

SERVICE DELIVERY RISK REGISTER (AS AT Q2 2019/20)

Appendix E

Risk	Corporate theme/aim	Rating and current position	Risk treatment	Mitigating actions	Change since last quarter (Q1)
SD1 - Loss of income to the Housing Revenue Account	Outcomes Maintain Financial Health	On-going potential reduction in income through 1% rent reduction for general needs tenancies until 2020/21. Likelihood is low and impact is now moderate.	Treat the risk through continuous action and review.	Income policies/processes are being revised. The Council has invested in I.T. solutions to maximise opportunities to collect income and support those in financial difficulty. Increased focus on collection of rent and other housing debt. New dwellings mitigate revenue lost through Right to Buy (RTB) Whilst the Implementation of Universal Credit has slowed, pressure from other benefit changes remains. This has led to an increase in rent arrears during quarter 2. The Housing Service has made operational changes to deal with this increase in the short-term	Impact is moderate-likelihood is now high.
SD2 - Failure to collect financial contributions or to enforce the delivery of obligations within Section 106 Agreements.	Outcomes Maintain Financial Health	Failure to collect financial contributions or to enforce obligations within Section 106 Agreements. Likelihood is unlikely but the impact is significant.	Treat the risk through continuous action and review.	Implementation of new software is now complete. Team Leader overseeing the process with dedicated officer monitoring and reviewing progress of agreements relating to 'live' sites. The Service has been recently audited and has put in place actions to address the minor	No change to rating or treatment.

				recommendations.	
SD3 – Safety standards	<p>People Protect and help support the most vulnerable, including those affected by financial changes.</p>	<p>Failure to comply with basic safety standards in flats/blocks with communal areas.</p> <p>Work has been undertaken to put specialist fire and asbestos contracts in place.</p> <p>Likelihood is medium and impact has potential to be significant.</p>	<p>Treat the risk through continuous action and review.</p>	<p>Process underway to update safety procedures for fire, gas, electricity, legionella and asbestos to ensure the Council has appropriate controls in place to manage risks. Progress made so far includes:</p> <ul style="list-style-type: none"> • Fire safety contractor appointed • Gas servicing 100% compliant • Electrical testing contractor appointed • Legionella - sheltered schemes testing in place, void properties shower heads/deadlegs removed • Asbestos testing contractor appointed • Asbestos removal contractor appointed • Successful completion of an asbestos audit by the Health and Safety Executive <p>Whilst the likelihood reduces as contracts are in place, works programmes to the value of £250,000 per annum are required for the next two years to achieve full compliance, so the overall likelihood remains medium.</p> <p>Fire safety work is now underway in communal blocks, including consultation with tenants affected by the work.</p>	<p>No change to rating or treatment.</p>

SD4 – Universal Credit	<p>People Protect and help support the most vulnerable, including those affected by financial changes.</p>	<p>Loss of income to the Housing Revenue Account through full roll out of Universal Credit (UC) from November 2018.</p> <p>There is still uncertainty as to the financial impact of this but the Council has plans in place working with internal/ external stakeholders to manage this process.</p> <p>Likelihood is medium and the impact is moderate.</p>	Treat the risk through continuous action and review.	<p>Welfare Reform Group, including key internal/external partners, meets on a monthly basis to manage roll-out against an agreed action plan.</p> <p>Invested in I.T. solutions to maximise opportunities to collect income and support those in financial difficulty.</p> <p>Allocations Policy review underway and will be completed in 2019.</p> <p>The changes to the 'roll out' of 'UC' may delay the full impact. 2018/19 performance demonstrates that actions have assisted in mitigating the impact of Welfare Reform changes.</p> <p>Delays in UC payments have led to a rise in rent arrears. The Housing Service has made operational changes to mitigate this risk.</p>	No change to rating or treatment.
SD5 – Reduction in funding for Culture and Communities	<p>People Increase levels of participation in sport, health, environmental and physical activities.</p>	<p>Reduction of Council funding into Culture and Communities Service. Unable to source external funding to service.</p> <p>Likelihood is low and the impact is moderate.</p>	Treat the risk through continuous action and review of funding streams and Cultural and Community Services Restructure.	<p>Forward budget planning over a number of years. Approvals for reserve spend to secure staffing positions up to March 2020 initially for Active Communities.</p> <p>Lobby to maintain current funding contribution that the Council makes towards the Active Communities service and for an increased contribution if current levels of service are to be maintained post-March 2020.</p> <p>The Council is in the final year of a three-year funding agreement with the Police and Crime Commissioner (PCC) for £25,000 per year</p>	No change to rating or treatment.

