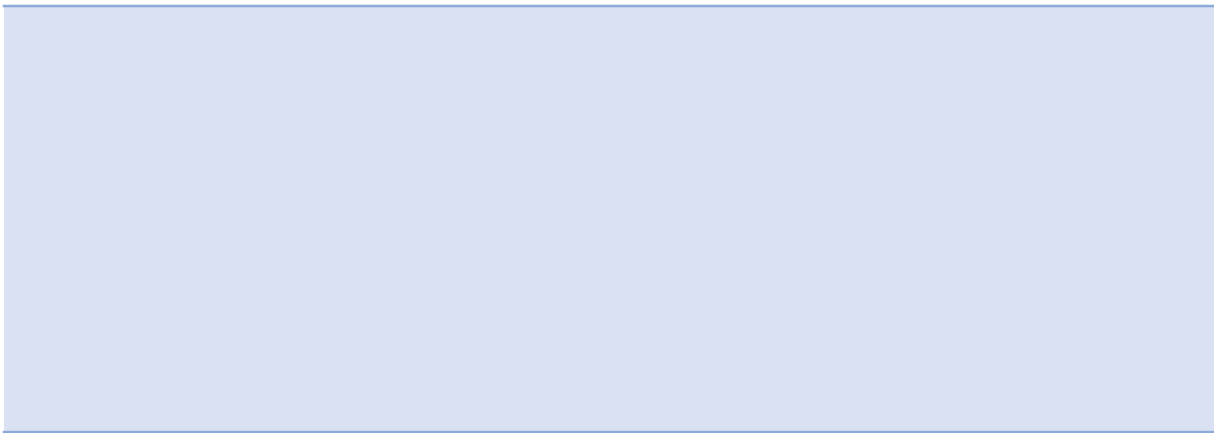
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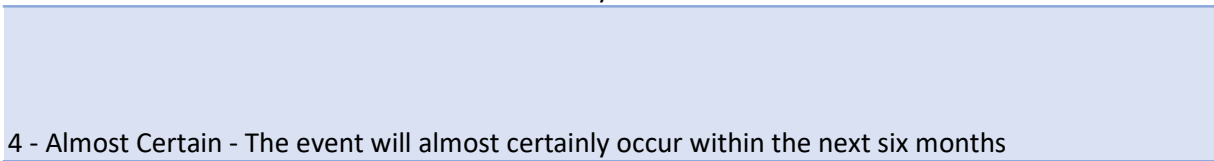
Risk Likelihood Definitions - FYI

3 - Likely - There is a fair chance (50:50) that this event will occur within the next year

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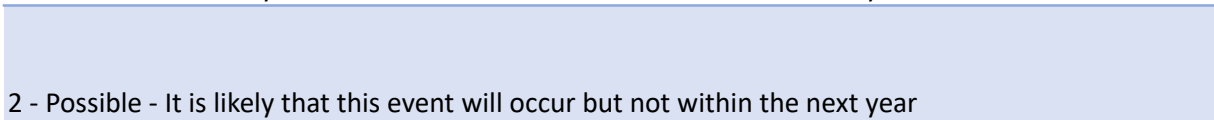


4 - Almost Certain - The event will almost certainly occur within the next six months



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2 - Possible - It is likely that this event will occur but not within the next year



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3 - Likely - There is a fair chance (50:50) that this event will occur within the next year



Residual Risk Impact Rating

3

3

4

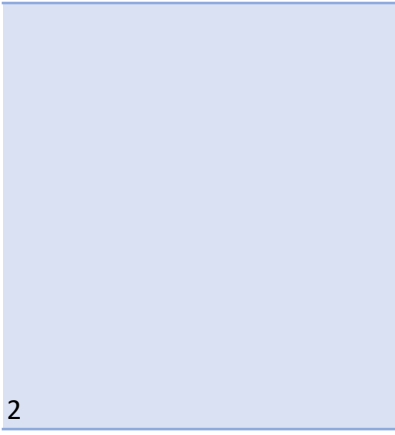
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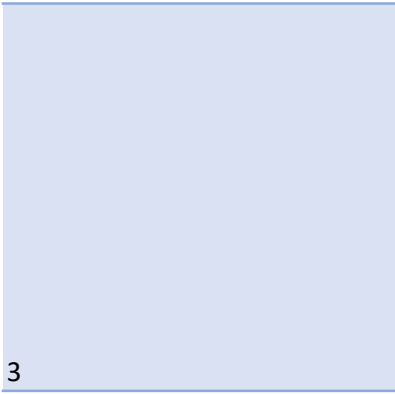
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3



