

Economy and Place Risk Register

Corporate Risk Register	Risk Description	Date Opened	Inherent Risk Score	Existing Controls in Place	Residual Risk Score	Risk Owner (Title)
Yes	Economic Resilience IF: the Invest Herefordshire Economic Vision is not supported by key stakeholders and does not deliver initiatives which address economic growth prospects and local economic concerns and meet local need THEN: there will be a fall in indigenous and new business investment within Herefordshire engagement with the council which could affect large business retention, business rates income, productivity, employment and wage rates, and wider resilience in the local economy.	Jun 15	16	Implementation of the Economic Development Strategy. Economic Masterplan adopted. Delivery of the Fastershire project. Delivering and promoting the Local Development Framework. Implementing the delivery of the Enterprise Zone. Securing external funding. Full approval for Ross Enterprise Park and in the process of contracting Delivery of Hereford Centre for Cyber Security. Joint Venture agreed and start on site commenced	8	Economic Development Manager
Yes	Development Regeneration Partnership - Engie IF: the length of time that regeneration projects take to bring forward leads to a perception that the programme is not delivering THEN: confidence will be reduced	Oct 18	9	A pipeline of regeneration projects has been identified and discussed with the DRP Board. Work is underway to bring these projects into the programme; however, the feasibility, design and approval process does take time	6	Head of Economic Development

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Yes	NMiTE University IF: there is a lack of accommodation, cultural and other infrastructure services to enable planned growth in student numbers THEN: this would impact upon the successful delivery of the new university and would create reputational risk for the council	Aug 18	12	Sites identified for the University accommodation. The council is working with its Development Partner to enable the development programme to support NMiTE estate needs subject to Cabinet decisions on individual sites. Joint University Development Board (JUDB) has been re-designed to reflect new structures at the University and to ensure it effectively allows the University and council to manage the University's development collaboratively; space has been provisionally allocated in the facility on station approach to support NMiTE's first full cohort in 2020; student accommodation has been identified as a potential use for the Blackfriars end of the football stadium and the Council strategically acquired the College Road campus site in March 2019 - this has been discussed with NMiTE and will be explored as part of the preliminary appraisal of the site. It is proposed to put in place a	9	Growth and Place Programme Manager
	University loan IF: the loan is an unsecured loan, if university is not in position to repay the loan THEN: there is a risk that the council will have to write off the £300k and any associated costs	May 17	9	Legal services have developed a loan agreement is in place between the council and NMiTE. However, the university are not in a position to offer security for the loan. Finance will manage the loan agreement. Position monitored also by JUDB. Nov 17: Revised Business Case submitted by NMiTE to be considered at next JUDP Board. Feb 18: Revised business case agreed and loan re-purposed.	6	Growth and Place Programme Manager

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	Waste management services contract IF: we fail to make best decision in regard to WMSC extension THEN: value for money to the council will not be delivered.	Apr 18	20	Contract governance in place with regular meetings between councils. Plan of work agreed and work underway to understand and assess all options.	15	Head of Environment and Waste Services. A/R by Waste Disposal Team Leader
	Litigation IF: ongoing contract changes and budget savings increase the level of exposure to litigation/dispute THEN: the Council may lose and be liable for costs in excess of £M (effecting budget position) and incurring reputational harm	Jun 13	20	In house and external legal teams in place dealing with adjudications and litigation. Formal mediation has been undertaken. Mediation window remains open. The Council has commenced enforcement action in regard to prior adjudicator's decision. Judgement on matter taken to enforcement in Council's favour. Other matters continue to be progressed through dispute resolution procedures. Amey appeal on High Court Judgement refused. Other matters continue to be progressed through dispute resolution procedures. Oct 17: Expert determination of the matter of job evaluation is underway. Amey have settled costs in regard to the matter of VOP. Jan 17: Adjudication to determine matter of surface dressing (quality of works) is underway. Jun 18: JE adjudication in the Council's favour and SD anticipated by end of June Aug 18: SD adjudication in the Council's favour. Amey dissatisfied, litigation expected. Gully emptying adjudication in progress Pensions expert determination awaited Gully emptying now determined, not in the council's favour, minor costs to the council. Pension determination has found in the Council's favour	4	Acting Director, Economy & Place A./R by Assistant Director for Highways and Transport

