

## Economy & Place Directorate Risk Register Quarter 2 2021

		Impact			
		2	3	4	5
Likelihood	5	EP.26 --	EP.03 -- EP.04 -- EP.05 ↑		
	4	N/A	EP.12 -- EP.13 -- EP.14 --	EP.01 * EP.02 ↑E	
	3	N/A	EP.27 -- EP.32 * EP.28 -- EP.29 -- EP.30 -- EP.31 --	EP.15 -- EP.20 -- EP.16 -- EP.21 -- EP.17 -- EP.22 -- EP.18 -- EP.23 ↑E EP.19 -- EP.24 * EP.25 *	EP.06 -- EP.11 -- EP.07 -- EP.08 -- EP.09 -- EP.10 --
	2	N/A	N/A	N/A	

Ref.	Description	Corporate Risk
EP.01	<p><b>Waste collections - HGV drivers and labour availability</b></p> <p><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>	CRR.62
EP.02	<p><b>Hereford City Centre Transport Package</b></p> <p><b>IF</b> the balance of land payments and costs for the BP garage and associated interests (Arrow Plant &amp; Lincoln 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>	CRR.63
EP.03	<p><b>Cost increase in providing special transport</b></p> <p><b>IF:</b> there is increasing demand for special transport (SEN/LAC/PRU) <b>THEN:</b> there will be significant budget pressures to the transport service.</p>	
EP.04	<p><b>Covid results in significant financial and operational pressures for passenger transport services</b></p> <p><b>IF:</b> the response to covid emergency results in need for emergency planning of transport operations <b>THEN:</b> 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.</p>	

EP.05	<b>Green Homes Grant Local Authority Delivery (GHG LAD) project</b> <b>IF:</b> Funding is not defrayed for green home measures by project end <b>THEN:</b> allocated Herefordshire funding will need to be returned to central government (Business, Energy and Industrial Strategy, BEIS).	
EP.06	<b>Phosphate Pollution in Lugg Catchment</b> <b>IF:</b> A way forward cannot be found in relation to the moratorium on housing development in the River Lugg catchment arising from elevated phosphate levels <b>THEN:</b> 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.07	<b>Waste management services contract</b> <b>IF:</b> we fail to make best decision in regard to WMSC extension <b>THEN:</b> value for money to the council will not be delivered.	
EP.08	<b>Waste management services contract</b> <b>IF:</b> we do not appropriately resource the review <b>THEN:</b> there is a risk that we may not meeting the tight timescales to be able to re--procure a new service in time	
EP.09	<b>Wetlands</b> <b>IF:</b> Wetlands are to deliver the required phosphate reduction to enable housing development in the Lugg catchment areas <b>THEN:</b> 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.	
EP.10	<b>Ecology Resource</b> <b>IF:</b> The ecology team does not get additional resource <b>THEN:</b> 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.	
EP.11	<b>Historic Building Conservation Resource</b> <b>IF:</b> The Historic Building Conservation team does not get additional resource <b>THEN:</b> 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.	
EP.12	<b>BBBLP Annual Plan Delivery Covid 19 cost</b> <b>IF:</b> additional cost continues to be identified due to the current covid situation (the costs are captured in the AP EW's and RR meetings) <b>THEN:</b> there will be delivery/financial implications for the Annual Plan *Additional funding from government is expected but the extent is not known.	
EP.13	<b>Herefordshire on street cycle hire scheme (Beryl).</b> <b>IF:</b> we are unable to secure additional external funding <b>THEN:</b> 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.	

