

Ref	Overarching risks	Specific Risks	Corporate Ambition			Opened	Likelihood	Dec-20 Impact	Score	3 Month Trend
			Environment	Community	Economy					
CV1	Risk to the vulnerable people in Herefordshire (children not in education, not in social care)	Ability to carry out business as usual to support vulnerable people in the community		x		Apr-20	2	3	6	—
		National focus is largely on protecting the NHS, which might result in poor practices generating increased (long term) pressures on social care				Apr-20				
		Residents impacted by the recent flooding are unlikely to be able to repair properties and will remain in temporary accommodation		x		Apr-20				
		Assurance that Care Home are effectively managing the COVID risks and contamination control within their settings		x		Apr-20				
		Adequacy of Infection Protection control		x		May-20				
		Testing availability				Sep-20				
		Increase in infection rate				Sep-20				
CV2	Risk to our staff	Patchy test and trace communication and service				Oct-20	2	4	8	—
		Availability of PPE		x		Apr-20				
		Staffing levels will make BAU, and COVID responses under pressure				Apr-20				
		Risk of infection/death to frontline staff working in the community				Apr-20				
		Working from home H&S and well being				Apr-20				
		Risk to BAME workforce				May-20				
		Covid secure workplaces				May-20				
		Testing availability				Aug-20				
		Risk to social work practice as supervision continues to be remote				Oct-20				
		Risk of up to 20% of social care staff being unwell following covid-19 vaccine.				Nov-20				
CV3	Risk to the council's finances	A reduction in council tax income		x	x	Apr-20	4	5	20	—
		A reduction in business rate income				Apr-20				
		A reduction in income for other sources, such as car parking				Apr-20				
		Additional unbudgeted spend including PPE @ significant cost				Apr-20				
		Uncertainty over central government support and unavoidable costs				May-20				
		Timing deadline for central government support				Jun-20				
CV4	Risk to the local economy	Local economy will suffer as a result of the COVID measures		x	x	Apr-20	5	5	25	—
		Increased likelihood of businesses failing				Apr-20				
		Delays in progressing some of the key council developments which will increase the capacity to				Apr-20				
		Market failures for LA services				Jun-20				
		Impact for market towns not covered by specific grants				Jun-20				
		Increased unemployment				Jun-20				
		Ability for transport services to provide covid secure service and still be viable				Jun-20				
		Difficulty in recruiting in some areas ie agriculture				Jun-20				
		Uncertainty of pandemic on top of flooding this year				Jun-20				
		Local lockdowns in other areas				Sep-20				
		Potential new peak Covid, end Dec into early Jan, overlapping with Brexit deal/no deal and convergent impact				Nov-20				
CV6	Risk to the Shield, BRAVE and other vulnerable groups COVID response	Due to numerous lists being issued from health, there is a risk that some people are missed and not contacted		x		Apr-20	2	3	6	—
		Fragile processes have been developed to support immediate resolution, which rely too heavily on individuals and single points of failure.				Apr-20				
		Sufficiency of foster care places				Jun-20				
		Availability of volunteers and shield buddies as normal duties resume				Jun-20				
		impact of public realm changes for the visually impaired				Jun-20				
		Increase in infection rates				Sep-20				
		Testing ability				Sep-20				
Tatchy test and trace communications and service				Oct-20						
CV7	Risks to Communications and national messaging	Herefordshire council might not agree with the national messaging		x	x	Apr-20	2	3	6	—
		The requirement to respond to the national governments decisions quickly poses a risk to the council				May-20				
		Messages not understood due to unclear messaging and different counties/welsh border.				May-20				
		Inaccessible communications not reaching audience				Jun-20				
CV8	Risk to delivery of Strategic Objectives	Non compliance by members of public	x	x	x	Apr-20	4	5	20	—
		Transformational projects stalling due to inability to build/develop/transform services				Apr-20				
		HE ability/pressures				May-20				
		Lockdowns and further restrictions				Jun-20				
CV9	Risk of non compliance with advice/guidance by general public	Pressure on council enforcement resources		x		Jun-20	3	5	15	—
						Jun-20				
		Not securing court orders				Aug-20				
					Sep-20					
CV10	Risk of larger outbreaks leading to wider lockdown	LA not have powers for wider lockdown		x	x	Jun-20	3	5	15	—
		Community tensions rising				Jun-20				
		Local authority and local system capacity being overwhelmed if multiple large outbreaks occur simultaneously				Jul-20				
		Increase in infection rate				Sep-20				

			Environ-ment	Comm-unity	Economy		Likelihood	Impact	Score	Trend
School reopening						Sep-20				
CV11	Missed education for Herefordshire learners	Impact of lack of learning /virtual learning capability Parental and school tensions Non-attendance for september return Schools returned and preparing for virtual learning Ability to catch up on missed education	x	x		Jun-20 Jun-20 Aug-20 Sep-20 Sep-20	5	5	25	—
CV12	Lack of digital inclusion /IT	Superfast broadband not accesible to all Digital inclusion - feeling more excluded Cyber security risk increasing given increase of matter online IT still within the council having an impact on delivery			x	Jun-20 Jun-20 Jun-20 Nov-20	3	4	12	—
CV13	Risk to the Council's reputation	Introduction of local rapid testing at scale places expectations on council to make this an effective, well-run service for an estimated 6-12 months. Development of contact tracing and compliance services at a local level will be necessary to control and mitigate infection spread. This has been of poor quality nationally, and damaging to national government. There is already an expectation that the local authority will support the effective roll-out of vaccinations to health and care staff: likely that this will extend to the wider population in the new year.	x	x		Nov-20	3	4	12	—