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	<p>Bridge Condition</p> <p>IF: a robust asset management approach is not taken, and an appropriate level of investment is not made available THEN: the condition of the County asset stock will deteriorate with potential failure of structures, resulting in network closures thus affecting communities and the economic viability of growth areas.</p>	Nov 16	16	<p>Clear asset strategy in place , regular inspections are programmed and a forward programme of planned maintenance are in place. The annual plan identifies those schemes that have been prioritised for small capital works to be delivered. Any structures at risk are also included in the overall Network Risk Matrix which is reviewed by BBLP and HC as part of an ongoing process.</p> <p>Jan 17: Await Challenge Fund bid criteria from DfT. Work underway to prepare bid submission that may secure additional structures maintenance funding. Additional Capital allocations have been secured though council's capital programme.</p> <p>Mar 17: £1.9m has been secured for 2017/18 from the National Productivity Investment Fund, this funding will be directed towards the maintenance of bridges and should address the immediate risk</p> <p>June 17: Programme of work underway, also work on business case for further investment commenced</p> <p>Oct 17: Programme of works is progressing and the outline business case submitted to the council Capital programme.</p> <p>Jan 18: Bid submitted to Council's 2018/19 Capital Programme for the progression of additional design work necessary to address critical structures from 2019/20 onwards.</p> <p>Feb 18: £500k has been included in the council's Capital Programme to progress bridge design</p> <p>Jun 18: Funding secured and included in 2018/19 annual plan</p>	8	Assistant Director for Highways and Transport

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	Cost increase in providing special transport IF: there is increasing demand for special transport (SEN/LAC/PRU) THEN: there will be significant budget pressures to the transport service.	16/11/2018	20	Statutory requirements to provide school transport. Local policy and process to follow in assessing discretionary cases. Review of assessment process for discretionary transport (transport below the statutory distance limits). Review of existing allocations to retrospectively assess. Agreement with C&F around rigour of assessment and authorisation process. Policy and process review to be progressed. Jan 19: Pressures briefings to be provided to cabinet member, supporting benchmark data available from County Councils Network confirming this pressure is being experienced across most county authorities.	16	Head of Transport and Access Services

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	<p>Road Infrastructure</p> <p>IF: we fail to deliver the necessary infrastructure to deliver core strategy growth THEN: there will be an impact on the delivery of planned homes and jobs.</p>	Jun 19	16	<p>Develop robust programme for delivery of individual projects and commission the appropriate resource to deliver projects through design, planning, statutory process and construction. Undertake scheme delivery in accordance with national standards and guidance. Ensure appropriate consultation with statutory organisations to ensure that delivery is not delayed. Develop robust business case to ensure funding can be secured. Continued review of project progress through MIDB governance to ensure progress to programme and within budget. Appropriate programme of governance / decision reports to ensure progress to programme and appropriate authority to progress. Regular meetings with funding organisations to agree blended funding package opportunities for projects. Close working with DfT and Highways England to ensure appropriate support given the existing A49 status and associated impact on delivery of a bypass and improved city centre.</p> <p>August 2019: Decision taken to pause and review Bypass and SLR on 9th August 2019. General Scrutiny Committee called in the decision for discussion at meeting scheduled for 9th September. Risk will be reviewed following this meeting.</p> <p>September 2019: Recommendations beng considered by cabinet member and report will be published shortly confirming his response to scrutiny recommendations.</p> <p>October 2019: Cabinet Member decision taken 22 October 2019 to review SWTP & HTP. Preliminary works to scope the review are underway. Target to scope review by end of 2019.</p>	12	<p>Acting Director, Economy & Place</p> <p>A/R by Head of Infrastructure Delivery</p>

