
















Corporate Risk Register - June 2020

Ref	Risk Description	Opened	Risk score before controls (LxC)	Existing Controls in Place	Risk score after controls (LxC)	Risk Appetite	Further actions required	Residual Risk trend (6 months)	Risk Owner
CRR.01	Children's Operational Staffing / Workforce IF/AS: We are unable to recruit and maintain a stable, experienced social care workforce THEN: Caseloads for social workers will be higher than wanted and may affect the quality of casework for children	Oct-17	25 (5x5)	A recruitment and retention plan has been implemented and specific actions taken to reduce turnover and improve the attractiveness of our offer to experienced staff. We have commissioned an agency to undertake a search process under the 'urgent to rural' banner. We are actively engaging with regional colleagues to influence wider work and to reduce reward package escalation. We have engaged a number of agency workers as a result of regional collaboration which has provided additional capacity. Grow our own activity has been agreed and has been progressed during 2019-20	16 (4x4)	Further mitigation required	We have put in place a more effective way to recruit newly qualified social workers and this is ongoing. We will continue to grow our own social workers through the re-tender of the apprenticeship contract. We are currently refreshing our core offer to encourage people to come and work in Herefordshire.		Director Children & Families
CRR.02	Market workforce economy IF: the current limited capacity within the social care workforce continues THEN: will there will be an impact on availability of services - this is particularly true of Registered Managers and Nurses	Mar-17	25 (5x5)	External market workforce project launched - the care heroes campaign to attract and retain more people into care and support providers with recruitment & training costs. Fees have been increased to dom care providers with a steer that front line staff should benefit. Monthly provider forums with commissioning services and close monitoring of market capacity and responses.	16 (4x4)	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,		Director Adults & Communities
CRR.03	Budget and Savings Plans - Children & Families IF/AS: The demand for placements for looked after children and care leavers exceeds that planned for when the budget was set THEN: the spend will be greater than the budget within children and families IF/AS: The savings plans across the directorate are not delivered with support from council services THEN: Resources and the MTFs across the council may be at risk	Apr-17	20 (4x5)	Budget is reviewed monthly DLT/SM/Management Board and then informing Cabinet. Alternatives to care panel in place on a weekly basis to review cases that may be considered to be moving towards becoming looked after, chaired by the AD safeguarding and family support. Corporate contingency in place as part of 2019/2020 to cover any spend over planned budget. Business case for Edge of Care Service been developed with input from Staffordshire Council; cabinet agreed to use of earmarked reserves in 2019/20 to start the edge of care service. Cabinet gave agreement to use money 2019/20. Business case accepted and recruitment successful. ECHO Service staffed and launched May 2020.	20 (4x5)	Further mitigation required	Further enhancement to ECHO service taking place June/July 2020 to provide domestic abuse, substance misuse support and systemic therapy. Now looking at alternatives to far away residential provision and what local alternatives can be developed		Director Children & Families
CRR.04	Human Rights claims IF: a result of high court decisions regarding children's social care cases THEN: Herefordshire council may face Human Rights claims.	Dec-16	16 (4x4)	Case review work has been undertaken by children's social care and by legal services and submitted to court. Legal services have reviewed current cases to assess for potential human rights claims. Communications briefed on response from council, including training, audit of any cases with similar presenting features and action to address any recommendations from the judgement; communications to cabinet, children's scrutiny and all members; communication to chair of HSCB and also to regional lead for safeguarding with Ofsted. In light of court judgements, cases are reassessed. Practice improvements are identified through this work and steps taken to embed changes in day to day work.	16 (4x4)	Further mitigation required	Children's services and legal services reassess cases in light of court judgements. Practice improvements are identified through this work and steps taken to embed changes in day to day work.		Director Children & Families
CRR.06	Council Redesign/Resources IF: Reducing resources in the form of grant, uncertainty and the requirement to deliver transformation at speed combine THEN: there will be an risk of failure to meet statutory and/or legal duties and powers.	Jun-15	25 (5x5)	Transformation programme within each directorate, corporate plan, refreshed governance and constitution, quarterly performance management reporting and director performance management through appraisal system.	12 (3x4)	Further mitigation required	Benefits realisation and review arrangements through quarterly performance management		Chief Executive