				<p>Community Safety Funding.</p> <p>The Council receives £35,000 per year Basic Command Unit funding from the Chief Superintendent. This is received annually with no long-term commitment.</p> <p>Rolls Royce new three-year sponsorship of the Environmental Education Project confirmed.</p> <p>Continually seek external funding opportunities to support service delivery.</p> <p>Cultural and Community Services Restructure seeking to secure core funding for key posts subject to Committee approval.</p>	
SD8 - Failing infrastructure at Rosliston Forestry Centre.	<p>Place</p> <p>Support provision of cultural facilities and activities.</p>	<p>Failing Infrastructure at Rosliston Forestry Centre.</p> <p>Regular meetings held at operational and strategic levels with the Forestry Commission.</p> <p>Likelihood is low but the impact would be moderate</p>	Treat the risk through continuous action and review.	<p>Condition survey updated as part of procurement exercise for new contractor.</p> <p>Focus on implementing infrastructure requirements identified in external consultant's report.</p> <p>Make invest to save business cases.</p> <p>Collaboration Head of Corporate Property on improvements to the Planned Preventative Maintenance (PPM).</p> <p>Engage tenants and keep senior management team informed.</p>	<p>Rating changed to amber as procurement of new contract delayed with consequent delay in new operator investment.</p>
SD9 - Failure to meet housing delivery targets set out in the	<p>Place</p> <p>Facilitate and deliver a range of</p>	<p>Failure to meet housing delivery targets.</p> <p>Local Plan is in place which sets</p>	Treat the risk through continuous action and	<p>Monitoring/review of performance ongoing.</p> <p>Active pursuit of schemes and opportunities.</p>	<p>No change to rating or treatment.</p>

five year supply.	integrated and sustainable housing and community infrastructure.	out the five-year supply. Latest monitoring for 18/19 indicates the Council was performing above target with an upward trajectory. Likelihood is low but the impact would be significant.	review.	Develop action plan(s) where necessary. Current five-year housing land supply rate at 5.5 years - most sites started are building at a rate above that originally anticipated such that c.1200 were completed in 2018/19 - work to accelerate progress on two sites underway.	
SD10 - Failure of IT infrastructure that supports Planning Systems, LLPG and Land Charges.	Place Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Ongoing issues with IT infrastructure that supports Planning systems. Likelihood is unlikely and the impact would be significant.	Treat the risk through continuous action and review.	New system went live on the 1 st August 2019. Work continues towards implementing remaining 'modules' of the software, migrating data and decommissioning old systems. Monitoring performance of new system following implementation with consideration of what additional resource is necessary to complete the project and/or fully realise the benefits of the software.	Likelihood reduced following implementation of new system
SD12 – Melbourne Sports Park	Place Support provision of cultural facilities and activities throughout the District. People Increase levels of participation in sport, health,	Failure to deliver against external funder requirements at the Melbourne Sports Park (MSP). Ongoing discussions with national funders. Likelihood is low but the impact would be significant.	Treat the risk through continuous action and review.	Regular Artificial Grass Pitch (AGP) Steering Group meetings. Matter under regular review at MSP Board meetings. Key funder in attendance at AGP steering group meetings. Specialist consultants, MSP representatives and Council officers progressing site drainage solutions. Planning permission approved. Engagement with landowner on site permissions progressed.	No change to rating or treatment.

	environmental and physical activities.			MSP Board not meeting business plan income targets so close monitoring required.	
SD13 – Sinfin Waste Plant	<p>People</p> <p>Reduce the amount of waste sent to landfill.</p>	<p>Impact on delivery rounds of diverting all residual waste to Sinfin Waste Plant.</p> <p>Move to Sinfin now to be phased over three years, giving time to minimise impact on delivery rounds.</p> <p>Likelihood is medium the impact would be moderate.</p>	Treat the risk through continuous action and review.	<p>The long-term waste management contract between Derby City Council, Derbyshire County Council and Resource Recovery Solutions (Derbyshire) Ltd (RRS) was been brought to an end on the 2nd August 2019. RRS was a 50:50 partnership between Renewi and with national construction firm Interserve. Interserve was responsible for building the waste treatment facility.</p> <p>Contingency measures have been put in place by the County and City Councils to make sure waste that residents cannot recycle or choose not to recycle continues to be dealt with, and that recycling centres and waste transfer stations continue to operate.</p> <p>These services will continue to be run by waste management company Renewi under a new two-year contract.</p> <p>With contingency arrangements already in place, the City and County Councils are confident any further impact will be minimal.</p> <p>Work has begun by contractors to clean the site of existing materials in order for an evaluation of site value to be undertaken and shows signs that the project is continuing.</p>	<p>Likelihood increased to medium following the contract end but impact remains the same.</p>
SD14 – Tree	Outcomes	Failure to manage the Council's	Treat the risk	Review of approved Tree Management Policy	No change to

Management	Enhance Environmental Standards	<p>tree stock in line with adopted Tree Management policy.</p> <p>Likelihood is low but the impact would be significant.</p>	through continuous action and review.	<p>underway.</p> <p>A 'structural review of Culture and Community Services' report will go to Committee in November 2019 this includes a proposal for the permanent support for tree management.</p>	rating or treatment.
------------	---------------------------------	--	---------------------------------------	--	----------------------