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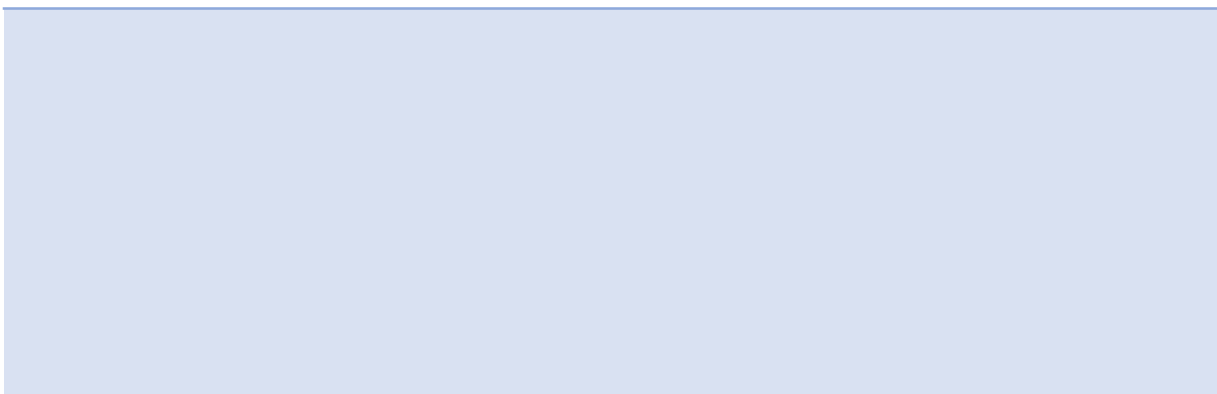
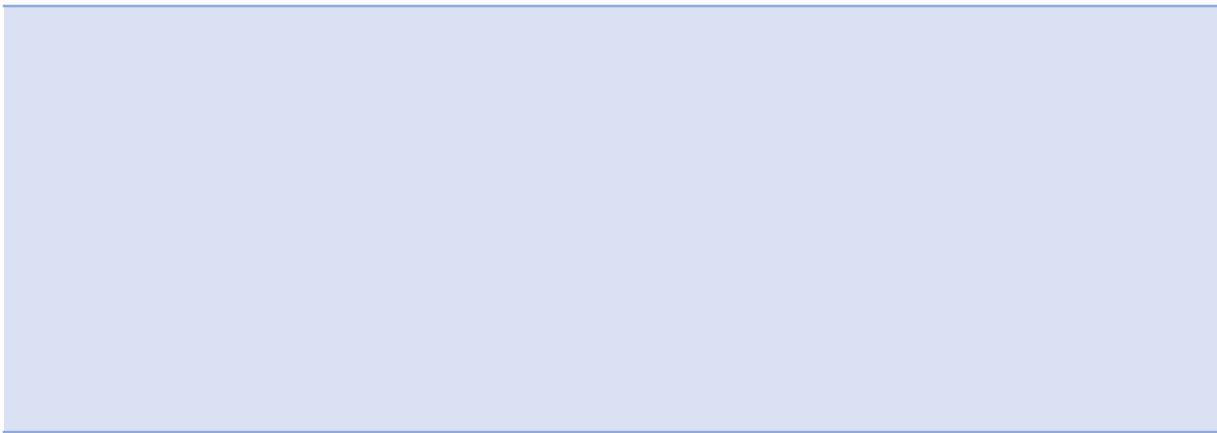
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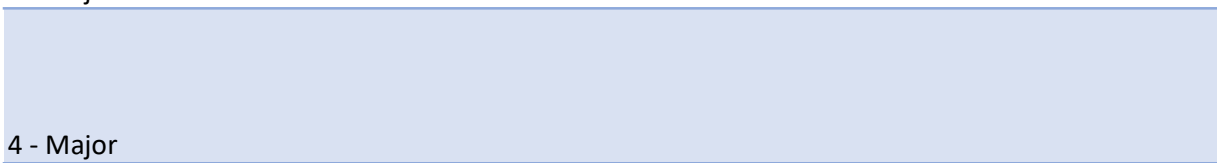
Risk Impact Definitions - FYI