CRR.07	Deprivation of Liberty IF: The authority does not meet the statutory requirements for Deprivation of Liberty Safeguards and individuals are unlawfully deprived of their liberty THEN: The authority faces a risk of being taken to the Court of protection, increasing the risk of Costs and Financial penalties for the Local Authority	Oct-14	20 (4x5)	Additional investment into DoLS has been made and will be maintained. Weekly performance management of waiting list is in place. Regular reporting and review up to Assistant Director Level and to Safeguarding Adults Executive Group. Recruitment of external Best Interest Assessors - although these are limited in availability due to national demand. The DoLS team check all referrals for DoLS against list of open safeguarding referrals to ensure these cases are prioritised. ADASS triage criteria are followed to identify cases where there is a high risk to the individual and a high risk to the Council of litigation. Three full time BIA posts have been created and a specialist MCA DoLS team manager post has been created as part of the adults social care restructure. Further awareness training with staff and providers, additional legal support and constant review and prioritisation of cases waiting for assessment. Programme to train staff as BIAs in place. Independent BIA engagement plan ongoing two additional full time seconded posts created and filled. Multi agency MCA and DoLS policies completed. agency MCA and DoLS policies completed.	12 (3x4)	Further mitigation required	The local approach, including risks have been presented to Adults Scrutiny & Internal management board. The approach will remain under review		Director Adults & Communities
CRR.08	Recruitment Strategy IF: the council is unable to recruit the level and scale of staff required to vacant posts across the organisation due to inability to attract and/or an unsustainable employable local demographic THEN: there will be insufficient staff to meet service demands; an inability to progress service development; and a financial implication of using agency staff/contractors.	Aug-18	16 (4x4)	Short term reductions in capacity are accommodated by prioritisation and reallocating work amongst staff. Analysis identifying posts which are hard to recruit to. Involvement in regional workforce development and agency market management. Recruitment and retention initiatives.	12 (3x4)	Accept			Head of HR and Organisational Development
CRR.09	EU exit IF: following the EU exit there is uncertainty or policy decisions that impact the council THEN: there may be an impact on the economic and social programmes of the Council and its partners, including: interest rates and exchange rates impacting on the Affordability of the council's capital programme; and restriction on the free movement of people which could lead to skills gaps and adverse impact on the workforce.	Aug-18	16 (4x4)	Inclusion of an assessment of the risks associated with EU exit in our MTFs and Treasury Management Strategy, and our debt profile is monitored and managed to avoid exposure to interest rate fluctuations. The Capital Programme will include a risk assessment of the cost of borrowing, and it will be reviewed constantly to ensure its continued affordability.	16 (4x4)	Accept	The council is not able to influence the ongoing negotiations dealing with the EU exit and subsequent policy decisions. Due to the ongoing Pandemic there is a risk of that the normal scrutiny processes around the negotiations and policy changes are not followed.		Chief Finance Officer
CRR.10	Failure of council employees to adhere to standing orders and policy IF: officers fail to adhere to standing orders (e.g. contract and finance procedure rules) and policies THEN: the number of internal disciplinary and/or exposure to legal challenge will increase, along with the likelihood of financial and reputational risk, resulting in claims being made and won against the Council with costs and reputational harm incurred.	Sep-17	16 (4x4)	Contract and finance procedure rules have been rewritten and published. Toolkits, guidance and training have been implemented. Schemes of delegation have been written as part of the new constitution. Governance training has been provided. Internal Control Improvement Board to oversee development and implementation of an improvement plan to ensure effective internal controls in respect of capital spend, project management and contract management are in place and complied with across the council.	12 (3x4)	Further mitigation required	Internal Control Improvement Board to oversee development and implementation of an improvement plan to ensure effective internal controls in respect of capital spend, project management and contract management are in place and complied with across the council.		Solicitor to the Council
