






Brighton & Hove City Council
Strategic Risk Assessment Report
Denise D'Souza

Risk Category - BHCC Strategic Risk;

ROM Issue:	Keeping vulnerable adults safe from harm and abuse	Responsible Officer:	Denise D'Souza
		Risk Code:	SR13

Identified Keeping vulnerable adults safe from harm and abuse is a responsibility of the council. Brighton & Hove City Council have a statutory duty to co-ordinate safeguarding work across the city and the Safeguarding Adults Board. This work links partnerships across the Police and Health and Social Care providers. Over 1400 concerns were raised last year about vulnerable people, 700 progressed to investigation stage. Clarity around CCG (Clinical Commissioning Group) responsibility and area team Surrey/Sussex is unclear in relation to clinical investigations. NHS colleagues awaiting guidance from NHS England.

Potential Conseq Cases are more complex and demands can vary. The council is able to respond appropriately at a time of change and contact is vital to protect those most vulnerable.

Initial:	High		Revised:	Significant		Future:	Significant	
Risk Identified Date:	8/5/2013		Date Modified:	16/12/2013		Date Modified:	23/5/2013	

Risk Category:
 - BHCC Strategic Risk
 - Customer / Citizen

- Existing Controls:**
- * Awareness through messages and training;
 - * Safeguarding Board workplan;
 - * Learning from serious case reviews, coroners concerns and case review from national work;
 - * Good multi-agency work: Pilot role and access point from Police;
 - * Audit of Safeguarding investigations and alerts (to check as appropriate);
 - * Maintain the role and numbers of professional social workers through service redesign and voluntary severance to ensure capacity;
 - * Agreed process for escalation with NHS Surrey/Sussex to ensure timelines of clinical investigations;
 - * Multi-agency training in place for better awareness, investigation management;
 - * Highly motivated social workers
 - * Assessment of need using agreed threshold policies and procedures;
 - * Staff provided with learning opportunities and undertake continuous professional development.

Effectiveness of Controls:	Adequate	Issue Type:	Threat
		Risk Treatment:	Treat, Treat

Solutions: From multi-agency work with Police, review pilot to inform service delivery
 Continue to raise awareness through messages and training
 Continue to learn from serious case reviews, coroners inquests and case reviews
 Await and react to how CCG responsibilities are affected by NHS England guidance

ROM Issue:	Wider Modernisation of Social Care	Responsible Officer:	Denise D'Souza
		Risk Code:	SR16




Identified The Care Bill is progressing through Parliament with implications for:

- * safeguarding
- * funding of social care including client contribution (Dilnot report)
- * increased duties in respect of carers

The creation of the Integration Transformation Fund 'ITF' and changes to the legal framework for adult social care affects how the whole system of social care, across the public and private sectors, works together. This in a backdrop of already significant changes to the NHS still being implemented and reduced budgets for, and increased savings required from Local Government

Potential Conseq

- * For ITF there is a short timescale to have an agreed plan in place to reduce A&E attendance and pressure on the acute trust through more integrated community services, which combines with the other significant challenges already being addressed
- * ITF requires the whole system of health, private providers, GPs and public sector social care to work together to deliver the performance targets for ITF
- * The current statutory duties of the council continue but more will be added
- * There will be different elements and responsibilities of partners so that the whole system of social care will need review and work to manage challenges such as capacity, set up time, need to quantify additional work, whilst meeting existing duties

Initial:	High		Revised:	High		Future:	High	
Risk Identified Date:	25/9/2013		Date Modified:	16/12/2013		Date Modified:	7/10/2013	

Risk Category:

- BHCC Strategic Risk
- Partnership Working/ Management

Existing Controls:

- * Meetings with Clinical Commissioning Group (CCG) and providers to develop ITF plan to be submitted by 14 February 2014;
- * Review of Safeguarding Board to ensure that arrangements will be fit for purpose when the legislation comes into effect;
- * Review of the purpose of Health and Wellbeing Board for new expectations and governance of the ITF (Integration Transformation Fund);
- * Some project support available to support the impact of changes on Adult Social Care ;
- * Adult Social Care Modernisation Board set up to pull together many work streams and projects and will prioritise actions;
- * Already a small number of local authority social care staff working on 7 days contracts, and work continues to incorporate into new contracts;
- * Working with partners to inform and influence all parties involved in social care provision so that understanding, capacity and performance meets new requirements;
- * Setting up provider workshops;
- * Council and CCG have jointly recruited a post to manage ITF;
- * Work done on benchmarking data and current allocation of joint funding between Council, CCG and Acute Provider
- * Integrated workforce stream which links to CCG within ITF project, includes current analysis of short term services and evaluation of where it is appropriate to integrate services
- * Clear understanding that under ITF if there is no achievement of targets, 50% of available funds will be lost with potential to block up redirecting of acute health provision therefore attention to sharing of accurate data (complicated by collection of different systems used by various agencies);
- * Investigating different models to manage ITF (options include existing arrangements; or locality leads; or new model of aligned/alliance contract);
- * Joint meetings with officers from key support or related services to help manage ITF preparations, eg Finance & Resources; HR; Disabled Facilities Grant service (funding transfers from the council's Housing Revenue Account to ITF)

Effectiveness of Controls: Adequate **Issue Type:** Threat
Risk Treatment: Treat, Treat



Solutions: Joint work with partners on IT systems and leadership to enable effective staff communications
When legislation comes into effect make necessary changes to procedures and arrangements , e.g review Safeguarding Board
Continual work to recognise Acute Trust budget spend and impact on planning ITF services
In new employment contracts continue to introduce 7 day working arrangements
HR workstream to be set up across a range of organisations involved in delivery of public sector care services
Further develop data sharing protocols and manage IT equipment/systems differences and assure access to the Public Services Network
Work to map needs across all sectors to the needs to clients and develop benchmarking tools to enable consideration of eligibility criteria to enable service resources to be directed to clients with greater need (eg may involve refocus on medical eligibility for Sheltered Housing) whilst always ensuring safeguarding
Establish City wide emergency/crisis provision pathways, including links to housing
Work with market to increase capacity and compile a prospectus of services
Early work at council on staff integration policy and transfer arrangements
As work under ITF and new legislation comes into effect, invest in organisational development work to foster staff behaviours and culture for effective service delivery