3 -Significant

2 - Significant

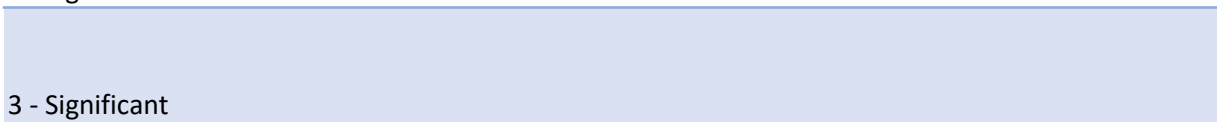


4 - Major



4 - Major

3 - Significant



3 - Significant

3 - Significant



Risk Rating (E*F)	Risk Status
9	Medium

9	Medium
8	Medium

8	Medium
12	Medium

8	Medium
10	Medium

9 Medium

10 Medium

6 Low

15 High

16 High

16 High

6 Low

6 Low

9 Medium

4 Low

3 Very Low

3 Very Low

6 Low

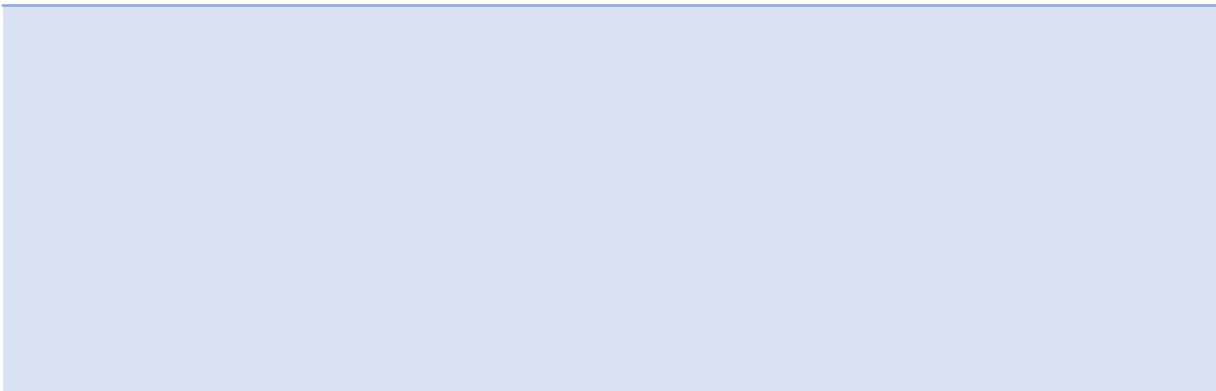
6 Low

Rationale for risk changes

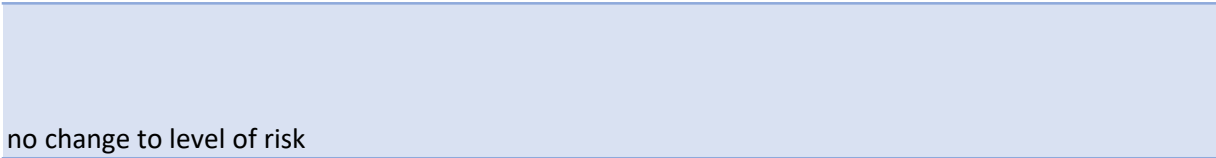
Significant and recent changes to the care market workforce

Risk reduced as a result of partnership work with Emergency Planning and WSP colleagues

New risk register

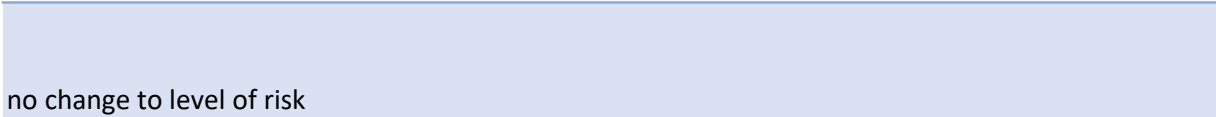


no change to level of risk



no change to level of risk

no change to level of risk



no change to level of risk

no change to level of risk



Additional Controls / Actions Required

Team Manager to continue to monitor and update risk assessment end June 2021

Health and Safety/Lone Working to remain on monthly team meeting agenda

Any incidents/near misses to be reported on ERP

Lone Working Policy to be reviewed quarterly by Team Manager

Team Manager to continue to attend ASC Health + Safety Meetings

Team Manager is creating casual worker posts to enable cover at shorter notice and at lesser cost to the organisation

