

| Ref | Risk Description | Opened | Risk score before controls (LxC) |
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| CRR.03 | <p>Budget and Savings Plans - Children & Families</p> <p>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 directorate will be able to cover</p> | Apr-17 | <p>25 (5x5)</p> |
| CRR.04 | <p>Human Rights claims</p> <p>IF: a result of high court decisions regarding children's social care cases in respect of historical practice THEN: Herefordshire council may face Human Rights claims.</p> | Dec-16 | <p>20 (5x4)</p> |
| CRR.39 | <p>COVID 19</p> <p>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.</p> | Mar-20 | <p>25 (5x5)</p> |

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| CRR.50 | <p>School Assets</p> <p>IF/AS: deteriorating condition of school estate with Insufficient budget to maintain school assets proactively</p> <p>THEN: There may be an increase in costs due to unplanned significant spend</p> | Apr-17 | 25 (5x5) |
| CRR.51 | <p>Foster Carers</p> <p>IF/AS: The council is unable to recruit and retain sufficient foster carers THEN: the council will rely increasingly on agency foster carers and also potentially use more residential placements. This may lead to children being placed far away outside of Herefordshire and at increased cost</p> | | 20 (5x4) |
| CRR.52 | <p>Court cases</p> <p>IF/AS: The high profile child care case before the courts is found against the council. THEN: This will lead to a reputational risk and a potential fine from the courts</p> | Aug-20 | 20 (5x4) |
| CRR.57 | <p>Covid impact on other Public Health work</p> <p>If Covid Health Protection response continues or increases, then this may impact on other PH work as there is a limit to how much can be run in parallel (BAU),</p> | Jan-21 | 16 (4x4) |
| CRR.58 | <p>Covid impact on population health</p> <p>If due to Covid, people's health got worse, then we will increase inequalities and have a negative effect on the health and social care system.</p> | Sep-20 | 20 (5x4) |

Risks Reduced

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| CRR.45 | <p>Covid 19 funding issues</p> <p>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</p> | Jun 20 | 25 (5x5) |
| CRR.46 | <p>Parking Income</p> <p>IF: the government continue to place national restrictions to prevent the spread of covid 19 THEN: this reduces car park use and therefore impacts income.</p> <p>*Currently forecast as a £2.4 million pressure. If further restrictions are placed or extended then this pressure is increased.</p> | Jul-20 | 20 (4*5) |
| CRR.54 | <p>Nursing Capacity</p> <p>IF: the current trends of difficulty in placing in nursing beds due to increased complexity and potentially the impact of Covid continue THEN there will be a further increase in the spend and reduction in capacity of beds available.</p> | Mar-18 | 20 (4x5) |
| CRR.55 | <p>Access to Health funding (CHC and joint funding)</p> <p>Herefordshire remains in the bottom quartile of cases fully funded meeting CHC eligibility. IF CCG continue to not accept that there are any process or decision making irregularities influencing this trend THEN it remains the fact that ASC are funding above other Local Authorities per 1000 population. Meaning ultimately Herefordshire citizens and the Local Authority potentially are funding Healthcare which should be free to the individual at the point of delivery. Currently the CCG is disputing the Local Authority peer challenge feedback.</p> | Aug-19 | 25 (5x5) |

Risks Closed

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| 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 |
| 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 |
| 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 |
| CRR.47 | 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 |
| CRR.48 | Hereford City Centre Transport 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 |
| CRR.49 | Hereford City Centre Transport Package IF: Statutory land payments associated with the CLR element of the HCCTP are not approved for payment until the budget and forecast review is completed THEN: There is a risk that the matter will be taken to the Upper Land Tribunal and additional costs would be incurred. | Oct-20 |
| CRR.53 | Market viability IF: Provider services fail, THEN: we will need to manage the transfer of a number of service users in very short timescales, in an already difficult market, with limited capacity. | Sep-17 |
| CRR.56 | Discretionary Housing Payment If the council continues to underspend Discretionary Housing Payment (DHP) by more than 30% annually, then; housing solutions for the most vulnerable people (homeless, care leavers etc.) will continue to be limited, pressure on council budgets will increase whilst government grant reduces and scrutiny will increase on the council's homelessness performance and use of resources. | Nov-19 |

| Existing Controls in Place | Risk score after controls (LxC) | Risk Appetite |
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| <p>Budget is reviewed monthly DLT/SMT/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. ECHO Service staffed and launched May 2020. Early Help Hub was launched in Sept 2020 to provide information, advice and guidance and direct work with families, coordinating the early help approach with partners and families</p> | 20 (4x5) | Further mitigation required |
| <p>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.</p> <p>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.</p> <p>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.</p> | 20 (5x4) | Further mitigation required |
| <p>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.</p> | 25 (5x5) | Further mitigation required |

