

Business Impact Analysis (BIA) & Risk – Covid-19 Pandemic

Adult Social Care

Introduction

This Business Impact Assessment (BIA) fits into a corporate structure of assessment and will feed into service, divisional & departmental summaries. The BIA is used to assess key team activities and help identify critical business areas within the council, where swift recovery and continuation of the service is essential.

Because the council provides a diverse range of services, it is important that we prioritise each area and measure the risks that an unexpected service failure would have on the community and staff. All Directorate Management Team are required to assess their services activities and functions and consider how each team would be affected by a disruption.

Please note that the priority rating given does not exclude your service's importance during the time of disruption. The rating provides response teams with information as to where to focus emergency efforts.

	Name and Job Title	Signature	Date
Plan Author	Maria Burton, Assistant Director Adult Social Care		
Plan Owner	Richard Outram, Deputy Director Adult Social Care		
Date of BIA:	July 2020		
Date of BIA Review	January 2021		
File path/location	Teams		

Details of Staff Involved in BIA Process

Name	Role	Tel No.
Fiona Connolly	Executive Director, Integrated Health and Care	020 7926 1702
Richard Outram	Deputy Director, Adult Social Care	020 7926 7750
Maria F Burton	Assistant Director (Transformation) Adult Social Care	020 7926 7540
Oral Neufville	Project Manager	020 7926 4660

BIA Version Control

Date	Revision/Amendment Details & Reason	Author
22 July 2020	Draft for Consultation	Maria F Burton

Are any changes expected in the service that might impact on the BIA data? NO	If Yes, please give further details
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What does your directorate do? (aim and objectives/mission statement)

The Integrated Health and Care directorate works to support people to manage and improve their health and wellbeing. The council and CCG work in partnership with providers of health and social care for adults to ensure that people in Lambeth are able to live healthy independent lives, getting the support when they need it most, while promoting personal and community resilience.

Section 1: Department Services: Adult Social Care

This section lists all the service areas within your department that are involved in achieving the overall aim of the directorate and describes the impact of not delivering the services.

Ref	Service Details	Head of Service / Operational Manager	Specific Impact of Disruption						Time Critical Periods		Priority	Justification
			Security & Safety	Legal / Regulatory	Corporate Priorities	Customer / Client / Stakeholder Impact	Financial Loss	Reputation	Maximum Tolerable Period of Disruption (MTPD) <i>(point at which the loss of activity becomes unacceptable against the impact and will result in significant harm to the service)</i>	Recovery Time Objective (RTO) <i>(point at which you wish to recover your activity after business interruption – always less than the MTPD)</i>		
ASC1	Initial Contact Service – including Adult MASH, triage calls for urgent referrals including safeguarding assessments and emergency referrals.	Prossy Nakirayi Team Manager 07932 836101	Yes	Yes	Yes	Yes	Yes	Yes	1 day	4 hours	Priority 1	Failure to respond to incoming calls may result in missing emergency referrals that may result in serious injury or death.
ASC2	Integrated Brokerage Service - provides care packages for vulnerable service users being discharged from hospital	Angela Francis Team Manager 07984 524259	Yes	Yes	Yes	Yes	Yes	Yes	1 day	4 hrs	Priority 1	Disruption to service, giving rise to negative local press, causing distress to clients and potential delayed discharges with fines incurred.
ASC3	Transformation, Safeguarding Adults and Business Development Service	Maria Burton Assistant Director 0207 926 7540	No	Yes	Yes	Yes	No	Yes	2 weeks	1 week	Priority 4	Minor annoyance and does not disrupt the service
ACS4	Adults with Learning Disabilities Service including Assistive Technology Service and Sensory Team	Mathew Ijaopo, Acting Head of Service 0207 926 6645	Yes	Yes	Yes	Yes	No	Yes	2 weeks	1 week	Priority 4	Minor annoyance and does not disrupt the service
ACS5	Central Hill Day Centre	Andy Lorentson Team Manager 07809202718	Yes	Yes	Yes	Yes	Yes	Yes	1 week	72 hrs.	Priority 2	Disruption to service impacting on vulnerable people's lives
ACS6	Lambeth Walk Day Centre	Jet Hull Head of Day Service 07939112126	Yes	Yes	Yes	Yes	Yes	Yes	1 week	72 hrs.	Priority 2	Disruption to service, impacting on vulnerable people's lives