CRR.11	Emergency events IF: significant events happen (e.g. severe weather, major flooding, terrorism and/or influenza pandemic risks) THEN: there could be a significant cost implication to the Council and it may be necessitate staff redeployment to backfill and maintain critical services. Failing to respond effectively to major emergencies/incidents could result in a loss of public confidence through adverse publicity, loss of life to public or council employees, loss of service, economic damage or environmental impacts. Lack of trained staff (deployed or other) means we may not respond as quickly/effectively as we should. □	Apr 11	16 (4x4)	Council and multi-agency plans reviewed as part of wider WM Local Resilience Forum objectives. Resilience Direct (cabinet officer system) to progress information sharing, planning and response mechanisms and data. Council Business Continuity Management System in place. Rest Centre training and provision for 200 people at Three Elms Unit. Gold and Silver officer training sessions and programme completed. BBLP tested new emergency road closure software, which will update the website automatically within the road closure map.	12 (4x3)	Accept			Health Safety and Resilience Manager
CRR.12	Health & Safety IF: Herefordshire Council doesn't comply with Health and Safety legislation THEN: there is an increased risk of: employees injured through work activity; council prosecuted by HSE for breaches of legislation; increased insurance claims and insurance premiums; member of public, contractor or employee killed at work, possible corporate manslaughter, loss of reputation and financial costs to the council; sickness rates increase because of lack of compliance with good health, safety and wellbeing practice; increased employer/employee litigation through inconsistent approach to managing health and safety in the workplace; unable to defend H&S claims or disputes; and, fire damage and financial and reputational costs to the council through fire at a council owned building.	May 11	16 (4x4)	Strategy – Strategy/project plan in place to achieve full compliance with H&S legislation, prioritised by high risk activities; H&S policy current and reviewed each year. Cultural – SharePoint H&S tool box available via front page of intranet; H&S and Fire Safety part of existing mandatory training; some improvement has been made in last period with wider engagement from employees with H&S systems (when things have gone wrong); employees consulted about H&S issues through 'house' meetings. Systems – Accident reporting/investigation and work based ill health in place; mandatory training; first aid/fire warden training in place; some systems updated (focused on high risk areas); employers liability insurance; Directorate H&S reps kept up to date with current risks and good practice control measures. Property Services buildings statutory compliance system in place.	12 (3x4)	Accept			Health and Safety Advisor
CRR.13	Cyber attack IF: we do not protect against a potential cyber attack THEN: we could be at risk of losing data in breach of principle 7 of the Data Protection Act which would lead to potential fines from the Information Commissioner Office and reputational damage.	Apr-17	15 (3x5)	IT Supplier (Hoople Ltd) holders of ISO 27001:2013, and; Cyber Essentials Plus certificates – both in good standing. Implemented 'defence in depth' strategy covering: Administrative, Technical and Physical controls to maintain our security goals: Confidentiality, Integrity and Availability.	12 (3x4)	Further mitigation required	Greater links to disaster recovery and continuity within services.		Assistant Director, Corporate Support
CRR.15	Workplace / Accommodation Programme IF: the Programme is not managed to time and budget and does not include BWoV principles THEN: there will be significant risks to service delivery, savings plans and the life cycle of buildings.	Mar 16	12 (3x4)	Corporate Property Delivery Board. Escalation of high risk items to E&P management team and to members for political consideration of priorities. Undertaking a programme of condition surveys on a cyclical basis will provide detail on scale of backlog maintenance.	9 (3x3)	Further mitigation required	Cabinet decision post COVID-19 being developed.		Strategic Property Services Manager
CRR.17	Demographic Pressures IF: due to increasing financial and demographic pressures, the council is unable to meet it's statutory obligations and assess clients in a timely manner and annually review all long-term packages of care THEN: clients might not receive the timely interventions required and we might miss the opportunity to maximise independence	Oct-14	16 (4x4)	New pathway implemented with evidence of improved outcomes for people and reduced amount of people requiring formal social care support. In addition, implemented a SAS team to focus on re-assessment work, and an external provider to undertake reassessments and reviews allied to cohorts of service users where review is required. Controlled waiting list, proactive front door, proactive Reablement response, proactive community resourcing, regular reporting to monitor any changes. Strengthened commissioning approach to market developments and client need.	9 (3x3)	Further mitigation required	Further embedding the strengths based ethos within the directorate as well as partners. Developing a review dashboard. Pilot scheme being implemented to boost capacity to undertake assessments. Further developments of operational services including ASC Reablement pathway & independent living services. Investment in the Talk Community prevention agenda to maximise independent and wellbeing		Director Adults & Communities