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	South Wye Transport Package IF: scheme costs increase as a result of changes to programme THEN: they will exceed current approved budget and it will significantly affect ability to drawdown grant funding within funding window.	Jun 19	16	<p>Continue to review cost forecasts and estimates as programme is revised. Report forecasts each month at MIDB to support decision making.</p> <p>August 2019: Decision taken to pause and review Bypass and SLR on 9th August 2019. General Scrutiny Committee called in the decision for discussion at meeting scheduled for 9th September. Risk will be reviewed following this meeting.</p> <p>October 2019: Following the Cabinet Member decision taken 22 October 2019 to review SWTP, discussions ongoing with funding providers.</p>	16	<p>Acting Director, Economy & Place</p> <p>A/R by Head of Infrastructure Delivery</p>
	Hereford Transport Package IF: decision taken to pause or review this transport project THEN: there will be a cost implication and current funding opportunities could be lost.	Jun 19	16	<p>Identify sources of funding for project review. Agree a scope for review and plan to conclude review as quickly as possible to maintain progress and retain confidence of current funders sources and partners.</p> <p>August 2019: Decision taken to pause and review Bypass and SLR on 9th August 2019. General Scrutiny Committee called in the decision for discussion at meeting scheduled for 9th September. Risk will be reviewed following this meeting.</p> <p>September 2019: Recommendations being considered by cabinet member and report will be published shortly confirming his response to scrutiny recommendations.</p> <p>October 2019: Cabinet Member decision taken 22 October 2019 included direction to complete Large Local Majors bid in parallel with review of HTP.</p>	12	<p>Acting Director, Economy & Place</p> <p>A/R by Head of Infrastructure Delivery</p>

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	Hereford City Centre Package IF: There is a significant change in scope of the transport hub and public realm project THEN: Programme will be impacted and costs could increase and exceed available budget.	Jun-19	16	Agree scope of project with new cabinet member and confirm scheme development to date to enable progress with project to public consultation. July 2019: Initial briefing held with cabinet member and next steps agreed. August 2019: Consultation materials and cabinet member report progressing to enable a decision to be taken Sept/Oct 2019.	6	Acting Director, Economy & Place A/R by Head of Infrastructure Delivery

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Yes	Capital Programme IF: we are unable to implement the strategic corporate and CWB capital programmes within budget and timescale THEN: operating costs will increase, assets will deteriorate, service delivery could be impacted and opportunities to realise value and benefits could be missed. Strategic change will not be implemented.	Feb 18	16	Corporate Property Strategy Board and CWB Capital Programme Board. Escalation of high risk items to Directors. July 19: Education capital works to be delivered during the summer holiday break are on programme. New project manager in post. Review of project management processes to commence July 2019 along with an assessment to use framework contracts to provide project management, QS and CDM services.	9	Design and Maintenance Manager

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Yes	Workplace/Accommodation Programme IF: the Programme is not managed to time and budget and does not include BWoW principles THEN: there will be significant risks to service delivery, savings plans and the life cycle of buildings	Mar 16	12	Corporate Property Board. Escalation of high risk items to EP management team and to members for political consideration of priorities. Jun 18: Paper for Cabinet being prepared for July 2018. Cancelled as directive that CWB need to complete service review post OFSTED report - also impacts on BWOW. Aug 18: Undertaking a programme of condition surveys on a cyclical basis will provide detail on scale of backlog maintenance. A programme is being developed for commencement in 2018-19. CWB internal review post-Ofsted needs to be completed before a strategic property review is completed including BWoW. This is likely to be post May 2019. CPB wound up - Outline future estates strategy options to go to Corporate Property Strategy Board in January 2019. March; No Directorate business plans received to underpin estate strategy.	12	Strategic Property Services Manager

