

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)	<ul style="list-style-type: none"> •Panels have been implemented to ensure robust monitoring and approval of all placements. •Data and information systems shared between the service, finance teams, and the placement team have been strengthened. 	20 (4*5)	Further mitigation required	<ul style="list-style-type: none"> •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. •Reviewing of current contracts to ensure value for money. •Develop and implement 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 	Service Director, Safeguarding and Family Support
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.	Corporate Director, Community Wellbeing
CRR.63	Hereford City Centre Transport Package IF the balance of land payments and costs for the BP garage and associated interests 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. 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.	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
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)	<ul style="list-style-type: none"> •We have a small, dedicated recruitment team in Children's Services to ensure recruitment is consistently done in a timely manner •we have a dedicated senior HR lead supporting the service •We are introducing a recruitment and retention bonus from 1st October 2022. •A new recruitment microsite to be introduced in October 2022 •Establishment control re-established Sept 2022 •We entered a strategic partnership with Community Care from Feb 2022 to raise the profile and reputation of Herefordshire regionally and nationally •We have a blanket exception for MOU for social work post with a review after six months 	20 (4*5)	Further mitigation required	<ul style="list-style-type: none"> •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 •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 •Workforce and OD strategy requires further revision with a better learning and development offer. 	Corporate Director, Children and Young People
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)	<p>Cross service "working group" being set up to assess the situation and pull together a council wide response to the risk.</p> <p>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).</p> <p>Hfds Chalara Action Plan being kept updated ready for use as needed. The concern being raised to DMT.</p> <p>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.</p>	25 (5*5)	Further mitigation required	Review of current controls in place, and risk 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)	<p>Soft market testing undertaken to engage potential suppliers - confirmed supply chain risks and potential 12 month+ lead times.</p> <p>ITT currently live for technical support to develop service spec in order to commence procurement for collection contract</p> <p>Identified at Project Board as a risk for escalation to the programme board</p>	20 (4*5)	Further mitigation required	<p>Contacting Local Authority Recycling Advisory Committee (LARAC) to ask members for their current experience or knowledge of delivery expectations.</p> <p>Contacting the Chartered Institution of Wastes Management to ask for their current experience or knowledge of delivery expectations.</p> <p>Contacting the Environmental Services Association to ask for their current experience or knowledge of delivery expectations.</p> <p>Contacting vehicle suppliers directly through market engagement exercise. (Extend current contract with SLR who have just completed soft market test).</p> <p>FCC to provide cost outline for extending current collection service to April 2024.</p>	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)		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
CRR.70 (NEW)	Hereford City Centre Improvements - delivery within LEP timescale IF The ability to deliver required works within the timescale of the LEP funding cannot be met THEN resulting in possible loss of funding.	Apr-21	20 (4*5)	Develop robust spend profile and programmes to focus on individual elements of the project that have been developed previously. Continue regular cabinet member and cabinet briefings to establish requirements to progress governance decisions. Identify delivery routes that will support required spend profile.	16 (4*4)	Further mitigation required		Interim Service Director, Environment, Highways and Waste
CRR.71 (NEW)	Hereford City Centre Improvement - decision making and VFM IF LEP decision making drive poor decision making and VFM	Apr-21	25 (5*5)	Regular project reviews to ensure VFM and robust decision making	16 (4*4)	Further mitigation required		Interim Service Director, Environment, Highways and Waste
CRR.72 (NEW)	Adult Social Care Reform: IF the expected numbers of current self funders become eligible for ASC without an appropriate level of Government funding THEN financial pressures on the Council to deliver individuals care and support needs will be unsustainable.	Aug-22	16 (4*4)	Budgetary provision for existing cohort and growth has been built into next years budget based on this years demand. Modelling of service users and if they are self funders to enable us to better understand who and where individuals are and their needs. System development for an online financial assessment form has been approved. This will enable service users to undertake their own assessments and upload their own documents potentially freeing up key staff. Regular DLT meetings to review, monitor and implement actions to mitigate financial pressures. Regular liaison between Director Community Wellbeing and Section 151 Officer, in addition both roles attend West Midlands ADASS meetings and link in with regional and national updates	16 (4*4)	Further mitigation required	A programme management approach is planned to commence in September 2022 to deliver against the requirements of Adult Social Care reform. This will give an opportunity to review how we maximise our ways of working within the Directorate and with our wider partners. Scope will include for example working practice model, end to end financial processes, Prevention work.	Corporate Director, Community Wellbeing