EP.14	<p><b>Corporate Energy Bills</b></p> <p><b>IF:</b> Forecasted energy prices for next year do not start to decline <b>THEN:</b> 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.15	<p><b>Economic Resilience - Covid 19</b></p> <p><b>IF:</b> Covid 19 has and will continue to have a very significant impact on the local economy <b>THEN:</b> businesses will close, and unemployment will rise.</p>	
EP.16	<p><b>Drainage Investment</b></p> <p><b>IF:</b> Underlying drainage issues, that have and will lead to accelerated deterioration in the highway asset, are not addressed through the investment period <b>THEN:</b> this will lead to the benefits realised as a result of the investment not being sustained.</p> <p>*Drainage impact from Oct 19 and Feb 2020 significant, resources required for corrective measures including revenue.</p>	
EP.17	<p><b>Severe Weather and other Emergencies</b></p> <p><b>IF:</b> Severe weather, or other major emergencies events occur (for example severe and prolonged winter periods) the need will exceed programmed operational resources <b>THEN:</b> 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.</p>	
EP.18	<p><b>Hereford City Centre Improvements:</b></p> <p><b>IF</b> Agreement cannot be reached on scope of works to be completed <b>THEN</b> LEP funding may be withdrawn and there would be a shortfall in funding for the scheme.</p>	
EP.19	<p><b>Hereford City Centre Improvements:</b></p> <p><b>IF</b> A new location for the WPD substation and the replacement works are not progressed. <b>THEN</b> The ability to progress the next phase of construction and meet the LEP spend requirements for 21/22 financial year may be compromised.</p>	
EP.20	<p><b>Infrastructure Projects</b></p> <p><b>IF:</b> Projects are to be let through open procurement outside the public realm contract <b>THEN:</b> There may be delays to scheme progression or significant pressure on resources to meet the scheme delivery and management requirements.</p>	
EP.21	<p><b>Development Regeneration Partnership - Keepmoat</b></p> <p><b>IF:</b> there is not an adequate pipeline of suitable residential development projects <b>THEN:</b> we will not be able to deliver the benefits through the contract</p>	
EP.22	<p><b>Infrastructure projects land acquisition</b></p> <p><b>IF:</b> we are unable to acquire land to enable major infrastructure <b>THEN:</b> there is a risk to delivery of major infrastructure (e.g. roads/highways)</p>	
EP.23	<p><b>Hereford City Centre Transport Package</b></p> <p><b>IF</b> there is a delay to concluding the claim received for the BP Garage <b>THEN</b> significant costs may be incurred if the matter is taken to a tribunal.</p>	
EP.24	<p><b>CCTV funding</b></p> <p><b>IF</b> the PCC do not continue to provide funding for the service beyond 31 October 2021 <b>THEN</b> there is a possibility that the service will cease delivery, or need to provide a reduced service.</p>	

EP.25	<p><b>CCTV funding</b>  <b>IF</b> funding isn't available to upgrade or provide additional CCTV cameras in Hereford city due to the installation of trees impeding the views of CCTV  <b>THEN</b> there is a possibility that the service will cease delivery, or need to provide a reduced service.</p>	
EP.26	<p><b>Highway Condition</b>  <b>IF:</b> The maintenance of the highway network continues at the current level  <b>THEN:</b> the condition of the network will continue to deteriorate and the cost of rectifying this deterioration will increase with adverse reputational impact.</p>	
EP.27	<p><b>Ash Dieback (Chalara)</b>  <b>IF:</b> An action plan is not adopted to deal with the onset of Ash Die Back within the County boundaries  <b>THEN:</b> 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.</p>	
EP.28	<p><b>Local flood risk management strategy</b>  <b>IF:</b> The implementation of the LFRMS is not fully embedded  <b>THEN:</b> 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.</p>	
EP.29	<p><b>Staff Retention in Property Services</b>  <b>IF:</b> Staff leave/retire  <b>THEN:</b> Key knowledge, programme delivery and statutory compliance will be compromised</p>	
EP.30	<p><b>Herefordshire fuel poverty level</b>  <b>IF/AS:</b> Fuel poverty levels in the county rise (the latest sub-regional statistic (2018) is above the national average)  <b>THEN:</b> 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.</p>	
EP.31	<p><b>Food Hygiene Inspection Program</b>  <b>IF:</b> there is non-compliance with the Food Standards Agency (FSA) Code of Practice with regards to the interventions at D &amp; E rated food businesses  <b>THEN:</b> possible FSA intervention and increased public health risk</p>	
EP.32	<p><b>Warm Homes Fund- Delivery and funding drawdown</b>  <b>IF:</b> Supply chain issues continue  <b>THEN:</b> there is a risk that delivery will not be completed in line with targets and funding will not be maximised.</p>	