

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.60	Development of Sufficiency strategy to support best value model IF: the sufficiency strategy is not effective in a timely manner in order to meet outcomes for C&YP THEN: high costs demands in order to meet service need will continue within the budget	Jun-21	25 (5*5)	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 by March 2022. Revision of the sufficiency strategy in progress. Reviewing of current contracts to ensure value for money. Implementing a recruitment and retention model to increase fostering, short breaks / respite provision and emergency foster care. Commissioning to urgently liaise with local providers to increase the capacity in the interim Develop options and business case for potential future residential provision	Interim Service Director, Early Help and Safeguarding
CRR.61	Market workforce economy IF: the current limited capacity within the social care workforce continues THEN: 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 (4*4)	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 (4*4)	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.	Acting Corporate Director, Community Wellbeing

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CRR.63	<p>Hereford City Centre Transport Package</p> <p>IF the balance of land payments and costs for the BP garage and associated interests (Arrow Plant & Lincoln Properties) is higher than the allocated budget THEN 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-20	20 (4*5)	Continue to pursue a negotiated settlement in conjunction with specialist agents. Consider mediation as an alternative to settling through upper land tribunal Seek specialist CPO legal support to rebut claim through tribunal.	16 (4*4)	Further mitigation required	Weekly discussions continuing with LSH, PM and BW. Further planning and Counsel advice being sought.	Interim Service Director, Environment, Highways and Waste

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CRR.64	Inability to recruitment and retain social care staff and other key roles within the service IF: Unable to retain and recruit social care staff and other key roles THEN: Retention and recruitment to critical key roles of experienced staff will not be achieved	Jun-21	25 (5*5)	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. We have a small, dedicated recruitment team in Children's Services to ensure recruitment is consistently done in a timely manner	20 (4*5)	Further mitigation required	Develop a unique employer identity and recruitment microsite. 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. Entering a strategic partnership with Community Care from Feb 2022 to raise the profile and reputation of Herefordshire regionally and nationally. Compass Jobs Fair in Birmingham in March 2022. Blanket exception for MOU for social work post with a review after six months. Complete the job families and career progression work; ensure the learning offer supports this; advertise as part of our employment offer. 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. This work now needs to be implemented to mitigate the risks.	Corporate Director, Children and Young People
CRR.66	Ofsted inspection IF: There is an adverse Ofsted inspection outcome Then: This will have an impact on staffing and the progress on improvement	Dec-21	20 (5*4)	Preparations continue in respect of inspection readiness Support for preparations is being provided by Sector Led Improvement Partner	20 (5*4)	Further mitigation required	Work is being completed to produce an accurate self evaluation OFSTED preparedness is being kept under review	Corporate Director, Children and Young People

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CRR.67	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.	Oct-16	25 (5*5)	Cross service "working group" being set up to assess the situation and pull together a council wide response to the risk. 2016 Report and 'way forwards' plan produced for relevant consultation and refinement. Draft 'endorsed' by national advisor to DEFRA, DEFRA and FERA officers and more progressed local authorities (Devon, Suffolk, Kent). Hfids Chalara Action Plan being kept updated ready for use as needed. The concern raised to DMT. BBLP working on programme of work for network improvement with respect to trees on the network. This is plan Once programme of work is understood HC will look to fund and mitigate further.	25 (5*5)	Further mitigation required	Review of current controls in place, and risk assessment to be completed by March 22, due to the unknown number of Ash Trees and location, high level of risk remains.	Interim Service Director, Environment, Highways and Waste
CRR.68	Waste Collection Vehicles - lead time for supply of new vehicles IF: Supply chain issues continue THEN: there is a risk that we will not be able to secure the required new waste collection vehicles in time for the mobilisation of the new waste collection service in Nov 23.	Feb-22	25 (5*5)	Soft market testing undertaken to engage potential suppliers - confirmed supply chain risks and potential 12 month+ lead times. ITT currently live for technical support to develop service spec in order to commence procurement for collection contract Identified at Project Board as a risk for escalation to the programme board	20 (4*5)	Further mitigation required	Contacting Local Authority Recycling Advisory Committee (LARAC) to ask members for their current experience or knowledge of delivery expectations. Contacting the Chartered Institution of Wastes Management to ask for their current experience or knowledge of delivery expectations. Contacting the Environmental Services Association to ask for their current experience or knowledge of delivery expectations. Contacting vehicle suppliers directly through market engagement exercise. (Extend current contract with SLR who have just completed soft market test). FCC to provide cost outline for extending current collection service to April 2024.	Interim Service Director, Environment, Highways and Waste

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CRR.69	Hereford City Centre Improvement (HCCI) Programme IF Delivery of HCCI is not delivered to programme THEN this could increase revenue pressure on Public Realm	Nov-21	16 (4*4)	Regular monitoring of project costs undertaken through the Verto project management system and reported to project board on a monthly basis.	16 (4*4)	Further mitigation required	Need to understand the potential revenue pressure and work in to annual plan and funding requirements	Interim Service Director, Environment, Highways and Waste
Risks de-escalated from the corporate risk register								
CRR.52	High Risk Notable Cases within the courts IF: the current cohort of High court notable cases in respect of legacy practice results in a further critical judgement or adverse media attention THEN: Herefordshire council may face human rights cost claims and formal DfE statutory intervention	Jun-21	12 (3*4)	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). The development of court skills training with legal services and the local judiciary. Case tracking of all legal cases and senior management oversight panels are embedded. There is increased confidence from the judiciary due to improved compliance and this will continue to be monitored.	12 (3*4)	Further mitigation required	Develop and Implement Communications strategy in respect of possible media attention.	Corporate Director, Children and Young People
CRR.62	Waste collections - HGV drivers and labour availability IF: FCC Environment continue to see high absence levels and are unable to recruit to HGV driver and labourer positions THEN: 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.	Oct-21	16 (4*4)	FCC Environment increased their salary offering for HGV drivers in Sept and are actively recruiting on a continual basis. They are however having limited success as a number of applicants are declining posts after inductions. If we experience 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. Jan - little effect of this currently but remains a risk due to ongoing COVID	8 (2*4)	Further mitigation required	Consideration will need to be built into future contract spec for development and recruitment of drivers as nation industry problem grows.	Interim Service Director, Environment, Highways and Waste
CRR.65	Multi Agency Safeguarding Hub IF: We do not create an integrated MASH then there will be inconsistent decision making will occur Then: Children will not be safeguarded in a timely manner	Oct-21	16 (4*4)	All referrals are now monitored by social work manager; new MASH Safeguarding board monitoring development and progress; Improve decision making. A new Multi Agency Referral Form has been agreed	10 (2*5)	Further mitigation required	Ensure that all partners have appropriate staffing capacity / IT access in new location Progress is ongoing around the standard operating procedures review. Progress has been made on location; final details being confirmed.	Interim Service Director, Early Help and Safeguarding