

Ref	Risk Description	Opened	Risk score before controls (LxC)	Existing Controls in Place	Risk score after controls (LxC)	Risk Appetite	Further actions required	Risk Owner
CRR.60	<p>Development of Sufficiency strategy to support best value model</p> <p>IF: the sufficiency strategy is not effective in a timely manner in order to meet outcomes for C&YP THEN: high costs demands in order to meet service need will continue within the budget</p>	Jun-21	25 (5*5)	<ul style="list-style-type: none"> •Panels have been implemented to ensure robust monitoring and approval of all placements. •Data and information systems shared between the service, finance teams, and the placement team have been strengthened. •Revision of the sufficiency strategy. •Employment of Marketing Officer to promote recruitment of in-house Foster Carers 	20 (4*5)	Further mitigation required	<ul style="list-style-type: none"> •Working with Commissioning to support the review of contracts and inform future sufficiency and needs •Reviewing of current contracts to ensure value for money. •Develop and implement a recruitment and retention model to increase fostering, short breaks / respite provision and emergency foster care. •Commissioning to continue market development and considerations to be given to block purchase •Develop options and business case for potential future residential provision •Consideration to be given to increase rate for in-house Foster Carers 	Service Director, Safeguarding and Family Support
CRR.61	<p>Market workforce economy</p> <p>IF: the current limited capacity within the social care workforce continues THEN: will there will be a significant impact on availability of services - this is currently affecting the Domiciliary care sector in particular and qualified nurse and management and other roles amongst care homes.</p>	Mar-17	16 (4*4)	External market workforce project underway. It is working collaboratively with local NHS partners and others to deploy innovative and proactive approaches to attracting people to careers in the Health and Care sectors. Regular provider forums with commissioned services and close monitoring of market capacity and responses.	16 (4*4)	Further mitigation required	Ensuring that the Adult Social Care agenda is high on priority list for other Directorates and wider system partners. Working with economic partners on master planning to shape the future market. The council is using its contractual arrangements to support the care sector in sustaining and developing the workforce by encouraging providers to enhance the terms & conditions and pay rates of care workers. Taking all opportunities to highlight through regional and national networks the need for different approaches to enabling sufficient supply of workers into the care workforce. Investment in alternative complementary provision to formal home care, including informal carers offer, extension of Shared Lives and micro providers, all form part of the directorate transformation strategy.	Corporate Director, Community Wellbeing

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CRR.63	<p>Hereford City Centre Transport Package</p> <p>IF the balance of land payments and costs are higher than the allocated budget THEN this could result in the land budget being exceeded which would further reduce the budget available for the remaining scheme elements. If this further reduction was too significant then it may not be possible to meet the objectives of the business case without further capital funding.</p> <p>This increase would arise from both an increase in value of the claim and also possible costs associated with the matter being referred to the upper land tribunal.</p>	Oct-20	20 (4*5)	Continue to pursue a negotiated settlement in conjunction with specialist agents. Consider mediation as an alternative to settling through upper land tribunal Seek specialist CPO legal support to rebute claim through tribunal.	16 (4*4)	Further mitigation required	Weekly discussions continuing with LSH, PM and BW. Further planning and Counsel advice being sought.	Service Director Environment and Highways
CRR.64	<p>Inability to recruitment and retain social care staff and other key roles within the service</p> <p>IF: Unable to retain and recruit social care staff and other key roles THEN: Retention and recruitment to critical key roles of experienced staff will not be achieved</p>	Jun-21	25 (5*5)	<ul style="list-style-type: none"> •We have a small, dedicated recruitment team in Children's Services to ensure recruitment is consistently done in a timely manner •We have a dedicated senior HR lead supporting the service •We have introduced a Market Forces supplement and a recruitment and retention bonus •A new recruitment microsite has been established •We have an exception for MOU for social work agency post with a review after six months •We are having conversations about fixed term contracts for certain interim staff 	20 (4*5)	Further mitigation required	<ul style="list-style-type: none"> •Further develop the marketing in respect of the recruitment microsite •Refresh our total reward package - look at other features and benefits e.g. 9 day fortnight, enhanced recruitment and retention bonus etc •Complete the job families and career progression work; ensure the learning offer supports this; advertise as part of our employment offer •Use up to date research to understand generational and cultural needs of our own and prospective staff •Engage recruitment agency to assist in the recruitment of permanent staff •Raising positive profile of Herefordshire Children's Services 	Corporate Director, Children and Young People