CRR.73 (NEW)	Removal of ring-fence around Public Health budget Increased call on Public Health Budget to off-set council savings due to inflationary pressures Ensure public health grant is utilised in accordance with the conditions of the grant. Any reduction or reallocation to the grant may reduce the councils ability to meet demand led services e.g. increased demand as a consequence of the pandemic e.g. growing mental health problems, suicides rates, obesity, winter deaths, sexual health LARC replacements etc.	Jul-22	16 (4*4)	Allocate and reprofile PH budget fully at the beginning of the year in order to achieve the public health outcomes SWAP audit being undertaken on Grant during Summer 22	16 (4*4)	Further mitigation required	Awaiting findings from audit and subsequent actions SLA's to be established with relevant departments following audit Opportunities to undertake MCDA to review all PH spend across the council	Director of Public Health
CRR.74 (NEW)	School Assets IF: The condition of school estate continues to deteriorate with insufficient budget to maintain school assets proactively THEN: There may be an increase in costs due to unplanned significant spend	Jun-21	20 (5*4)	The capital programme board is now chaired by the DCS as part of the overview and monitoring in line with corporate infrastructure	20 (5*4)	Further mitigation required	The capital programme is being managed by the project managers office as agreed by the corporate infrastructure. This is a permanent risk as schools will continue to require maintenance and there is currently an underfunding of maintenance works (priority 1); there good oversight on this risk and mitigation continues to drive this work forward alongside the need for additional funding	Service Director Education, Skills and Learning
CRR.75 (NEW)	SEND inspection - Risk of adverse inspection IF: We fail to prepare adequately for the SEND Inspection in a robust manner THEN: This will have an impact on the service and the progress on improvement of the service to meet the needs of the SEND children in Herefordshire	Sep-22	16 (4*4)	Peer review undertaken and feedback received to enable the service to prepare for inspection Multi-agency strategy group being established DFE support requested.	16 (4*4)	Further mitigation required	Interim SEND strategy needs to be developed and introduced. Timeliness and quality of EHCP must improve. Quality Assurance Framework needs to be developed and introduced. Policies procedures and documentation need to be reviewed and updated to ensure that the organisation are in a robust position prior to inspection taking place. Engagement Strategy needs to be developed and implemented.	Service Director Education, Skills and Learning
CRR.76 (NEW)	Educational Placements IF: Delays lead to EHC plan pupils not being allocated school places on time THEN: this leads to us failing to comply with the legal requirements to provide education placements to meet their needs	Sep-22	16 (4*4)	Ensure that EHC pupils are offered admission places within the normal timescales as this has knock on effect on school placements for all pupils	16 (4*4)	Further mitigation required	Establishing a strategic board to have oversight and provide challenge where necessary to ensure plans completed within timescale	Service Director Education, Skills and Learning
CRR.77 (NEW)	Increase in out of county educational placements IF: There is an increase in out of county educational placements for EHC Plan Pupils THEN: This places pressures on SEN Funding	Sep-22	16 (4*4)	Review is underway in terms of sufficiency of placements in county; and work is underway to reduce reliance on out of county placements	16 (4*4)	Further mitigation required	Free school special schools bids are being drafted to increase capacity in county	Service Director Education, Skills and Learning
CRR.78 (NEW)	Impact of Statutory Direction IF: We are unable to demonstrate and/or meet the Department for Education's (DFE) expectations as set out in the statutory notice to improve THEN: We could face more formal statutory intervention with the risk of the removal of children services from the councils control into a children's trust	Sep-22	20 (4*5)	Project management support in place together with governance arrangements. Regular oversight on progress is monitored by the Children's Commissioner, the Children's Improvement Board, CLT, Cabinet and Scrutiny Additional resources in place. New suite of performance and management information reports being developed and introduced.	20 (4*5)	Further mitigation required	Too soon to see impact of mitigation This is being kept under review	Corporate Director, Children and Young People

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Risks de-escalated from the corporate risk register

Closed risks								
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)	Work is being completed to produce an accurate self evaluation Preparations are continuing in respect of inspection readiness Support for preparations is being provided by Sector Led Improvement Partner	20 (5*4)	Further mitigation required	This is being kept under review	Corporate Director, Children and Young People