

Risk #	Entity	Risk	Risk Owner	Triggers	Consequences	Control Title	Control Description	Residual Risk Level	Review Comment	Review Date
1	Adults	Availability of appropriate resource and beds in crisis	Service Director: Commissioning	Unable to provide appropriate accommodation or the right level of care and support be identified in a crisis for the most challenging individuals, this includes a lack of Learning Disability hospital beds.	This leads to individuals being placed in settings that are not able to fully meet their needs, and the Council not being able to fulfil statutory responsibilities.		the Learning Disability Partnership (LDP) approach is one of wrapping around the person as a multi-disciplinary team to prevent and manage any crisis in the community as far as we possibly can without the need for crisis provision or hospital admission. Where risks look to be escalating beyond the ability to manage in the team locally we work collaboratively and intensively with system partners to find solutions to meet needs.	16	Risk reviewed and updated	01/12/2022
2	Adults	Increasing number of people on waiting lists across a number of functions such as reviews, assessments, pending lists etc.	Service Director: Adults Services	Waiting list data on all areas of operation is now being reported monthly to Association of Directors of Adults Social Care (ADASS) and then to Department of Health and Social Care (DHSC). A number of back logs have been identified and these will be noted by Care Quality Commission (CQC) in undertaking assurance. Good progress has been made on reviews due to the use of the external agency		Action plan	Development of a performance improvement plan to address the key waiting lists to include: DoLs in CCC, threshold assessments for people in care homes in CCC, adults and autism, Occupational Therapy waiting list in CCC, Learning Disability Health waiting lists linked to section 75 agreements, care and support plan delays, this includes increases or changes to care packages, financial assessment and financial data entry delays.	16	Risk reviewed and updated	01/12/2022
3	Adults	High profile cases arising from safeguarding adults at risk of abuse or neglect	Service Director: Adults Services	We are continuously at risk of negative impact on public confidence and adverse publicity because of our response, or perceived response, to adults with care and support needs who are at risk of abuse or neglect.		Governance	a) Multi-agency Adults Safeguarding Board and Executive Board provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity specific safeguarding situation between partners. b) Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission c) Coordinated work between multi-agency partners. In particular Police, County Council and other agencies to identify safeguarding issues with the oversight of the Safeguarding Boards d) Adults regular meeting to monitor progress and risks with CQC as regulator	12	Risk reviewed and updated	01/12/2022
						Quality Assurance and practice	a) Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions monitor safeguarding procedures and practice. b) Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Safeguarding Adult Reviews			
						Demand management	a) Managing demand and ensuring adults receive right intervention at the right time			
4	Adults	Delays in financial assessments, poor communication and attempts to collect long standing debt	Service Director: Adults Services	In adults many of our complaints are rooted in financial issues which causes an increased workload for our customer service team and generation of press interest needs that needs responding to.	Customers are distressed, more likely to complain, contact the press, elected members or ombudsman and our reputation is compromised and public confidence impacted.	Improvements underway	Improvements to communication with customers and wait times for financial assessment is being led by the Assistant Director	12	Risk reviewed and updated	01/12/2022
5	People Services	Failure to respond to changing legislation, e.g. care act reform, Liberty Protection Safeguards (LPS)	Service Director: Adults Services	Insufficient Programme/project management control and planning. Lack of resources specifically Business Intelligence /Finance/Systems/Quality, Practice and Standards Team. We have a reduced ability to improve practice standards	We are less likely to perform well in the upcoming CQC assessment process. outcomes for our customers are not as good as they could be	Adults Social Care (ASC) Reforms	a) Reform risk/assumption and constraint work progressing. b) ASC Reform Board in place.	12	Risk reviewed and updated	01/12/2022
6	People Services	Provider sustainability linked to financial pressures has potential for provider failure with insufficient availability and capacity of services	Service Director: Commissioning	a) An increase in financial pressures for providers (i.e. Significant inflation (CPI, NLW) and costs of fuel/energy, PPE, Workforce and managing preventative controls) b) Providers unable to continue to operate, due to the increased costs: - Reduction in the number of providers able to provide care; Care costs increase as demand exceeds providers available; Financial warnings from providers c) There is a risk that ASC Reform changes, inflationary rises and the Fair Cost of Care Review, alongside the rates the Local Authority are able to afford will result in providers withdrawing from the market	1. Length of time services users wait for appropriate services 2. Care home providers reduce the numbers of nursing beds (due to difficulty recruiting qualified nurses) 3. Increase in demand for interim beds for domiciliary care 4. Reablement capacity cannot be deployed for preventative place based work due to need to cover gaps or bridging for home care 5. Shortage of operators at reasonable	Working with providers to develop actions plans	a) Continued work with Voluntary & Community Sector (VCS) for preventative actions b) Market shaping activity - including maintaining good relationships with providers, so support can be provided where needed	20	Risk reviewed and updated	01/12/2022