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			Security & Safety	Legal / Regulatory	Corporate Priorities	Customer / Client / Stakeholder Impact	Financial Loss	Reputation	Maximum Tolerable Period of Disruption (MTPD) <i>(point at which the loss of activity becomes unacceptable against the impact and will result in significant harm to the service)</i>	Recovery Time Objective (RTO) <i>(point at which you wish to recover your activity after business interruption – always less than the MTPD)</i>		
ASC7	OP/PD North Team	Acting Team Manager 07930181135	Yes	Yes	Yes	Yes	No	Yes	2 weeks	1 week	Priority 4	Minor annoyance and does not disrupt the service
ASC8	OP/PD South Team	Cynthia Bazuaye Team Manager 07925146850	Yes	Yes	Yes	Yes	No	Yes	2 weeks	1 week	Priority 4	Minor annoyance and does not disrupt the service
ASC9	Placement Support Team	Nahem Musah Team Manager 0750 760 2676	Yes	Yes	Yes	Yes	No	Yes	2 weeks	1 week	Priority 4	Minor annoyance and does not disrupt the service
ASC10	Substances Misuse/Aftercare Services	Hugh Curtis Practitioner Manager 07946 409790	Yes	Yes	Yes	Yes	No	Yes	2 weeks	1 weeks	Priority 4	Minor annoyance and does not disrupt the service
ASC11	Every Pound Counts	Julia Harris Team Manager 0207 926 4806	No	No	Yes	Yes	No	Yes	2 weeks	1 weeks	Priority 3	Disruption to service, giving rise to negative local press and causing distress to clients.
ASC12	Mental Health Services including AMHP Service	Cameron Russell Head of Service 07860179546	Yes	Yes	Yes	Yes	No	Yes	24 hrs.	4 hrs.	Priority 4	Disruption to service, leading to failure to meet statutory duties, giving rise to negative local press and causing distress to clients
ACS13	Integrated Care Lambeth	Hannah Franks Head of Service 020 7926 1727	Yes	Yes	Yes	Yes	No	Yes	1 day	4 hours	Priority 1	Disruption to service leading to unnecessary admissions or delayed or poor hospital discharges impacting on provision of hospital care
ASC14	Hospital Teams	Oyelola Makanjuola Acting Team Manager 020 7926 6274	Yes	Yes	Yes	Yes	Yes	Yes	1 day	4 hours	Priority 1	Disruption to services leading to delayed or poor hospital discharges impacting on provision of hospital care

Section 2: Stakeholder & Dependencies

This section lists services you depend upon to deliver your service functions (dependencies) and also services who relies on your service being delivered successfully (dependents). This enable contingency arrangements to be up as appropriate e.g. check the contingency arrangements of your key suppliers/providers to ensure they can continue to meet your service needs in the event of an incident affecting them.

Service Details	Internal Dependencies <i>(which internal services do you require for the delivery of your service)</i>	External Dependencies <i>(which external/3rd party organisations do you require to deliver your service)</i>	Dependent Internal Services <i>(who depends on your service internally)</i>	Dependent External Services <i>(who depends on your service externally)</i>	Interested Party <i>(who needs to be informed?)</i>	Comments
ASC1 - Initial Contact Service	Integrated Brokerage Service Telephony including Team Q Mosaic	Capita Medequip	Adult Social Care teams	Lambeth residents	Capita	
ASC2 - Integrated Brokerage Service	Finance	Care agencies and care homes	Adult Social Care teams	Vulnerable residents, their families/carers and providers	Care agencies Adult Social care teams	
ASC3 - Transformation, Safeguarding Adults (inc DoLS) and Business Development Service	Best Interest Assessors Finance	Best Interest Assessors	Adult Social Care teams	Vulnerable residents	Legal/Courts	
ASC4 - Adults with Learning Disabilities Service	Brokerage Without Walls Lambeth Walk Day Centre Assistive Technology Service	Care homes/community support agencies and services Southwark Council SMART Service	N/A	Lambeth adults with learning disabilities and their families/carers	Capita Commissioning leads	
ASC5 - Central Hill Day Centre	Brokerage	N/A	Adult Social Care teams	Lambeth older residents with dementia and their families/carers	Family and carers	
ASC6 - Lambeth Walk Day Centre	Brokerage	N/A	Adult Social Care teams	Lambeth disabled residents	Family and carers	
ASC7 – OP/PD North Team	Brokerage Central Hill Day Centre Assistive Technology Service	Care homes/agencies Southwark Council SMART Service	N/A	Vulnerable residents	Capita Commissioning leads	
ASC8 – OP/PD South Team	Brokerage Central Hill Day Centre Assistive Technology Service	Care homes/agencies Southwark Council SMART Service	N/A	Vulnerable residents	Capita Commissioning leads	
ASC9 - Placement Support Team	Brokerage	Care homes	Adult Social Care teams	Vulnerable residents	Care homes Commissioning leads	
ASC10 - Substances Misuse/Aftercare Services	Brokerage	Rehabilitation providers	Adult Social Care teams	Lambeth residents	Service users/SLAM	
ASC11 - Every Pound Counts	Adult Social Care Teams	Department of Works and Pensions	Adult Social Care teams	Lambeth residents	Adult Social Care teams	
ASC12 - Mental Health Services - AMHP Service	N/A	Hospitals/Care homes/Police/Ambulance	Adult Social Care teams	Vulnerable residents/SLAM/Hospitals	Adult Social Care Team/Health partners	All Part of wider mental health service