CRR.18	Property Services support to 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 (4x4)	Property Services attend Corporate Programme Delivery Boards to ensure issues are identified and escalated appropriately.	9 (3x3)	Further mitigation required	Support arrangements will be tailored to approved capital programmes for school works in 2020/21. Programme of work being reviewed by Interim Capital Projects Director; feedback awaited.		Strategic Property Services Manager

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CRR.19	NMITE IF: there is a lack of critical infrastructure such as teaching space and student accommodation to meet NMITE's forecast growth THEN: would be unable to reach the critical mass of student numbers to become self-sustaining.	Aug-18	12 (3x4)	The council is working closely with NMITE to plan for the development of critical teaching space and student accommodation. For example, the council has enabled the development of a 178 bedroom purpose build student accommodation at station approach where 50% of rooms will be available for NMITE students for three years from January 2021 2020. The council has agreed to underwrite up to £850,000 of a Local Enterprise Partnership grant funding to develop teaching accommodation at NMITE's Blackfriars Street site. We are commencing feasibility studies to identify opportunities for student accommodation provision at sites such as College Road Campus, and the along the City Link Road, and the council is due to consider a decision to undertake detailed design stage works (including seeking planning approval) for student accommodation to be developed at the football ground (behind the Blackfriars Street Stand) in October 2021. The council and NMITE have also signed a funding agreement to provide LEP funding to establish two new specialist teaching facilities on the HEZ. However, there remains a significant gap between NMITE's growth forecasts and the provision of student accommodation within the city over the next few years.	9 (3x3)	Further mitigation required	NMITE agreed to sign the sub-nominations agreement for the 78 rooms in the Station Approach student accommodation in July 2020 In June 2020 funding agreement for £5.3m of LEP funding signed to develop the CATT and CAM on the HEZ. Discussions on-going with the new NMITE COO regarding a strategic approach to establishing student accommodation in Hereford Annual Governance Statement requires review of governance arrangements in terms of NMITE (to be completed December 2020).		Head of Economic Development
CRR.20	Good decision-making IF: officers and members do not uphold the principles of good decision-making THEN: the Council may make poor decisions which either result in lost opportunities or increased costs.	Apr-17	12 (3x4)	Decision reports are subject to a quality assurance process which includes review by risk, legal, finance, governance, equality, procurement and the lead director. A programme of training and development has been developed to support implementation of the new constitution. This will include report writing and decision making as appropriate. Internal Audit report commissioned to review quality of information in reports; report received and being actioned.	9 (3x3)	Accept			Solicitor to the Council
CRR.21	Economic Masterplan IF: we fail to establish an economic masterplan THEN: there could be unco-ordinated development, we may fail to priorities available resources, miss opportunities to secure external resources which will impact business retention, business rates income, productivity, employment and wage rates, and wider resilience in the local economy.	Jun 15	16 (4x4)	Programme in place to develop a masterplan/ Town Investment Plan for Hereford by January 2021, and wider plan considering the development needs/ opportunities for the market towns by end of July 2021.	8 (2x4)	Accept	Hereford Town Fund Board now in place and private sector Chair appointed (July 2020) Proposals being developed for a programme to establish market town masterplan over the next 12 months.		Head of Economic Development
CRR.23	Good internal controls protect against fraud and error IF: good internal controls aren't in place and followed to protect against the potential of fraud, corruption, financial management, malpractice or error THEN: this produces a heightened risk of fraud, corruption and/or poor value for money with the consequent negative reputational impact.	Nov-17	16 (4x4)	Follow-up on SWAP audit recommendations so that they are all dealt with fully so that systems, processes and compliance are improved. EE code of conduct - should be issued with contract of employment. Recruitment process which ensures appropriate background checks. Induction programme. Fraud, bribery and corruption policies. Whistleblowing Policy. Finance procedure rules. Contract procedure rules. Agresso workflow. Governance processes.	8 (2x4)	Accept			Head of corporate finance