						Funding	Although additional national covid monies were made available to mitigate, it is not enough to cover the costs and short-term measure that ended on 31/3/22. a) Take flexible approach to managing costs of care b) Risk-based approach to in-contract financial monitoring c) Coordinate procurement with the ICS to better control costs and ensure sufficient capacity in market			

				<p>d) Average number of ASC attributable bed-day delays per month is above national average (aged 18+) as identified by P&C performance dashboard</p> <p>e) Delayed transfers of care from hospital attributable to adult social care as identified by People Services performance dashboard</p> <p>f) Home care pending list</p> <p>g) Gap in alternative to care services</p> <p>h) Provider organisations report not having capacity to deliver services when we need them</p>	<p>rates</p> <p>6. Inflationary pressures leading to increased costs for providers and therefore becoming unaffordable to either operate or commission</p>	Developing appropriate monitoring and plans	<p>a) Data regularly updated and monitored to inform service priorities and planning</p> <p>b) Working with Providers to develop action plans</p> <p>c) Maintain an effective range of preventative services across all age groups and service user groups including adults and older people</p> <p>d) Directorate Performance Board monitors performance of service provision</p> <p>e) Capacity Overview Dashboard in place to capture market position</p> <p>f) Residential and Nursing Care Project has been established as part of the wider Older People's Accommodation work</p> <p>g) Programme to increase the number of affordable care homes beds at scale and pace.</p> <p>h) Development of a Home Care Action Plan</p> <p>i) Regular engage with commissioners and providers to put action plans in place to resolve workforce issues</p> <p>j) Robust monitoring procedures</p> <p>k) Active involvement by commissioners in articulating strategic needs to the market</p>			
7	People Services	Capacity across the whole system to adequately support covid activities and continue to deliver services	Executive Director: People Services	Recognition that Covid and other seasonal illnesses are having an impact (i.e. staff absence due to illness)		<p>Prioritising services</p> <p>Business Continuity Plans are up to date</p>	<p>a) Services are prioritised as best as possible to meet demand and continue to respond to Covid</p> <p>a) Business Continuity plans are reviewed regularly to ensure services continue during periods of disruptions</p> <p>b) Redeployment process in place, should there be a need to support services to continue key services</p> <p>c) Implementation of ISOS recommendation on re-modelling services 5-18 years old</p>	12	Risk reviewed and updated	01/12/2022
8	People Services	Continued increase to the cost of living	Executive Director: People Services	<p>Adults: Customers facing hard choices of heat/food/care and deteriorate as a result</p> <p>Workforce unsettled and raising concerns about cost of travel, heating homes etc</p>	Increase in demand of services	Additional support	<p>a) Cost of living information page has been created for staff and the public</p> <p>b) Apps for locating fuel & fuel prices shared between internal workforce</p> <p>c) Agreed critical frontline staff an increased mileage rate due to the cost of fuel increases</p> <p>d) Regular item on Director Management Team meetings</p>	12	New risk added	01/12/2022
9	People Services	Failure to work within regulation and/or regulatory frameworks	Executive Director: People Services	<p>1. Poor inspection and/or ombudsman results</p> <p>2. Higher number of successful legal challenges to our actions/decisions</p> <p>3. Low assurance from internal audit</p>	<p>1. Financial impact</p> <p>2. Increase attention from regulators</p> <p>3. Failure to meet needs of service users</p> <p>4. Reputational damage to the Council</p>	<p>Governance</p> <p>Preparation</p> <p>Staff Awareness</p>	<p>a) LGSS legal team robust and up to date with appropriate legislation.</p> <p>b) Service managers share information on changes in legislation by the Monitoring Officer, Government departments and professional bodies through Performance Boards</p> <p>c) Code of Corporate Governance</p> <p>a) Inspection information and advice handbook available which is continually updated</p> <p>b) Community impact assessments required for key decisions</p> <p>c) Programme Boards for legislative change (e.g. Care Act Programme Board)</p> <p>d) Involvement in regional and national networks in children's and adults services to ensure consistent practice where appropriate</p> <p>e) People Services have made arrangements for preparing within Inspections</p> <p>f) Review the results of the Adults Service User survey</p> <p>g) Adults are aligned for Care Quality Commission (CQC) inspections in Learning Disability Partnership (LDP)</p> <p>a) Training for frontline staff on new legislation</p>	12	Risk updated and reviewed	01/12/2022
