

Initial Risk Assessment

The recommendation to close Neville House in advance of the replacement Extra Care Housing scheme being operational carries a number of risks, which are summarised below alongside proposed mitigations:

Risk	Potential Impact	Mitigation
Removal of services for current residents	<p>Inability of local care market to meet people's care and support needs.</p> <p>Negative impact on people and their families.</p>	<p>Procedure for the Planned Closure of a County Council Residential Home (Adults) will be followed, with a clear and detailed Project Plan and Communication Strategy in place.</p> <p>Sensitive consultation with people and their families prior to closure to identify alternative care options, working closely with Locality Care and Support Teams.</p> <p>Assessment of residential care provision in the locality indicates that there is capacity to meet the needs of the remaining residents, including at the Council's own Ashfield EPH in Skipton.</p> <p>Close joined-up working across Adult Social Care teams to assess people and ensure suitable alternative placements are identified, promoting choice and taking account of friendships alongside personal and social needs.</p> <p>Additional support, counselling and/or advocacy will be made available to people demonstrating signs and symptoms of stress related to the closure.</p>
Insufficient provision to meet future need for residential services in the locality	Un sourced packages of care/placements	<p>Assessment of admissions data for Neville House over the last three years shows low demand.</p> <p>Assessment of residential care provision in the locality indicates that there would be capacity to meet future needs in the short-to-medium term. The new Extra Care scheme will then meet future long-term need post Winter 2025.</p>
Staff morale and wellbeing	<p>Deterioration of staff morale and wellbeing</p> <p>Staff leaving the service prior to service ending resulting in an unsafe service</p>	<p>Clear communications and sensitive consultation with remaining Neville House staff team, supported by HR.</p> <p>Involvement of staff as much as possible.</p> <p>Additional support, counselling and/or advocacy will be made available to staff.</p>

	Potential for redundancies	Existing vacancies at Ashfield Skipton, Jubilee Lodge and Reablement to be offered to staff.
Empty property may be at risk of vandalism.	Potential to incur costs for security and maintenance.	Site will be handed back to Corporate Property Services who will secure and determine future options for site.
Negative local and media attention arising from the closure, particularly from the local community.	Reputational damage.	<p>A clear Communication Plan, informed by the Communications Team, will be put in place in line with the Procedure for the Planned Closure of a County Council Residential Home (Adults).</p> <p>Legal advice shall be obtained prior to any public announcements, and these shall be informed by the Council's Communications Team.</p>