CRR.24	Medium Term Financial Strategy IF: we do not have a sustainable Medium Term Financial Plan THEN: we will not achieve a balanced budget, risk serious service failure	Aug 12	20 (4x5)	MTFS to 19/20 approved by Council in February. All savings RAG rated and reviewed. MTFS linked to Corporate Priorities. Monthly financial reports to Management team and Cabinet; Performance Challenge meetings. Base budget review exercise completed. Prudent levels of reserves in place. Regular reviews by Cabinet of reserves and assumptions around inflation.	6 (2x3)	Accept			Chief Finance Officer
CRR.25	ICT Platforms IF: the ICT application /systems/platforms are not appropriate or used to their full effect THEN: we fail to manage our services and cost the organisation more money	Apr 14	16 (4x4)	Programme Boards for major systems e.g. Mosaic for adults and childrens social care. Measures are in place to ensure that access to systems/tech. is in place and will be progressed through a number of initiatives. SWAP audits and related training.	6 (2x3)	Accept			Assistant Director, Corporate Support
CRR.26	Partnerships IF: the partnerships that the council's involved in are not developed / fail to operate effectively / or fail entirely THEN: the strategic objectives / priorities may not be achieved.	Aug-18	12 (3x4)	Partnership governance protocol. Updated process for review and publication of partnership. Contractual and partnering agreements.	6 (2x3)	Accept			Head of Corporate Governance
CRR.29	Information governance IF: staff do not treat the information they access appropriately THEN: this may lead to the risk of referral to the Information Commissioner and/or legal challenge with resultant unbudgeted costs and reputational damage for the Council.	Feb 14	16 (4x4)	A series of mandatory online training modules have been introduced (including Data Protection, Environmental Information Regulations, Freedom of Information, Information Security). All employees must also complete a staff confidentiality agreement in order to acknowledge that they agree to abide by the council's information governance policies. DSP Toolkit completed for 2020.	6 (2x3)	Accept			Assistant Director, Corporate Support
CRR.30	Litigation IF: disputes with contractors arise there is potential exposure to litigation THEN: the Council may lose and be liable for costs in excess of £M (effecting budget position) and incurring reputational harm.	Jun 13	16 (4x4)	In house and external legal teams in place dealing with adjudications and litigation. I respect of the current contract dispute, formal mediation has been undertaken and matters resolved through dispute resolution procedures. A Counter claim raised by former provider and response provided by the council.	4 (2x2)	Further mitigation required	The Council will escalate matters through formal dispute resolution processes as required. The timing of these next steps will be set in response to circumstances.		Solicitor to the Council
CRR.31	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	20 (4x5)	Scheme currently on hold. Continue to review cost forecasts and estimates as programme is revised. Report forecasts each month at MIBD to support decision making. Following the LEP decision to withdraw funding, alternative sources of funding will be required if review concludes that scheme should progress, noting that costs will have increased as a result of the delay to the programme.	20 (4x5)	Further Mitigation Required	Review scheme costs and funding opportunities as required following outcome of review.		Director Economy & Place
CRR.33	South Wye Transport Package IF: The Marches LEP require existing growth funding to be repaid based on any change in approach to the SWTP THEN: Funding will need to be allocated for repayment of the growth funding, impacting on other budgets.	Nov-19	25 (5x5)	Legal advice has been sought regarding the likelihood of clawback. Ongoing discussions with Marches LEP regarding existing funding. DfT have confirmed to the LEP that they do not require the payback of funding. Submissions made for Marches LEP further funding for alternative projects; being a package of works associated with HEZ including two of the three preferred SWTP ATMs.	15 (3x5)	Further Mitigation Required	Subject to further correspondence with the Marches LEP, further legal advice will be sought.		Director Economy & Place
CRR.34	Response to police investigation IF: there is an uncoordinated response THEN: there may be disruptions to casework, unsettled staff and service users and the council may not respond effectively to the outcome of the investigation.	Dec-19	16 (4x4)	Interim senior management was put in place to provide additional capacity during the investigation which has now concluded. Staff communicated with and support was put in place. Outcome of police investigation still to be concluded. Risks to current service delivery assessed to be low.	8 (2x4)	Accept			Director Children & Families