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| <p>Education assets condition surveys have been completed and the school capital investment strategy and the 2 year maintenance programme has been approved by cabinet; a contingency budget has been set aside for any unplanned spend and should this be exceeded programme reprioritisation will take place.</p> <p>The planned programme has a minor risk which is that there may be early slippage due to delays in procurement - this is being resolved at Capital Board level.</p> | 16 (4x4) | Further mitigation required |
| <p>Sufficiency strategy in place that includes action to improve the recruitment of foster carers and also a HIPSS service to support HIPSS placements. A recent review of the sufficiency strategy and the annual fostering report indicates we have not been successful in meeting recruitment targets. A working group was established to consider a different approach to recruiting fosterer carers through commissioning external marketing company as per Devon and Warwickshire model. Changes have been made to the payment of existing council foster carers who will support children that move from residential placements</p> | 16 (4x4) | Further mitigation required |
| <p>An action plan has been developed to address the learning issues from this case and improvements in practice and performance</p> | 20 (5x4) | Further mitigation required |
| <p>Outbreak control continues with covid focused staff employed on short term contracts</p> | 16 (4x4) | Further Mitigation Required |
| <p>Reduce the impact of Covid directly (eg stop smoking capacity)</p> | 16 (4x4) | Further Mitigation Required |

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| <p>Government have issued £11m of grant to date for Covid 19 issues.</p> <p>Prudent levels of reserves in place.</p> <p>Regular engagement with MHCLG - delta returns, CCN and LGA.</p> <p>Government have awarded a number of additional grants to Local Government to fund the additional costs of the dealing with the Covid 19 pandemic in 2020/21 and 2022/23.</p> | <p style="text-align: center;">9 (3x3)</p> | <p>Further mitigation required</p> |
| <p>Govt. have announced that income loss from car parking is to only be covered by 75% if this is 5% of total planned income.</p> | <p style="text-align: center;">12 (3*4)</p> | <p>Further mitigation required</p> |
| <p>Due to Covid 19 the market has a unprecedented increase in capacity across the nursing sector. We will keep close oversight of this changing situation.</p> | <p style="text-align: center;">6 (2*3)</p> | <p>Accept</p> |
| <p>Issue called to scrutiny and feedback where CCG and ASC were asked to account for the status quo. The peer review explored the CHC component within their last peer review on DTOC in February 2019. Ops initiated a joint review last year. Recruited a CHC lead who started 2019 and has reviewed internal processes and is taking forward an action plan in respect of processes, training of social care staff and improved joined working and practices with CHC team. Identified social workers who have a particular understanding for CHC or ad where the can be trained to a high standard so we have CHC champions in each team. Head of services co-chairing quality assurance panel with CCG and we are beginning to see a small shift towards new cases being found eligible for CHC or for joint funding. CCG has merged with Worcestershire CCG with new CCG arrangements. Covid has resulted in a significant amount of retrospective work to be undertaken. There remains no clear evidence that CCG is adjusting the way it conducts assessments or decision making. So therefore the risk remains. Strategic conversations are ongoing to improve the delivery of this service and achieve fair funding pathways.</p> | <p style="text-align: center;">10 (2*5)</p> | <p>Further Mitigation Required</p> |



| Further actions required | Risk Owner |
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| <p>Monitor ongoing effectiveness of ECHo work; so far indicates success in reunification for children and also providing support to prevent the need for children to come into care. However, the spend is still forecast to exceed the budget for this financial year</p> | <p>Director Children & Families</p> |
| <p>Children's services and legal services continue to 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.</p> | <p>Director Children & Families</p> |
| <p>Continue to re-assess the required response and ascertain how the COVID response transfers into business as usual .</p> | <p>Chief Executive</p> |

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| <p>This risk is in relation to the condition of premises and the team are progressing the maintenance programme with minimal impact by COVID.</p> | <p>AD Education Development and Skills</p> |
| <p>Monthly meetings have been established to review cases of those children identified to step down from residential to foster care. We are going out to tender for a company to support us with foster care recruitment for 2021/22</p> | <p>AD Safeguarding and Family Support</p> |
| <p>Actions are being delivered on the action plan including the development of policies and procedures to improve practice with the full involvement of legal services.</p> | <p>Assistant Director Quality and Improvement</p> |
| <p>Strategic planning for 2021/2022 including cross Council approach.</p> | <p>Director of Public Health</p> |
| <p>In progress to look at increase funding to address the need for additional services/activity. Understand if this can be done with current resources.</p> | <p>Director of Public Health</p> |

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| Further support is expected to be revealed in the budget on the 3rd of March. | Chief Finance Officer |
| Monitoring and review of government guidance and the impact on car park use. | James Hughes (Parking Strategy and Processing Manager) |
| | Head of Care Commissioning |
| We have now commissioned specialist company to support with our work with the CHC. We also have a team of social workers who have been individually selective to take on the majority of the CHC work. Additionally our CHC lead is making significant progress in developing processes, quality of practice and decision making which is beginning to see a difference within outcomes for those requiring health funding. | Assistant Director – Adult Social Care Operations |