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	Backlog maintenance IF: we don't invest sufficiently in backlog and planned maintenance THEN: potential closure of key critical front line facing public services.	Apr 13	12	Escalation of high risk items to management team and to members for political consideration of priorities. Utilise existing condition surveys and analyse reactive call outs to determine prioritisation. Planned update of condition surveys. Nov18: Three year capital programme has been approved by review board and is going through the governance process. The tenders for selecting a provider to carry out condition surveys on corporate properties will be evaluated in Dec18 with the intention to award for a start in Jan19. Jan19: A consultant will be engaged in early Jan 2019 to carry out new condition surveys on 38nos corporate buildings which will form the bases of a future PPM schedule of works. Feb19: Condition surveys are underway. March 2019: Condition surveys are progressing. Once they have been completed they will be evaluated and a programme of prioritised works is to be scheduled. April 2019 Awaiting Conditions Surveys from consultants. May 19: Ofsted inspections and access to get into schools over the Easter break has caused delays to delivery of conditions Surveys from consultants. A revised programme is being reviewed by C&F. June 2019: condition surveys still being undertaken.	9	Design and Maintenance Manager

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	Property Services Redesign IF: Service redesign is not completed and recommendations implemented THEN: the service will not be fit for purpose for the future.	Aug-18	12	Service redesign presented to Cabinet in October 2018. Takes priority over all other work - significant time/input from Head of Service in addition to support from senior managers. Internal project management support being provided. Sep 18: Residual risk score increased from 2 to 9, due to time available/capacity. Dec 18 - some slippage has occurred as the cabinet member paper has been subject to further scrutiny but will be signed off by January 2019. Time/resource to manage the process as the commissioning service is still challenging. May 19: New paper on Forward Plan for decision 28/6/19. Weekly meeting of working group set up. July 2019 Views of Management Board and Cabinet member received - paper now under review/updating.	9	Strategic Property Services Manager

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Yes	Development Regeneration Partnership - Keepmoat IF: there is not an adequate pipeline of suitable residential development projects THEN: we will not be able to deliver the benefits through the contract	Feb 18	12	A pipeline of projects has been identified and discussed with the DRP Board. Work is underway to identify and bring forward suitable sites for inclusion in early phases of the programme, specifically relating to housing development, there are, however, limited opportunities that are immediately available. Draft pipeline of potential development sites being collated Jun 18: A pipeline of projects has been identified and discussed with the DRP Board Business case to cover the life of the partnership being developed in conjunction with each development partner and the council's Finance department. Jan 19: Early phase pipeline is current focus. Release of Merton Meadow for mixed development will provide opportunities for housing development. Mar 19: DRP Housing Strategy and pipeline drafted seeking approval in June 2019.	12	Programme Director Housing and Growth

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	<p>5 year Housing Land Supply/Housing delivery test</p> <p>IF: We do not actively address the current lack of five year land supply and the under delivery of housing (according to the national Housing Delivery Test THEN: it will continue to be difficult to resist applications for planning permission for housing on sites not currently identified in the Local Plan which would undermine the plan led approach, lead to development of sites which are locally considered inappropriate and potentially affect the deliverability of identified strategic sites and associated infrastructure.</p>	Mar 16	12	<p>Housing Land Supply is a material consideration in the determination of planning applications for housing development. Adopted Core Strategy, annual refresh of Housing Land Assessment and monitoring to update the extent of the housing supply and delivery of new housing in accordance with National Policy Framework. Housing Delivery Test Action plan to set out operational set of actions to help increase housing delivery in the County. A Major Sites Delivery Board established to drive a programme of activity to address this issue. Housing Delivery Action plan includes working proactively with developers to bring forward the strategic sites identified in the Core Strategy; Preparation of the Hereford Area Plan, Rural Areas Sites Allocations DPD and Neighbourhood Development Plans will provide opportunities to identify in greater detail sites that could come forward for housing development in the coming years; Review of procedures to ensure housing completions are properly reflected in the housing land assessments to ensure sound evidence base for HLS; Update Briefings for Planning Committee and Members to ensure they are aware of the importance of approving housing proposals in accordance with the development plan; Key target dates identified for the approval of planning permission for strategic sites; Review of opportunities for the Council to directly bring forward housing development to contribute to increasing housing supply; Senior level engagement with Utility providers to ensure coordination and the delivery of services required to facilitate housing development.</p> <p>Interim statement published. Completion of Core Strategy DPD's. Engagement with HE to seek access to funding for</p>	9	<p>Acting Director, Economy & Place. Programme Director, Housing & Growth,</p> <p>A/R by Strategic Planning team Leader</p>