

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.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	25 (5x5)	Budget is reviewed monthly DLT/SMT/Management Board and then informing Cabinet. Legal Planning Meetings (LPMs) which take place weekly are chaired by Case Progression Officers with a relevant HoS in attendance to review cases that may be considered to be moving towards becoming looked after. ECHO (Edge of Care) 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	20 (4x5)	Further mitigation required	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	Director Children & Families
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	20 (5x4)	<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> <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	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.	Director Children & Families

CRR.39	<p>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.</p>	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.50	<p>School Assets IF/AS: deteriorating condition of school estate with Insufficient budget to maintain school assets proactively THEN: There may be an increase in costs due to unplanned significant spend</p>	Apr-17	25 (5x5)	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. 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.	16 (4x4)	Further mitigation required	This risk is in relation to the condition of premises and the team are progressing the maintenance programme with minimal impact by COVID.	AD Education Development and Skills
CRR.51	<p>Foster Carers 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>	Aug-20	20 (5x4)	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	16 (4x4)	Further mitigation required	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	AD Safeguarding and Family Support

CRR.52	Court cases 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	Aug-20	20 (5x4)	An action plan has been developed to address the learning issues from this case and improvements in practice and performance	20 (5x4)	Further mitigation required	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. There has been the instruction of a QC to represent the LA alongside junior counsel. In addition to this, Wolverhampton City Council has been instructed to have conduct of the legal proceedings in order to ensure there is no conflict of interest between the legal department having conduct of the case currently and the legal department having given legal advice historically on the same matter.	Assistant Director Quality and Improvement
CRR.58	Covid impact on population health If due to Covid, people's health got worse, then we will increase inequalities and have a negative effect on the whole system.	Sep-20	20 (5x4)	Reduce the impact of Covid directly (eg stop smok	16 (4x4)	Further Mitigation Required	In progress to look at increase funding to address the need for additional services/activity. Understand if this can be done with current resources.	Director of Public Health

Risks De-escalated from the Corporate Risk Register

CRR.57	Covid impact on other Public Health work 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),	Jan-21	16 (4x4)	Outbreak control continues with covid focused staff employed on short term contracts. Local Outbreak Management Plan updated looking ahead for the year. COMF grants confirmed enabling recruitment of dedicated staff for a year.	12 (3x4)	Further Mitigation Required	Strategic planning for PH BAU 2021/2022. Mutli-skill roles in COVID response. Options to increase response capacity to be agreed ahead of any autumn rise in cases with relevant closely-linked colleagues.	Director of Public Health
--------	--	--------	-------------	--	-------------	-----------------------------	---	---------------------------