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ASC12 - Mental Health Older Adults	Brokerage Assistive Technology Service	Care homes/agencies	Adult Social Care teams	Vulnerable residents	Adult Social Care teams	All Part of wider mental health service
ASC12 - Living Well Centres	N/A	Care homes/agencies	Adult Social teams	Vulnerable residents/Hospital discharge teams/SLAM	SLAM	All Part of wider mental health service
ASC12 - ART Team	N/A	Care homes/agencies	Mental Health Teams	Vulnerable residents	Mental Health teams	All Part of wider mental health service
ASC12 - Forensic Team	Brokerage	Care homes/agencies	Mental Health Partner	Vulnerable residents	Health partners/SLAM	All Part of wider mental health service
ASC13 - Integrated Care Lambeth	Assistive Technology Service	Care homes/agencies GSTT – community services and acute Kings College Hospital Southwark Council SMART Service	All Adult Social Care teams supporting vulnerable adults Hospital Teams	GSTT Community Services	GSTT Community Services Lambeth CCG	Integrated health and social care service
ASC14 - Hospital Teams	Brokerage Assistive Technology Service	GSTT Kings College Hospital Care homes/agencies Southwark Council SMART Service	All Adult Social Care teams supporting vulnerable adults	GSTT Kings College Hospital	Lambeth CCG	

Section 3: Resource Requirements

This section lists the resources required to restore your service against what you normally use. Then, when you are planning you can ensure that you have available or can quickly obtain the resources that are needed to restore your services. It is useful to liaise this section with IT, internal external providers/suppliers to help specify your service requirement at levels you would expect in a recovery situation.

Service Details	Resource type																								
	Staffing				Contingency arrangements to manage the loss of resource	Work Location				Contingency arrangements to manage the loss of resource	Office Space <i>(customer reception points, meeting room)</i>				Contingency arrangements to manage the loss of resource	Office Equipment <i>(printer, copier, scanner, safe, desk)</i>				Contingency arrangements to manage the loss of resource	Utilities <i>(gas, water telephony, electricity)</i>				Contingency arrangements
	4 hrs	1 day	3 days	1 wk+		4 hrs	1 day	3 days	1 wk+		4 hrs	1 day	3 days	1 wk+		4 hrs	1 day	3 days	1 wk+		4 hrs	1 day	3 days	1 wk+	
ASC1 - Initial Contact Service	5	5	5	5	The team will operate the POD. No visits will be undertaken. All assessments will be done over the phone with emergency support put in place where required	Civic or WFH	Civic or WFH	Civic or WFH	Civic or WFH	Most staff can work from home, small no. need an office base	5 desk	5 desk	5 desk	5 desk	Staff will need laptops and desk space	Lap-top	Lap-top	Lap-top	Lap-top	Staff will require laptops sent to them if an event happens outside office hours	Mobile Phone	Mobile Phone	Mobile Phone	Mobile Phone	Calls diverted to mobile phones or use the Skype app on the mobile phone
ASC2 - Integrated Brokerage Service	5	5	5	5	Staff will focus on emergency care packages	WFH	WFH	WFH	WFH	Staff will work from home	0	0	0	0	Staff will need laptops and desk space	Lap-top	Lap-top	Lap-top	Lap-top	Staff will require laptops sent to them if an event happens outside office hours	Mobile Phone	Mobile Phone	Mobile Phone	Mobile Phone	Calls diverted to mobile phones or use the Skype app on the mobile phone
ASC12 - AMHP	1	2	4	6	Liaise with other boroughs to undertake the assessment	Lambeth hospital/ WFH	Lambeth hospital/ WFH	Lambeth hospital/ WFH	Lambeth hospital/ WFH	WFH and travel to assessments	2 desk	2 desk	2 desk	2 desk	Staff WFH and travel to the hospital to undertake the assessment					Laptop and Mobile phone					Mobile number provided to hospital and SLAM to contact the staff directly
ASC13 - Integrated Care Lambeth	5	5	5	5	Prioritise urgent/emergency activity only	Akerman or Whittington	Akerman or Whittington	Akerman or Whittington	Akerman or Whittington	WFH. Small no needed in the office. Some staff may need to travel in to carry out urgent assessments.	5 desks	5 desks	5 desks	5 desks	Staff will need laptops and disk space if working in an office.	Lap-top	Lap-top	Lap-top	Lap-top	Staff will require laptops sent to them if an event happens outside office hours	Mobile Phone	Mobile Phone	Mobile Phone	Mobile Phone	Calls diverted to mobile phones or use the Skype app on the mobile phone. Numbers to be shared with Health colleagues.
ASC14 - Hospital Teams (GSTT and KCH)	6	6	6	6	Prioritise hospital discharge activity	Hosp	Hosp	Hosp	Hosp	WFH. Small no needed in the office. Some staff may need to travel to carry out assessments in the hospitals.	6 desks	6 desks	6 desks	6 desks	Staff will need laptops and disk space if working in an office.	Lap-top	Lap-top	Lap-top	Lap-top	Staff will require laptops sent to them if an event happens outside office hours	Mobile Phone	Mobile Phone	Mobile Phone	Mobile Phone	Calls diverted to mobile phones or use the Skype app on the mobile phone. Numbers to be shared with Health colleagues.

