

## **Appendix A – Initial Risk Assessment**

The recommendation to close Cauwood Day Service in order to re-provide local alternative community-based solutions carries a number of risks, which are summarised below alongside proposed mitigations:

<b>Risk</b>	<b>Impact</b>	<b>Mitigation</b>
Changes to services for current people supported	<p>Potential for negative impact on health and wellbeing</p> <p>Inability of local care market to meet people's care and support needs.</p> <p>Negative impact on people's families.</p>	<p>Close joined-up working with Brokerage, Service Development, Locality Care and Support Teams and ICB/CHC Assessment Teams where appropriate to assess people and ensure suitable alternative placements and support are identified, promoting choice and taking account of friendships alongside personal and social needs.</p> <p>Counselling and/or advocacy will be made available to people demonstrating signs and symptoms of stress related to the closure.</p> <p>A suspension should be placed on admissions to Cauwood Day Service in anticipation of the services being ceased.</p> <p>Procedure for the Planned Closure of a Council Service 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, working closely with Locality Care and Support Teams.</p> <p>Assessment of community-based support provision in the locality indicates sufficient capacity to meet the needs of</p>

		<p>people currently accessing Cauwood Day Service. People would also be offered a Direct Payment as an alternative means of meeting their care and support needs.</p>
<p>Insufficient provision to meet future need for community-based support services in the locality</p>	<p>Un sourced packages of care</p> <p>Carer breakdown</p>	<p>There has been very limited demand for the service over the last five years.</p> <p>Assessment of community-based support provision in the locality indicates sufficient capacity to meet the needs of people currently accessing Cauwood Day Service. People would also be offered a Direct Payment as an alternative means of meeting their care and support needs. New ISF pilots are also being developed, which could provide an alternative more personalised and flexible option for people in the future.</p>
<p>Staff morale and wellbeing</p>	<p>Deterioration of staff morale and wellbeing</p> <p>Staff leaving the service prior to service ending resulting in an unsafe service.</p> <p>Potential for redundancies.</p>	<p>Clear communications and sensitive consultation with remaining staff team, supported by HR.</p> <p>Involvement of staff as much as possible.</p> <p>Counselling and/or advocacy will be made available to staff.</p> <p>Carefully considered planning and communications.</p> <p>Recruitment to vacancies at local provision would be ring-fenced, as well as Scarborough services. Wider Council roles would also be considered for redeployment</p>

		opportunities, where appropriate.
Potential for redundancy costs		Recruitment to vacancies at local provision would be ring-fenced, as well as Scarborough services. Wider Council roles would also be considered for redeployment opportunities, where appropriate.
Empty property may be at risk of vandalism.	Potential to incur costs for security and maintenance.	<p>Site to be handed back to Corporate Property Services who will secure and determine future options for site.</p> <p>Corporate Property Services will be responsible for costs of securing, maintaining and/or demolishing the site thereafter.</p> <p>Wider site already handed back and monitored and managed by Corporate Property Services / Facilities Management since the closure of the Ashfield Malton EPH.</p>
Negative local and media attention arising from the closure, particularly from the local community.	Reputational damage.	<p>A clear Communication Strategy, informed by the Communications Team, will be put in place in line with the Procedure for the Planned Closure of a County Council Service to include engagement with local MP.</p> <p>Legal advice shall be obtained prior to any public announcements, and these shall be informed by the Council's Communications Team.</p>