CRR.35	Phosphate Pollution in Lugg Catchment IF/AS: A way forward cannot be found in relation to the moratorium on housing development in the River Lugg catchment arising from elevated phosphate levels THEN: the 5 Year Housing Land Supply figure will fall further which will have a severe impact upon the weight of Neighbourhood Development Plans and the outcome of planning appeals, leading to an increased potential for unplanned development in areas of the county not affected by the phosphate issue.	Dec-19	25 (5x5)	A Nutrient Management Board (NMB) oversees the protection of the Rivers Wye and Lugg and a Nutrient Management Plan (NMP) has been adopted jointly with the Environment Agency and Natural England (NE), with the aim of enhancing the water quality within these catchments. Because of the recent action by Natural England to resist development in the Lugg catchment, the Board is seeking to strengthen the NMP with a view to providing certainty to NE so that they will no longer resist development..	15 (3x5)	Further mitigation required	The Board will be meeting more frequently and has tasked a Technical Advisory Group to explore how the river catchments can be better protected. This is likely to include physical measures that will either reduce phosphate pollution from sewage treatment works or by from diffuse agricultural sources. Once specific proposals have been identified the council will need to consider how these are delivered now that £2m from the New Homes Bonus has been allocated to fund this.		Director Economy & Place
CRR.37	5 year Housing Land Supply/Housing delivery test 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. Should the level of housing supply fall below 3 years then the housing supply policies will also be considered out-of-date in areas where an NDP containing housing allocations and made within the preceding two years.	Mar-16	16 (4x4)	Regular Housing Land Assessment and monitoring to update the extent of the housing supply and delivery of new housing in accordance with National Policy Framework. Develop Housing Delivery Test Action plan to set out operational set of actions to help increase housing delivery in the County. A range of measures are being put in place to have a positive impact upon the housing land supply in the County, including: 1. The inclusion within the County Plan and Corporate Delivery Plan ambitions to increase the level of affordable housing in the County 2. Preparation of the housing delivery action plan, which will look to set out measures to increase housing delivery in the County; 3. Progressing, in collaboration, with a range of with partner organisations innovative measures to address the moratorium on planning approvals for housing in the catchment of the River Lugg due to the level of phosphates; and 4. Ongoing work to prepare an update to the Core Strategy, including the commissioning of a housing market and needs assessment due to be complete in the Autumn, which will set out the quantity and type of housing required for the next 20 years and a new strategic housing land assessment likely to start shortly which will include a "call for sites" from landowners, developers and other stakeholders. 5. Re-instatement of 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. 6. Cabinet Member approval to commence a study into the options available for the delivery of Council-owned housing.	12 (3x4)	Further mitigation required	Commencing update of Core Strategy and completion of Transport Review.		Programme Director, Housing and Growth (maintained by Strategic Planning Manager)
CRR.38	Dispute with major contractors IF: there is not adequate work to meet the expectations of the council's major contract providers (such as Engle, Keepmoat, Balfour Beatty Living Partnerships) THEN: there may be a dispute of these contract(s) and the council will not realise the benefits of the relationship.	Feb-20	12 (3x4)	An Annual Delivery Plan is agreed at the start of the financial year for each major contractor programme. Governance processes are in place to manage relationships with key strategic partners such as quarterly Programme Boards. Senior manager relationship managers are identified to lead engagement. Each contract specifies roles, responsibilities, and a range of service deliverables which are manage on a case by case basis.	9 (3x3)	Further mitigation required	Delivery Plans for 2020/21 to be finalised. Cabinet reviewing capital priorities as part of Covid 19 response.		Director for Economy and Place