Section 4: Application Requirements

In this section X marks the ICT applications service areas within your directorate normally use. Also indicated are the impact on your service should the application become unavailable and the description of the contingency arrangements in place to continue the directorate's functions.

Application	Required	Impact upon functions if this application is unavailable.			What kind of contingency arrangement is in place to manage the loss of the application?
		Low	Medium	High	
Mosaic	x			x	Social care teams will move to paper based assessment in the event Mosaic fails. Brokerage staff would use paper-based care and support plans to commission new packages
EPJS	x			x	Liaise with SLAM for background information on the client to undertake the assessment
Local Care Records via Mosaic	x		x		Liaise with hospital or primary care staff for relevant information

Section 5: Single Points of Failure & Risk Score

This section asks you to identify any Single Point of Failure & Risk Score for the service areas in your directorate so that adequate contingency/mitigation measures can be put in place. Please indicate any factors that, if they were not available would mean that critical services could not operate.

Service Details	Name of Function (SPOF)	Responsible Person	Resource (e.g. specially trained staff, a supplier, a piece of equipment etc. that the function could not operate without)	Risk Score	Mitigation	Suggestions for improving resilience
	<i>e.g. Telephone contact centre</i>	<i>Joe Bloggs</i>	<i>Switchboard System</i>		<i>Recovery site options identified</i>	<i>Enter into formal agreement with recovery site operator</i>
Brokerage team	Brokerage Service	David Jennings	Mosaic	5	The team can work in other locations but there is no alternative to Mosaic	Enter formal arrangements with service providers to start care packages without support plan being sent. The system is refreshed every night and a copy made available to teams as required
AMPH	Mental Act Assessments	Richard Sparkes	EPJS	5	Staff work from home and work closer with EDT to provide out of hours response	Work closer with SLAM EDT team to undertake assessments
Initial Contact	ASC referral screening service	Hannah Franks	Mosaic/Telephony service	4	Calls would be dealt with by Capita until staff are able to WFH or move to Gracefield Gardens	Arrangements are in place for Capita to screen calls and send information via email for the team to action.

Lambeth Risk Scoring Matrix

LIKELIHOOD (PROBABILITY)	5	Almost certain: > 80%	Low (5)	Medium (10)	High (15)	High (20)	High (25)
	4	Likely: 51% – 80%	Low (4)	Medium (8)	Medium (12)	High (16)	High (20)
	3	Possible: 21% – 50%	Low (3)	Low (6)	Medium (9)	Medium (12)	High (15)
	2	Unlikely: 6 – 20%	Low (2)	Low (4)	Low (6)	Medium (8)	Medium (10)
	1	Rare: < 6%	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)
SCORING SCALES (Each score for Likelihood and Impact is multiplied to attain overall score)			1: Insignificant	2: Minor	3: Moderate	4: Major	5: Catastrophic
IMPACT (CONSEQUENCES)							

DEFINITION - *“Risk is the probability of an event occurring and its consequences.”*

A brief explanation of the key words used in this definition is given below:

- **Probability** – the likelihood of an event occurring
- **Event** – the occurrence of a particular set of circumstances
- **Consequences** – outcomes arising from the event. There may be more than one consequence from the same event and consequences can be both positive and negative.

Please send a completed signed copy to the Business Continuity & Resilience Officer

Email: businesscontinuity@lambeth.gov.uk