10	People Services	Financial Pressures in People Services	Executive Director: People Services	<p>There is a continued risk across the whole of People Services to manage budgets and deliver savings, as a result of:</p> <p>a) growing demand on services, and latent demand from covid being hard to forecast</p> <p>b) significant inflationary and workforce pressures on the provider market, impacting on the cost of care</p> <p>c) lack of availability of capacity, resulting in higher costs to place care</p> <p>d) key partners are also under significant strain, which may impact on People Services if demand management is not managed or increases</p> <p>e) Implementation of the Integrated Care System</p> <p>f) ASC Reforms - concern the additional government funding will not address the full cost pressure to LA. ASC reform programme of work been established to oversee these changes and assess impact.</p> <p>g) Fair cost of care review undertaken with the market - to inform market sustainability plan which was submitted to DHSC October 2022.</p>	<p>The consequence is poorer outcomes for children, medium term increased pressures on specialist services, financial and regulatory.</p> <p>Poorer outcomes for adults</p> <p>For our Key Partners the consequences are increased pressures and demand on CCC services. Will have a negative impact on People Services Budgets</p>	<p>Managing demand</p> <p>Additional funding</p> <p>Recruitment & retention</p> <p>Opportunities</p>	<p>a) Transformation projects will contribute to making investment to save, this will include programmes such as the Adults Positive Challenge Programme / Demand Management (Front Door / Health and Social Care Integration)</p> <p>b) Early Help services are operating more effectively to meet demand</p> <p>a) Continue to raise with Central Government regarding additional funding required in Adults Services</p> <p>b) Work is ongoing on resolving issues with ICP over jointly funded packages of support (Continuing health care (CHC), section 41 and section 117). Further action will be taken if back payments cannot be secured</p> <p>a) Recruitment Campaign will look at retention of staff and attracting social workers</p> <p>b) Recruit alternatively qualified staff to support social workers, improved retention package</p> <p>a) Opportunities to mitigate non-delivery of savings and identified pressures are being explored on an ongoing basis.</p> <p>b) Adults Social Care (ASC) Reform Programme established to ensure oversight of reforms and financial implications</p>	16	Risk reviewed and updated	01/12/2022

11	People Services	Implementation and embedding of Integrated Care System (ICS)	Executive Director: People Services	The reorganisation of the health system in ICS, may impact on the way our services work with NHS services and current integrated arrangements. The potential value of the ICS Unit fully realised.	a) Impact of this implementation changes the way local authority services work currently b) Impact on capacity and workload for senior managers	Working relationships	a) Close working relationships have been established and appropriate representation on key strategic meetings b) Local Authority considerations have been discussed with Members c) ICS implemented from 1st July 2022 - LA engaging with key ICS implementation and strategic meetings.	15	Risk reviewed and updated	01/12/2022
12	People Services	Ineffective recruitment, retention and succession planning	Executive Director: People Services	a) Increases in demand b) Potential service impacts & ability to deliver statutory functions c) Lack of experienced staff d) Budget constraints e) Lack of leadership f) Increased costs due to use of agency workers g) Reduction in quality of service h) Insufficient strategic management control and planning in some areas i) Staff turnover (capacity) j) Loss of skilled/experienced staff k) Missed opportunity to develop and retain talent "in house" l) Recruitment Costs	Insufficient workforce to adequately meet quality and demand	Succession planning	a) ASYE Scheme in place for newly qualified social workers b) Apprenticeship Schemes in place c) Career Pathways & Succession planning workshop with Local Government Association (LGA) d) Introduction of Cambridgeshire Professional Development (CPD) days from September 2022	12	Risk reviewed and updated	01/12/2022
						Recruitment & retention	a) Recruitment tracker completed monthly b) Retention scheme in place for hard to recruit teams c) Exit interviews conducted d) Keeping up to date on national/ local trends & through Association of Directors of Adults Social Services (ADASS) network for hard to recruit professions e) Agency Review team in place f) Review of pay for lowest pay support workers g) Attendance at Recruitment & Retention Board to regularly review h) Welcome induction sessions with the Service Director for all new starters i) Horizon scanning and review of other LA offers as part of recruitment campaigns j) Discussing options with HR re focus on flexible working and dedicated CPD days			
13	People Services	Insufficient capacity to manage organisational change	Executive Director: People Services	1. Staffing restructures as a result of plans to prepare separate shared services result in loss of staff or diversion of attention from service users 2. Aging workforce and succession planning is challenging 3. New political administration 4. Change in senior leadership and direction of travel	1. Low morale and demotivated staff delivering poorer outcomes. 2. Poorer services 3. Savings targets not delivered. 4. Transformative change not delivered 5. Inefficient services	Leadership & additional resource	a) Resource focussed appropriately where needed to deliver savings. b) Transformation team in place and supporting the changes across the organisation	16	Risk reviewed and updated	01/12/2022
						Governance	a) Programme and project boards provide governance arrangements and escalation processes for any issues b) Management Team to continuously review business plans and check that capacity is aligned correctly			
						Communications	a) Increased communications to staff of ongoing changes and how they can help influence			