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CRR.67	Ash Dieback (Chalara) IF: An action plan is not adopted to deal with the onset of Ash Die Back within the County boundaries THEN: the authority faces significant unplanned financial burden linked to removal of a significant percentage of tree stock and an increased liability linked to personal injury and third party damage claims.	Oct-16	25 (5*5)	Cross service "working group" being set up to assess the situation and pull together a council wide response to the risk. 2016 Report and 'way forwards' plan produced for relevant consultation and refinement. Draft 'endorsed' by national advisor to DEFRA, DEFRA and FERA officers and more progressed local authorities (Devon, Suffolk, Kent). Hfds Chalara Action Plan being kept updated ready for use as needed. The concern being raised to DMT. BBLP working on programme of work for network improvement with respect to trees on the network. This is planned once programme of work is understood HC will look to fund and mitigate further.	25 (5*5)	Further mitigation required	Review of current controls in place, and risk to be completed by March 22, due to the unknown number of Ash Trees and location, high level of risk remains.	Service Director Environment and Highways
CRR.68	Waste Collection Vehicles - lead time for supply of new vehicles IF: Supply chain issues continue THEN: there is a risk that we will not be able to secure the required new waste collection vehicles in time for the mobilisation of the new waste collection service in Nov 23.	Feb-22	25 (5*5)	Soft market testing undertaken to engage potential suppliers - confirmed supply chain risks and potential 12 month+ lead times. ITT currently live for technical support to develop service spec in order to commence procurement for collection contract Identified at Project Board as a risk for escalation to the programme board	20 (4*5)	Further mitigation required	Contacting Local Authority Recycling Advisory Committee (LARAC) to ask members for their current experience or knowledge of delivery expectations. Contacting the Chartered Institution of Wastes Management to ask for their current experience or knowledge of delivery expectations. Contacting the Environmental Services Association to ask for their current experience or knowledge of delivery expectations. Contacting vehicle suppliers directly through market engagement exercise. (Extend current contract with SLR who have just completed soft market test). FCC to provide cost outline for extending current collection service to April 2024.	Service Director Environment and Highways
CRR.69	Hereford City Centre Improvement (HCCI) Programme IF: Delivery of HCCI is not delivered to programme THEN: this could increase revenue pressure on Public Realm	Nov-21	16 (4*4)		16 (4*4)	Further mitigation required	Need to understand the potential revenue pressure and work in to annual plan and funding requirements	Service Director Environment and Highways

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CRR.70	Hereford City Centre Improvements - delivery within LEP timescale IF The ability to deliver required works within the timescale of the LEP funding cannot be met THEN resulting in possible loss of funding.	Apr-21	20 (4*5)	Develop robust spend profile and programmes to focus on individual elements of the project that have been developed previously. Continue regular cabinet member and cabinet briefings to establish requirements to progress governance decisions. Identify delivery routes that will support required spend profile.	16 (4*4)	Further mitigation required		Service Director Environment and Highways
CRR.71	Hereford City Centre Improvement - decision making and VFM IF LEP decision making drive poor decision making and VFM	Apr-21	25 (5*5)	Regular project reviews to ensure VFM and robust decision making	16 (4*4)	Further mitigation required		Service Director Environment and Highways
CRR.72	Adult Social Care Reform IF the expected numbers of current self funders become eligible for ASC without an appropriate level of Government funding THEN financial pressures on the Council to deliver individuals care and support needs will be unsustainable.	Aug-22	16 (4*4)	Budgetary provision for existing cohort and growth has been built into next years budget based on this years demand. Modelling of service users and if they are self funders to enable us to better understand who and where individuals are and their needs. System development for an online financial assessment form has been approved. This will enable service users to undertake their own assessments and upload their own documents potentially freeing up key staff. Regular DLT meetings to review, monitor and implement actions to mitigate financial pressures. Regular liaison between Director Community Wellbeing and Section 151 Officer, in addition both roles attend West Midlands ADASS meetings and link in with regional and national updates	16 (4*4)	Further mitigation required	The directorate's Transformation Strategy recognises the risk and is focused on improving ways of working to mitigate the future impacts of reform. In particular, a root and branch review of end to end financial processes will be a key mitigation for this risk.	Corporate Director, Community Wellbeing