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CRR.39	COVID 19 AS: the global COVID 19 pandemic reaches Herefordshire Then: This will have a significant impact on council activities and the strategic priorities of the county. Staff will be redeployed and might be unable to work resulting in impact on front line services, delivery of care to vulnerable people will be compromised, non-urgent member decisions may be postponed, local businesses will be effected in turn impacting Business Rates & Council Tax. The impact on the health system will also cause additional strain on social care teams to respond.	Mar-20	25 (5x5)	Tracking advice from PHE. Tactical Group and Corporate Groups planning appropriate responses. Planning by services to establish critical services and help maintain service provision. Talk Community response in place supporting and connecting potentially vulnerable people in communities. Staff redeployed to support the response.	25 (5x5)	Further mitigation required	Continue to re-assess the required response and ascertain how the COVID response transfers into business as usual .		Chief Executive
CRR.40	Ofsted Outcomes IF/AS: We are unable to assure the Ofsted Inspectors of sustained improvements of childrens operational safeguarding Then: This may result in a re-alignment of council activity in order to ensure effective delivery of services and have a significant financial and reputational impact on the authority.	Mar-20	20 (4x5)	Ofsted improvement plan is in place and is monitored on a regular basis; regular member oversight at performance challenge sessions; performance management approach in place and being refreshed to include greater regular review by assistant director and director.	15 (3x5)	Further mitigation required	Evidence of delivery leading to sustained improvement	—	Director Children & Families
CRR.41	Ability to deliver County Wide Net Zero Carbon Target by 2030 IF the target is not delivered THEN the county will not benefit from the resulting improvements in air quality, public health and local ecological improvements from the required actions to reduce carbon emissions; this will increase the risk of local climatic changes which will have countywide economic, social and environmental impacts; there is risk of reputational damage from not delivering on the targets associated with our declaration of a climate emergency.	Mar-20	16 (4x4)	Herefordshire has been a lead authority on local action on climate change and activity builds on a strong track record and a previous countywide carbon reduction strategy "Re-energising Herefordshire" which sought to achieved an 80% reduction by 2050. The council is showing strong leadership through its new Carbon Management Plan (CMP) 2020-2026, due to be adopted on the 28th of May. A cross party task and finish group has been set up to ensure all future council decisions pay due regard to the 2030 carbon neutral target. A £200k climate reserve has been allocated in the 2020/21 budget. Carbon Management included in corporate performance management process.	12 (3x4)	Further mitigation required	The countywide carbon reduction strategy is in development with partners seeking countywide commitment to carbon neutrality. A key part of the current Herefordshire Transport Strategy Review is consideration of the climate emergency A sustainable economic recovery plan is in development in order to help support a low carbon recovery after the effects of Covid-19.	—	Director for Economy and Place
CRR.43 NEW	Repair of Storm Damage following Storm Dennis IF: Government does not provide funding for the repair of the county's infrastructure, as required following Storm Dennis in February 2020 THEN: The council will have to halt or curtail projects and programmes across its capital programme, resulting in the benefits of those projects and programmes not being realised for the people of Herefordshire.	Jul-20	25 (5x5)	The leader of the council, supported by officers, is lobbying the PM, Ministers and MPs setting out the clear case for funding for these works that have become necessary following unprecedented winter storms, the impact of which is beyond all reasonable contingency for a council to hold. Decisions are being taken forward in respect to the impact of this necessary repair work on the capital programme in the event that Government does not provide timely funding support.	12 (3x4)	Further mitigation required	Cabinet decision on 23 July 2020, with possible recommendations to Council to follow. Further lobbying of Minsters, MP and consideration of options for escalation in the event that Government funds are not forthcoming.	—	Director for Economy and Place
CRR.45 NEW	Covid 19 funding issues IF: Government does not fully fund the financial implications of responding to the Covid 19 pandemic THEN: we will overspend our revenue budget, placing pressure on revenue reserves and ultimately the financial failure of the council	Jun 20	25 (5x5)	Government have issued £11m of grant to date for Covid 19 issues Prudent levels of reserves in place. Regular engagement with MHCLG - delta returns, CCN and LGA Government have announced further support for expenditure - details yet to be released. Government have announced partial support for some lost income, details yet to be released	16 (4x4)	Further mitigation required	Continue to engage MHCLG and Government Close monitoring of all Covid 19 expenditure and non Covid income and expenditure	—	Chief Finance Officer