

Appendix 8: Key Risks and Mitigations

Ref	Description of Key Risk	Risk Rating	Mitigating Actions
1	There is a risk that if the proposals to close Home Lea House and Richmond House are not approved, that Adult Social Care will not be able to realise its targeted financial contribution to the council budget gap, and in turn put the council at risk of not meeting its legal financial requirement to set a balanced budget.	High	<p>Consider in detail through the Executive Board report and associated Appendices the potential impacts of the decision and reasoning for the recommendations to aid decision making.</p> <p>The proposals to close Home Lea House Long Stay Residential Care Home in Rothwell, and Richmond House Short Stay Residential Care Home in Farsley, which would contribute annual savings of £1.531 million to the identified Council budget gap in 2021/22 of £118.8 million, of which £59.1 million is due to the ongoing financial impact of Covid-19. This supports the legal requirement for the Council to set a balanced budget and also the Best Council Plan Financial Strategy aim to be “financially resilient and sustainable”, provide “value for money” and to “target resources to meet our priorities”.</p>
2	There is a risk that if the proposals to close Home Lea House and Richmond House are not approved, that Adult Social Care will have to make the required financial savings elsewhere, which in turn could result in considerable further reduction of funding to other directly provided or commissioned service provision.	Very High	<p>Identify other options for financial savings to aid with decision making.</p> <p>The only remaining alternative would be to reduce the Directorate’s spend on preventative services.</p> <p>This would have a significant impact as we know preventative services contribute to supporting people to live at home longer, in their own communities and with their families and friends.</p> <p>The investment in prevention both enables people to live a good life at home but also reduces demand on the social care service by reducing demand and/or delaying entry to formal care services which saves the council money.</p>
3	There is a risk that if the proposals to close Home Lea House and Richmond House are approved, this will have a detrimental impact on the physical and mental health and wellbeing of residents.	High	Various mitigations to reduce the impact on people’s health and wellbeing are described in the Executive Board report and associated appendices including Consultation Findings Report, EDCI Assessments, Care Guarantee and Assessment & Closure Protocol.

			<p>If a decision is made to close the two care homes, the transfer of residents will be carefully planned and carried out professionally, sensitively and safely, in accordance with the Council's Care Guarantee. Those who use the homes for planned respite will be supported to ensure this provision can be continued in a new location suitable to meet the individual's needs. The programme will continue to work closely with all affected staff and Trade Unions with a view to retaining and redeploying staff into other council services, so their good practice is retained.</p>
4	<p>There is a risk that if the proposals to close Home Lea House and Richmond House are approved, not all affected staff will be found suitable alternative employment.</p>	Medium	<p>Various mitigations to reduce the impact on affected staff are described in the Executive Board report and associated appendices including Consultation Findings Report and EDCI Assessment (Organisational Change).</p> <p>Ongoing engagement is taking place with staff and HR regarding potential opportunities for all staff, if they are affected by any of the proposals. There are staffing vacancies within the Care Delivery Service and more recent recruitments into vacant posts have been on a temporary basis to ensure that no permanent staff are put at risk.</p> <p>The Directorate will also work with all affected staff to identify development and training opportunities which could assist staff to move into new or alternative roles within the Authority.</p> <p>Continued formal consultation will take place under Employment Legislation with Trade Unions and staff and support would be provided for staff throughout the decommissioning process, through the Managing Staff Reductions (MSR) Policy including identifying any opportunities for employment within the Council. It is hoped that this work will significantly minimise the risks to staff in terms of compulsory redundancy.</p>
5	<p>There is a risk that if the proposals to close Home Lea House and Richmond House are approved, this could result in insufficient alternative high quality, available, affordable, local provision.</p>	Low	<p>As detailed in the Executive Board report national data supports the view that people are being supported to live independently and safely in their own homes and communities for longer. The need for residential homes is decreasing within Leeds and where this resource is required to meet people's needs, there is a well-developed independent sector care home market.</p>

			<p>The Council’s Extra Care Supply & Demand Model calculates anticipated future demand for residential, nursing and extra care provision, considering proposed population changes to 2028 at a ward level, and suggests there is sufficient capacity of alternative good quality provision.</p> <p>Appendix 2 Profile of Services details the range of good quality alternative provision within 5 miles of Home Lea House and within 5 miles of Next of Kin Addresses.</p> <p>The Executive Board report also details that Leeds now has a range of services to meet the needs of people who require some type of intervention to either support them to reach their optimum with therapeutic and recovery focused support to return home or to undertake an assessment to support their longer term needs. The CCG Community Care Beds contract is now established and provides a greater recovery residential and nursing offer, and the CCG are satisfied that sufficient community care bed provision is available across the city.</p>
6	<p>There is a risk that if the proposals to close Home Lea House and Richmond House are approved, this will result in reputational damage to the council, given the strength of feeling in opposition to the proposed closures, from residents, service users, family / carers, staff and the local communities.</p>	High	<p>Consideration has been given to the impacts and potential mitigations arising from the consultation on the proposals, and a response provided by Adult Social Care to provide further information and evidence to support the recommendations.</p> <p>In drawing up the initial proposals, conducting the consultation and in making the formal recommendations described in this report, officers have been acutely conscious of the depth of feeling aroused among service users, families, carers, staff, and local communities.</p> <p>These proposals are not made lightly as all are aware of the personal impact on the individuals affected.</p> <p>The proposals to close Home Lea House and Richmond House will not reduce or remove the care of our most vulnerable people now or in the future; the proposals are principally based upon insufficient demand for our residential beds and therefore providing the same service at a reduced overall cost</p>

			which in turn helps the Council support more of its citizens.
7	There is a risk that if the proposals to close Home Lea House and Richmond House are approved, that the buildings could be left empty whilst a decision is taken around any future use of the buildings.	High	<p>Should the decision be taken to close the current provision at Richmond House and Home Lea House, the sites would be transferred into void management with responsibility for safety, security and maintenance being managed by LCC Facilities Management until brought forward for any re-development.</p> <p>Asset Management under the delegations in place to the Director of City Development are already in the process of considering alternative uses for the sites considering Council's priority programmes and requirements in particular from Adults and Health and the Council Housing Growth Programme; and there is a commitment in principle for the sites to be used for the development of supported housing; general needs housing at the Home Lea House site in Rothwell, and supported housing for older people at the Richmond House site in Farsley.</p> <p>This may involve direct delivery by the Council, delivery in partnership with external organisations or disposal to third parties. Early demolition of the buildings at to limit the costs of maintaining security will also be explored. Asset Management will lead discussions about the future use of the sites with elected members and key partners.</p>