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CRR.74	School Assets IF: The condition of school estate continues to deteriorate with insufficient budget to maintain school assets proactively THEN: There may be an increase in costs due to unplanned significant spend	Jun-21	20 (5*4)	The capital programme board is now chaired by the DCS as part of the overview and monitoring in line with corporate infrastructure	20 (5*4)	Further mitigation required	<ul style="list-style-type: none"> •The capital programme is being managed by the project managers office as agreed by the corporate infrastructure. •This is a permanent risk as schools will continue to require maintenance and there is currently an underfunding of maintenance works (priority 1); there good oversight on this risk and mitigation continues to drive this work forward alongside the need for additional funding. • A capital request for £2.7m has been made which would look to remove the emergency and Priority 1 backlog 	Service Director Education, Skills and Learning
CRR.75	SEND inspection - Risk of adverse inspection IF: We fail to prepare adequately for the SEND Inspection in a robust manner THEN: This will have an impact on the service and the progress on improvement of the service to meet the needs of the SEND children in Herefordshire	Sep-22	16 (4*4)	<ul style="list-style-type: none"> •Peer review undertaken and feedback received to enable the service to prepare for inspection •DfE support in place and LGA fortnightly support in place. Bedford Borough SLIP Support commissioned •SEND data dashboard in development. •SEND strategy, delivery plan and SEF signed off. •Local offer updated. •Staffing has stabilised. 	16 (4*4)	Further mitigation required	<ul style="list-style-type: none"> •Quality of EHCP must improve. •Quality Assurance Framework introduced. •Policies procedures and documentation need to be reviewed and updated to ensure that the organisation are in a robust position prior to inspection taking place. •Engagement Strategy needs to be developed and implemented. 	Service Director Education, Skills and Learning
CRR.77	Increase in out of county educational placements IF: There is an increase in out of county educational placements for EHC Plan Pupils THEN: This places pressures on SEN Funding	Sep-22	16 (4*4)	•Review is underway in terms of sufficiency of placements in county; and work is underway to reduce reliance on out of county placements	16 (4*4)	Further mitigation required	•Free school special schools bid to increase capacity in county submitted.	Service Director Education, Skills and Learning
CRR.80	Supply chain capacity IF: There remains insufficient capacity in the supply chain to meet the increasing demand (public and school transport) THEN: The service will be unable to deliver statutory/socially necessary services and contracting costs will increase	Nov-22	25 (5*5)	Procurement DPS open for suppliers to join at any time. Personal Transport Budget scheme to reduce reliance on provided transport.	16 (4*4)	Further mitigation required	Consider options to relax taxi licence policy/fees to attract more drivers to the market, or/and increase in house vehicle fleet.	Service Director Environment and Highways

