

Economy & Place Directorate Risk Register

September 2021

		Impact			
		2	3	4	5
Likelihood	5	EP.22 --	EP.01 -- EP.02 --		
	4	N/A	EP.09 -- EP.10 * EP.11 *		
	3	N/A	EP.23 -- EP.28 ↑E EP.24 -- EP.29 ↑E EP.25 -- EP.30 ↑E EP.26 ↑E EP.27 --	EP.12 -- EP.17 * EP.13 -- EP.18 -- EP.14 -- EP.19 * EP.15 -- EP.20 -- EP.16 * EP.21 --	EP.03 -- EP.08 * EP.04 -- EP.05 * EP.06 * EP.07 *
	2	N/A	N/A	N/A	

Reference	Description	Corporate Risk
EP.01	Cost increase in providing special transport IF: there is increasing demand for special transport (SEN/LAC/PRU) THEN: there will be significant budget pressures to the transport service.	
EP.02	Covid results in significant financial and operational pressures for passenger transport services IF: the response to covid emergency results in need for emergency planning of transport operations THEN: new considerations required in relation to safety (social distancing) which will result in a massive drop in revenues affecting council budget and commercial operators viability.	
EP.03	Phosphate Pollution in Lugg Catchment IF: 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 a 'plan led' rather than a 'policy led' county.	
EP.04	Waste management services contract IF: we fail to make best decision in regard to WMSC extension THEN: value for money to the council will not be delivered.	
EP.05	Waste management services contract IF: we do not appropriately resource the review THEN: there is a risk that we may not meeting the tight timescales to be able to re--procure a new service in time	

EP.06	<p>Wetlands IF: Wetlands are to deliver the required phosphate reduction to enable housing development in the Lugg catchment areas THEN: The delivery of these wetlands must be driven at pace to ensure that (1) the effective moratorium is unblocked ASAP and (2) the requirement to spend £1m of the LEP grant by 31/3/22 is met so that the £1m LEP funding does not have to be returned.</p>	
EP.07	<p>Ecology Resource IF: The ecology team does not get additional resource THEN: The delivery of their statutory role in planning consultations will not be met and the internal expertise to deliver many of the council's environmental actions within the corporate plan will also be at risk.</p>	
EP.08	<p>Historic Building Conservation Resource IF: The Historic Building Conservation team does not get additional resource THEN: The delivery of their statutory role in planning consultations will not be met and the internal expertise to deliver many of the council's environmental actions within the corporate plan will also be at risk.</p>	
EP.09	<p>BBBLP Annual Plan Delivery Covid 19 cost IF: additional cost continues to be identified due to the current covid situation (the costs are captured in the AP EW's and RR meetings) THEN: there will be delivery/financial implications for the Annual Plan *Additional funding from government is expected but the extent is not known.</p>	
EP.10	<p>Herefordshire on street cycle hire scheme (Beryl). IF: we are unable to secure additional external funding THEN: the current project will finish in 31 March 2022. This presents a significant political risk as the project is very successful and popular. This also presents a risk to delivering the sustainable transport objectives in the local transport plan and corporate delivery plan. Funding to procure on street cycle hire was from the DfT Access Fund but in the absence of grant funding it may be possible to access internal funding.</p>	
EP.11	<p>Corporate Energy Bills IF: Forecasted energy prices for next year do not start to decline THEN: The cost of energy bills for the council's corporate estate will rise considerably next year (in the region of 17-19% for gas and 11-14% for power).</p>	
EP.12	<p>Economic Resilience - Covid 19 IF: Covid 19 has and will continue to have a very significant impact on the local economy THEN: businesses will close, and unemployment will rise.</p>	
EP.13	<p>Drainage Investment IF: Underlying drainage issues, that have and will lead to accelerated deterioration in the highway asset, are not addressed through the investment period THEN: this will lead to the benefits realised as a result of the investment not being sustained. *Drainage impact from Oct 19 and Feb 2020 significant, resources required for corrective measures including revenue.</p>	

EP.14	Severe Weather and other Emergencies IF: Severe weather, or other major emergencies events occur (for example severe and prolonged winter periods) the need will exceed programmed operational resources THEN: The service will need to call on corporate revenue reserves if it is to continue to meet the Council's duties as a highway authority.	
EP.15	Transport Infrastructure IF: we fail to deliver the necessary infrastructure to deliver core strategy growth THEN: there will be an impact on the delivery of planned homes and jobs.	
EP.16	Hereford City Centre Improvements: IF Agreement cannot be reached on scope of works to be completed THEN LEP funding may be withdrawn and there would be a shortfall in funding for the scheme.	
EP.17	Hereford City Centre Improvements: IF A new location for the WPD substation and the replacement works are not progressed. THEN The ability to progress the next phase of construction and meet the LEP spend requirements for 21/22 financial year may be compromised.	
EP.18	Hereford City Centre Transport Package IF: The outturn cost of the CLR works and the budget estimates for the design proposals for the transport hub and public realm exceed the available budget THEN: The current proposals may not be deliverable impacting the terms of the funding agreement.	
EP.19	Green Homes Grant Local Authority Delivery (GHG LAD) project IF: Funding is not defrayed for green home measures by project end THEN: allocated Herefordshire funding will need to be returned to central government (Business, Energy and Industrial Strategy, BEIS).	
EP.20	Infrastructure Projects IF: Projects are to be let through open procurement outside the public realm contract THEN: There may be delays to scheme progression or significant pressure on resources to meet the scheme delivery and management requirements.	
EP.21	Development Regeneration Partnership - Keepmoat IF: there is not an adequate pipeline of suitable residential development projects THEN: we will not be able to deliver the benefits through the contract	
EP.22	Highway Condition IF: The maintenance of the highway network continues at the current level THEN: the condition of the network will continue to deteriorate and the cost of rectifying this deterioration will increase with adverse reputational impact.	
EP.23	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.	

EP.24	Local flood risk management strategy IF: The implementation of the LFRMS is not fully embedded THEN: HC will not be able to manage local flood risk in a more co-ordinated way and won't be able to help individuals, communities, businesses and authorities understand and manage flood risk within the county.	
EP.25	Staff Retention in Property Services IF: Staff leave/retire THEN: Key knowledge, programme delivery and statutory compliance will be compromised	
EP.26	Infrastructure projects land acquisition IF: we are unable to acquire land to enable major infrastructure THEN: there is a risk to delivery of major infrastructure (e.g. roads/highways)	
EP.27	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.	
EP.28	Food Hygiene Inspection Program IF: there is non-compliance with the Food Standards Agency (FSA) Code of Practice with regards to the interventions at D & E rated food businesses THEN: possible FSA intervention and increased public health risk	
EP.29	Destination Hereford - last year of secured DfT funding IF: There is no follow up funding opportunity to apply to OR if we are unsuccessful in this if there is a next funding round THEN: the vast majority of the Destination Hereford project will finish in April 2022 and there will be a revenue pressure on salary costs in 2022/23 *We are now into the last year of the current Destination Hereford (phase 3) which receives £500k pa of revenue funding from the DfT's Access Fund.	
EP.30	Winter maintenance plan IF: we have no maintenance plan THEN: we will be unable to prioritise limited budgets to ensure continued service delivery	