

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.52	<b>High Risk Notable Cases within the courts</b> <b>IF:</b> the current cohort of High court notable cases in respect of legacy practice results in a further critical judgement <b>THEN:</b> Herefordshire council may face human rights cost claims and formal DfE statutory intervention	Aug-20	25 (5*5)	Service level protocol in development with legal services setting out legal support and overview and scrutiny through the director of children services and the head of legal services including fortnightly meetings between the client and provider (children services and legal services)	20 (4*5)	Further mitigation required	Learning review currently being undertaken by experienced former DfE Commissioner commissioned by the Chief Executive	Director Children & Families
CRR.60	<b>Development of Sufficiency strategy to support best value model</b> <b>IF:</b> the sufficiency strategy is not effective in a timely manner in order to meet outcomes for C&YP <b>THEN:</b> high costs demands in order to meet service need will continue within the budget	Jun-21	25 (5x5)	Panels have been implemented to ensure robust monitoring and approval of all placements.	20 (4*5)	Further mitigation required	Working with Adults All Age Commissioning to support the review of contracts and inform future sufficiency and needs. <b>A new sufficiency strategy in development. Reviewing of current contracts to ensure value for money. Developing a recruitment and retention model to increase fostering, short breaks / respite provision and emergency foster care.</b>	Director Children & Families
CRR.61	<b>Market workforce economy</b> <b>IF:</b> the current limited capacity within the social care workforce continues <b>THEN:</b> will there will be a significant impact on availability of services - this is currently affecting the Domiciliary care sector in particular and qualified nurse and management and other roles amongst care homes.	Mar-17	16 (4x4)	External market workforce project launched. The council is in receipt of a £450,000 workforce development grant series of work streams using this funding are about to commence. It will now work collaboratively with local NHS partners and others to deploy innovative and proactive approaches to attracting people to careers in the Health and Care sectors. Regular provider forums with commissioned 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. The council will use its new contractual arrangements from 2021 onwards to support the care sector in sustaining and developing the workforce by encouraging providers to enhance the terms & conditions and pay rates of care workers. Taking all opportunities to highlight through regional and national networks the need for different approaches to enabling sufficient supply of workers into the care workforce.	Director of Adults & Communities

CRR.62	<p><b>Waste collectoins - HGV drivers and labour availability</b>  <b>IF:</b> FCC Environment continue to see high absence levels and are unable to recruit to HGV driver and labourer positions <b>THEN:</b> This will severely impact the waste collections service. This is likely to become a larger and more significant risk as we approach Xmas when there is more competition for HGV drivers and the national shortage is unlikely to be resolved.</p>	Oct-21	16 (4x4)	<p>FCC Environment increased their salary offering for HGV drivers in Sept and are actively recruiting on a continual basis.</p> <p>They are however having limited success as a number of applicants are declining posts after inductions</p>	16 (4x4)	Further mitigation required	<p>Discussions have taken place between FCC and BBLP to consider the possibility of shared staffing arrangements but this is work in progress and unlikely to be a quick solution.</p> <p>Where we are experiencing a reduction in available crews service provision has been prioritised as per our business continuity plan - eg bin swaps postponed in favour of household collections. However this is causing a back log in bin deliveries.</p>	Director of Economy & Place
CRR.63	<p><b>Hereford City Centre Transport Package</b>  <b>IF</b> the balance of land payments and costs for the BP garage and associated interests (Arrow Plant &amp; Lincon Properties) is higher than the allocated budget <b>THEN</b> this could result in the land budget being exceeded which would further reduce the budget available for the remaining scheme elements. If this further reduction was too significant then it may not be possible to meet the objectives of the business case without further capital funding.</p> <p>This increase would arise from both an increase in value of the claim and also possible costs associated with the matter being referred to the upper land tribunal.</p>	Oct-21	20 (4x5)	<p>Continue to pursue a negotiated settlement in conjunction with specialst agents.</p> <p>Consider mediation as an alternative to settling through upper land tribunal</p> <p>Seek specialist CPO legal support to rebute claim through tribunal.</p>	16 (4x4)	Further mitigation required	Weekly discussions continuing with LSH, PM and BW. Further planning and Counsel advice being sought.	Director of Economy & Place

CRR.64	<p><b>Inability to recruitment and retain social care staff and other key roles within the service</b></p> <p><b>IF/AS:</b> Unable to retain and recruit social care staff and other key roles</p> <p><b>THEN:</b> Retention and recruitment to critical key roles of experienced staff will not be achieved</p>	Jun-21	20 5*4	<p>A refreshed approach to communicating with staff has been put in place to encourage open and honest conversations throughout the service, this should help with retention as we will better understand our workforce.</p> <p>We have a small, dedicated recruitment team in Children's Services to ensure recruitment is consistently done in a timely manner</p>	16 (4x4)	Further mitigation required	<p>Develop a unique employer identity and recruitment microsite</p> <p>Refresh our regional comparator work to understand how our total reward package compares to others in the region - look at other features and benefits e.g. green lease cars</p> <p>Explore a strategic partnership with Community Care to raise the profile and reputation of Herefordshire regionally and nationally</p> <p>Complete the job families and career progression work; ensure the learning offer supports this; advertise as part of our employment offer</p> <p>Use up to date research to understand generational and cultural needs of our own and prospective staff Get the People and OD strategy signed off and agree the action plan for the remainder of the year</p>	Director Children & Families
CRR.65	<p><b>Multi Agency Safeguarding Hub</b></p> <p><b>IF/AS:</b> We do not create an integrated MASH then there will be inconsistent decision making will occur</p> <p><b>Then:</b> Children will not be safeguarded in a timely manner</p>	Oct-21	25 (5x5)	<p>All referrals are now monitored by social work manager; new MASH Safeguarding board monitoring development and progress; Improve decision making</p>	16 (4x4)	Further mitigation required	<p>Need to identify a location for the new MASH and get partnership sign up to new processes. Ensure that all partners have appropriate staffing capacity / IT access in new location</p>	Director Children & Families
Risks De-escalated from the Corporate Risk Register								
Closed risks								
CRR.59	<p><b>Sustainability and closure of a Care Home.</b></p> <p>We have been notified by a care provider that they wish to cease trading after September 2021. At this point due to sensitivity we cannot name this care home but the closure will reduce bed capacity by approximately 30 beds. The home houses a number of vulnerable individuals and loss of their home could lead to a deterioration of their health and well being. The closure of a care home is always a operational and political issue and will inevitably lead to some potential for reputational damage of the council.</p>	Jul-21	25 (5x5)	<p>The provider and the council <b>worked</b> closely together to minimise the impact of the closure. Led by commissioning in collaboration with ASC operations all residents <b>were</b> reviewed and families will be supported to find alternative accommodation <b>where</b> required. The council has a well established and commented provider failure protocol which has been used successfully previously and will form the basis of the work to facilitate the seamless closure of this home</p>	4 (2x2)	Further mitigation required	<p><b>This risk has now been closed. Care home has closed and all residents were found new homes of their choice that met their care and support needs. Families, residents the NHS and the Council worked collaboratively.</b></p>	Director of Adults & Communities