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CRR.81	Reviews - capacity, timeliness and statutory duty of care. IF we are unable to recruit permanent staff THEN we will be unable to complete reviews of existing clients in a timely way or carry out assessments of potential new clients which means we would not meet our statutory duty under the Care Act.	Dec-22	20 (5*4)	Daily triage of changing needs by locality managers to ensure that those most in need are reviewed. Use of agency staff to undertake more complex reassessments and reviews. Retention payments for some key staff and welcome payments to attract staff alongside an ongoing recruitment campaign. A new banding for Assessment and Enablement Officers has been introduced at HC7 so that they can undertake complex cases and this has stabilised the AEO workforce. This forms part of a root and branch career development pathway. We are currently undertaking the process to commission an agency to undertake 300 review cases.	16 (4*4)	Further mitigation required	Recruitment and retention is a key strand of the recently launched transformation strategy. Consideration of Market Forces Supplement for existing staff for a time limited period while a new practice model is developed with an associated staffing and pay structure. Our position re staffing has not deteriorated, Numbers of social workers is much the same as previously but our new assessment officer posts has started to improve in recruiting resource.	Service Director Social care delivery
CRR.82 (NEW)	Contract Fleet Lease Expiry IF: the risk that BBLP fleet leases expire in September 23 are not renewed or replaced THEN the council could incur loss of service and additional costs for short term hire up to Aug 24 as no contract extension has been confirmed.	Feb-23	20 (5*4)	CMT have instructed BBLP to prepare and submit a full fleet replacement programme that sets out which assets have expiry leading up to Aug 24. This will be evaluated to develop the optimised method to ensure that assets are available.	20 (5*4)	Further mitigation required	BBLP have now submitted the information, existing fleet and plant will remain in place under the end of 23/24. New assets will be required from April 24. Further EW to be raised to BBLP to ascertain options. Business case to be developed to determine costs and VFM.	Service Director Environment and Highways

Risks de-escalated from the corporate risk register

CRR.78	Impact of Statutory Direction IF: We are unable to demonstrate and or meet the Department for Education's (DFE) expectations as set out in the statutory notice to improve THEN: We could face more formal statutory intervention with the risk of the removal of children services from the councils control into a children's trust	Sep-22	20 (4*5)	Project management support in place together with governance arrangements. Regular oversight on progress is monitored by the Children's Commissioner, the Children's Improvement Board, CLT, Cabinet and Scrutiny Additional resources in place. New suite of performance and management information reports being developed and introduced.	20 (4*5)	Further mitigation required	Too soon to see impact of mitigation This is being kept under review	Corporate Director, Children and Young People
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Closed risks								
CRR.79	Herefordshire fuel poverty level IF/AS: Fuel poverty levels in the county rise (the latest sub-regional statistic (2018) is above the national average) THEN: There is a public health and reputational risk that we are not addressing fuel poverty levels and moving forward incidences of excess winter deaths and costs to health, social care will rise.	Oct-17	16 (4*4)	Keep Herefordshire Warm continues to work and be monitored in line with the service level agreement- the awareness and outputs of the scheme increased significantly between 2015/16 and 2020/21 and provision has increased proportionately. As a result of this the Council has made its intent to work under the new ECO4 scheme. Fuel Poverty has also been identified as a priority by the county's Health & Wellbeing Board. * Warm Homes Fund applications successful - Over £1m funding to delivery urban and rural first time central heating systems in Hfds and Shrops, as well as fayre oaks home park project. Improving links with Public Health team * Also have £0.48m GHG LAD funding to support install of renewable and energy efficiency measures in the county. * GHG LAD 2 underperformance due to COVID and challenges around supply chain although mitigation has been put into effect to ensure the best outcome possible. * GHG LAD3 allocation made, currently undertaking governance to accept and implement. * Climate reserve funding allocated for retrofit supply chain skills (PAS 2035) development and development of new able to pay energy audit project Other controls include the £150 Council tax rebate	16 (4*4)	Further mitigation required	* HC to link in more effectively to JSNA (no cost) and H&W Board. * KHW to develop revised communications strategy in conjunction with HC Comms team, this is likely to centre around social media and a run and distribution of leaflets. * HC to interrogate data sources and formulate priority areas for targeting and work with other funding streams such as Household Support Fund to target residents. * HC to explore and bid into further funding streams targeted at relieving fuel poverty including LAD, HUG, GHG, and WHF. These are generally adhoc opportunities from government and other 3rd party funders. * Finalise countywide retro-fit strategy to further support future external funding opportunities including a bid for corporate capital to fund next steps. Currently working with Climate and Nature Partnership board subgroup to review deliverables. * Despite grants and other support available to residents the significant price rises in the cost of living, especially energy costs this financial year mean that the % of the population in fuel poverty is likely to increase significantly. * Herefordshire Council likely to receive £7m allocation under Sustainable Warmth Competition	Service Director Environment and Highways