

Risk Reference	Risk Description	Opened	Risk score before controls (LxC)	Risk score after controls (LxC)
CV1	Risk to the vulnerable people in Herefordshire (children not in education, not in social care)	Apr-20	15 (5*4)	6 (2*3)
	Ability to carry out business as usual to support vulnerable people in the community	Apr-20		
	National focus is largely on protecting the NHS, which might result in poor practices generating increased (long term) pressures on social care	Apr-20		
	Assurance that Care Home are effectively managing the COVID risks and contamination control within their settings	Apr-20		
	Adequacy of Infection Protection control	May-20		
	Testing availability	Sep-20		
	Increase in infection rate	Sep-20		
	Patchy test and trace communication and service	Oct-20		
CV2	Risk to our staff	Apr-20	20 (5*5)	8 (2*4)
	Availability of PPE	Apr-20		
	Staffing levels will make BAU, and COVID responses under pressure	Apr-20		
	Risk of infection/death to frontline staff working in the community	Apr-20		
	Working from home H&S and well being	Apr-20		
	Risk to BAME workforce	May-20		
	Covid secure workplaces	May-20		
	Testing availability	Aug-20		
	Risk to social work practice as supervision continues to be remote	Oct-20		
	Long term implications of Covid and return to BAU	Feb-21		
CV3	Risk to the council's finances	Apr-20	25 (5*5)	20 (4*5)
	A reduction in council tax income	Apr-20		
	A reduction in business rate income	Apr-20		
	A reduction in income for other sources, such as car parking	Apr-20		
	Additional unbudgeted spend including PPE @ significant cost	Apr-20		
	Uncertainty over central government support and unavoidable costs	May-20		
Timing deadline for central government support	Jun-20			
CV4	Risk to the local economy	Apr-20	20 (5*4)	25 (5*5)
	Local economy will suffer as a result of the COVID measures	Apr-20		
	Increased likelihood of businesses failing	Apr-20		
	Delays in progressing some of the key council developments which will increase the capacity to	Apr-20		
	Market failures for LA services	Jun-20		
	Impact for market towns not covered by specific grants	Jun-20		
	Increased unemployment	Jun-20		
	Ability for transport services to provide covid secure service and still be viable	Jun-20		
	Difficulty in recruiting in some areas ie agriculture	Jun-20		
	Uncertainty of pandemic on top of flooding this year	Jun-20		

	Risk of Variant of Concern resulting in re-implementation of measures that impact economy	Aug-21		
CV6	Risk to the Shield, BRAVE and other vulnerable groups COVID response	Apr-20	20 (4*5)	6 (2*3)
	Due to numerous lists being issued from health, there is a risk that some people are missed and not contacted	Apr-20		
	Fragile processes have been developed to support immediate resolution, which rely too heavily on individuals and single points of failure.	Apr-20		
	Sufficiency of foster care places	Jun-20		
	Availability of volunteers and shield buddies as normal duties resume	Jun-20		
	Impact of public realm changes for the visually impaired	Jun-20		
	Increase in infection rates	Sep-20		
	Testing ability	Sep-20		
	Patchy test and trace communications and service	Oct-20		
	CV7	Risks to Communications and national messaging	Apr-20	9 (3*3)
Herefordshire council might not agree with the national messaging		Apr-20		
The requirement to respond to the national governments decisions quickly poses a risk to the council		May-20		
Messages not understood due to unclear messaging and different counties/welsh border.		May-20		
Inaccessible communications not reaching audience		Jun-20		
CV8	Risk to delivery of Strategic Objectives	Apr-20	20 (4*5)	16 (4*4)
	Transformational projects stalling due to inability to build/develop/transform services	May-20		
	HE ability/pressures	Jun-20		
	Lockdowns and further restrictions	Sep-20		
CV9	Risk of non compliance with advice/guidance by general public	Jun-20	25 (5*5)	15 (3*5)
	Non compliance by members of public	Apr-20		
	Pressure on council enforcement resources	Jun-20		
	Not securing court orders	Aug-20		
	Increase in infection rates	Sep-20		
	Risk from international travel and non-compliance with quarantine requirements on return.	Apr-21		
CV10	Risk of larger outbreaks leading to wider lockdown	Jun-20	15 (3*5)	15 (3*5)
	LA not have powers for wider lockdown	Jun-20		
	Community tensions rising	Jun-20		
	Local authority and local system capacity being overwhelmed if multiple large outbreaks occur simultaneously	Jul-20		
	Increase in infection rate	Sep-20		
	School reopening	Sep-20		
	Variant of concern spread within the county	Apr-21		
	Staff cannot be recruited to key COVID-19 response positions	Aug-21		
	CV11	Missed education for Herefordshire learners	Jun-20	25 (5*5)
Impact of lack of learning /virtual learning capability		Jun-20		
Parental and school tensions		Jun-20		
Non-attendance for September return		Aug-20		
Schools returned and preparing for virtual learning		Sep-20		
Ability to catch up on missed education		Sep-20		

CV12	Lack of digital inclusion /IT	Jun-20	12 (4*3)	12 (4*3)
	Superfast broadband not accesible to all	Jun-20		
	Digital inclusion - feeling more excluded	Jun-20		
	Cyber security risk increasing given increase of matter online	Jun-20		
	IT still within the council having an impact on delivery	Nov-20		
CV13	Risk to the Council's reputation	Nov-20	25 (5*5)	8 (2*4)
	Introduction of local rapid testing at scale places expectations on council to make this an effective, well-run service for an estimated 6-12 months. No clear national policy yet from end of June.	Nov-20		
	Development of contact tracing and compliance services at a local level will be necessary to control and mitigate infection spread. This has been of poor quality nationally, and damaging to national government.	Nov-20		
	There is already an expectation that the local authority will support the effective roll-out of vaccinations to health and care staff: likely that this will extend to the wider population in the new year.	Nov-20		