ensure all staff have training 1:12 months. Ensure computers are encrypted

admin to check training has been undertaken

Full report with analysis of risk and mitigation is in place and will be shared on a wider basis with partners to highlight level of risk. DW August 2021
Developing a broad recruitment programme with the internal communications team promoting social care as a career to support the Domiciliary Care Market. DW/ MJ September 2021.
Series of webinars and forums to take place to ensure the market has all the available information to support their recruitment. Working with Skills for Care, SPIC and System Colleagues. Deborah Webster September 2021
Grant sector funding for employees referral app to support recruitment currently rolling out. DW Ongoing 2021

Ensure full Homelessness Prevention Grant continues to be allocated to Housing Options.

Review of Housing Allocations Policy. Continue discussions with social housing providers and private sector landlords to find alternative ways of reducing the use of temporary accommodation and Bed & Breakfast.

Continually review and monitor service delivery in line with

Ensure that existing funding streams from internal departments and external partners are maintained or increased.

Ongoing consultation with advisor at MHCLG regarding ongoing funding options.

New IT system pending to assist with compliance, care planning and documentation.

New AMHP lead to review succession planning

Further audits have been introduced to enhance quality assurance and medication error reporting

Timescale for implementation of additional controls/actions required	Risk O/C
	Open
30 June 2021	Open
31/07/2021	Open
31/05/2021	Open
4/8/21	Open
n/a	Open

n/a

Open

n/a

Open

n/a

Open

ongoing

Open

30/04/2022

Open

30/04/2022

Open

30/04/2022

Open

30/04/2022

Open

30/04/2022

Open

25.11.20

Open

28.07.21

Open

30/04/2020

Open

30/04/2020

Open

30/04/2020

Open

Area	Sub-Area
Commissioning & Governance	

Adult Services	
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Adult Services	North West Social Work Team
Adult Services	North West Social Work Team

Adult Services	South Social Work Team
Commissioning & Governance	Commissioning/Care Homes

Commissioning & Governance Commissioning/Care Homes

Commissioning & Governance Commissioning/Domiciliary Care

Commissioning & Governance Commissioning/Domiciliary Care

Commissioning & Governance Commissioning/Domiciliary Care

Housing Housing

Housing Housing

Housing Housing

Housing Housing

Housing Housing

Operations

Four Rivers

Operations

Four Rivers

Operations

MHSWT

Operations

START

Operations

START

Team Leader	Director	Last Reviewed Date	Item Type
Deborah Webster;#114	Tanya Miles	01/11/21	
Kate Garner	Tanya Miles	01/11/21	
Lynne Gargiulo;#388	Tanya Miles	06/05/21	Item
Lynne Gargiulo;#388	Tanya Miles	30/04/21	Item
Lynne Gargiulo;#388	Tanya Miles	06/05/21	Item
Alison Toulson;#385	Tanya Miles	04/08/21	Item
Deborah Webster;#114	Tanya Miles	19/05/21	Item

Deborah Webster;#114	Tanya Miles	19/05/21 Item
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Deborah Webster;#114	Tanya Miles	18/05/21 Item
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Deborah Webster;#114	Tanya Miles	18/05/21 Item
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Deborah Webster;#114	Tanya Miles	23/08/21 Item
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Laura Fisher;#292	Tanya Miles	01/11/21 Item
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Carole Croxford;#115;#Christine Thomas;#103 Tanya Miles 04/08/21 Item

Carole Croxford;#115;#Christine Thomas;#103 Tanya Miles 04/08/21 Item

Fiona Williams;#265 Andy Begley Item

Patricia Blackstock;#274;#Amy Tipton.Start;#118 Tanya Miles 10/05/21 Item

Patricia Blackstock;#274;#Amy Tipton.Start;#118 Tanya Miles 10/05/21 Item

Path

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