

SERVICE DELIVERY RISK REGISTER (AS AT Q1 2021/22)

Appendix C

Risk	Rating and current position	Risk treatment	Mitigating actions	Change since last quarter	Risk Owner
<p>SD1 - Loss of income to the Housing Revenue Account</p>	<p>Rent reduction controls relaxed and rent increase now in place. Reduction of income through the Impact of COVID19 on Universal Credit (UC) claims is now greater.</p> <p>Likelihood is high and impact is now moderate</p>	<p>Treat the risk through continuous action and review.</p>	<p>A revised Income Management Policy has been approved by Housing and Community Services Committee and new operational/ IT procedures implemented.</p> <p>Increased focus on collection of rent and other housing debt.</p> <p>New dwellings mitigate revenue lost through Right to Buy (RTB). New Builds can still be purchased under (RTB) after three years for Secure Tenancies.</p> <p>The uptake of UC has continued to rise sharply through the pandemic. The impact on Council tenants' arrears increased and has now levelled out.</p> <p>The Housing Service has made operational changes to deal with this increase which have been subject to a successful audit review.</p>	<p>No change to rating or mitigating actions</p>	<p>Housing Services</p>
<p>SD2 - Failure to collect financial contributions or to enforce the delivery of obligations within Section 106 Agreements.</p>	<p>Failure to collect financial contributions or to enforce obligations within Section 106 Agreements. Slight increase in likelihood of requests to defer payments or review viability of development schemes in response to COVID-19 impacts.</p> <p>Likelihood is unlikely but the impact is significant.</p>	<p>Treat the risk through continuous action and review.</p>	<p>Implementation of new software is now complete.</p> <p>Team Leader overseeing the process with dedicated officer monitoring and reviewing progress of agreements relating to 'live' sites.</p> <p>The Service has been recently audited and has put in place actions to address the minor recommendations.</p> <p>Continued use of District Valuer in vetting additional requests for viability review. Discretion over enforcement or payment plans can ensure collection of fees over longer period if cashflow a problem for developers.</p>	<p>No change to rating or mitigating actions</p>	<p>Planning and Strategic Housing</p>

			Once S106 funds are received, Planning Policy team send regular reminders to colleagues including external bodies to minimise the risk of S106 money going unspent.		
SD3 – Safety standards	<p>Failure to comply with basic safety standards in flats/blocks with communal areas.</p> <p>Work has been undertaken to put specialist fire asbestos, legionella contracts in place.</p> <p>Likelihood is medium and impact has potential to be significant.</p>	Treat the risk through continuous action and review.	<p>Revised and updated Housing Safety policies were agreed by Housing and Community Services Committee in November 2020 for safety regarding:</p> <ul style="list-style-type: none"> • Fire • Lift • Electrical • Gas • Asbestos • Legionella <p>A recent Internal Audit of Housing Safety has confirmed that the systems in place provide “reasonable assurance” in this area.</p> <p>Contracts are in place to deliver property improvements for all aspects of property safety.</p>	No change to rating or mitigating actions	Housing Services
SD4 – Universal Credit	<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 high 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>The Impact of COVID19 on Council tenants has seen a rise in the number of UC Claimants although the rate of increase slowed as lockdown was eased.</p> <p>Delays in UC payments have led to a rise in rent arrears. The Housing Service, in partnership with the Department for Work and Pensions (DWP), has made operational changes to mitigate this risk. The increase in rent arrears during the pandemic has now begun to level out.</p>	No change to rating or mitigating actions	Housing Services

<p>SD5 – Reduction in funding for Cultural and Community Services</p>	<p>Reduction of Council funding into Cultural and Community Services. Unable to source external funding to service.</p> <p>There is likely to be additional funding needed to replace income lost through Covid-19.</p> <p>Likelihood is moderate and the impact is moderate</p>	<p>Treat the risk through continuous action and review of funding streams and Cultural and Community Services Restructure.</p>	<p>Forward budget planning over a number of years. Approvals for reserve spend to secure staffing positions up to March 2022 initially for Active Communities.</p> <p>Maintain current funding contribution that the Council makes towards the Active Communities service.</p> <p>The Council receives an annual agreement from the Police and Crime Commissioner (PCC) for £25,000 per year 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. This will extend to Covid-19 new funding pots.</p> <p>Successful partnership funding has been achieved with the Green Social Prescribing Programme.</p> <p>Government Funding for the Leisure Centres has been received.</p> <p>Monthly assessment of income lost through Covid-19 restrictions on service.</p>	<p>No change to rating.</p> <p>Mitigating actions for approvals for reserve spend amended from March 2021</p>	<p>Cultural and Community Services</p>
<p>SD6 - Ageing infrastructure at Rosliston Forestry Centre</p>	<p>Need to upgrade Infrastructure at Rosliston Forestry Centre.</p> <p>Regular meetings held at operational and strategic levels with the Forestry Commission.</p> <p>Likelihood is moderate but the impact would be moderate.</p>	<p>Treat the risk through continuous action and review.</p>	<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>Capital Programme bid successful with the majority of the projects needed supported.</p> <p>Work commenced on the delivery of capital projects.</p>	<p>No change to rating or mitigating actions</p>	<p>Cultural and Community Services</p>

			<p>Collaboration with Head of Corporate Property on improvements to the Planned Preventative Maintenance (PPM).</p> <p>Engage tenants and keep Senior Leadership Team informed</p> <p>Covid-19 pandemic has enabled an opportunity to do some minor health and safety works whilst the site was closed to the public.</p> <p>Vision for site to be reviewed in light of the pandemic.</p>		
SD7 - Failure to meet housing delivery targets set out in the five-year supply.	<p>Failure to meet housing delivery targets.</p> <p>Local Plan is in place which sets out the five-year supply. Latest monitoring for 19/20 indicates the Council was performing above target.</p> <p>Likelihood is low but could move to moderate in light of COVID-19 impacts pushing delivery back in the Plan period, but the impact would be significant.</p>	Treat the risk through continuous action and review.	<p>Monitoring/review of performance ongoing.</p> <p>Active pursuit of schemes and opportunities. Increased focus on facilitating prompt commencement of development.</p> <p>Develop action plan(s) where necessary.</p> <p>Current five-year housing land supply rate at 5.76 years - most sites started are building at a rate above that originally anticipated such that c.1300 were completed in 2019/20 - work to accelerate progress on two sites continues.</p> <p>Support government proposals to offer flexibility in supply and delivery requirements considering COVID-19 effects.</p>	No change to rating or mitigating actions	Planning and Strategic Housing
SD9– Melbourne Sports Park	<p>Failure to deliver against external funder requirements at the Melbourne Sports Park (MSP). Ongoing discussions with national funders.</p> <p>MSP negatively affected by Covid-19 with no income generation for 3+ months. Some external grants success to support this impact but not all.</p>	Treat the risk through continuous action and review.	<p>Regular Artificial Grass Pitch (AGP) Steering Group meetings.</p> <p>Matter under regular review at MSP Board meetings. Key funder in attendance at AGP steering group meetings.</p> <p>MSP Board not meeting business plan income targets so close monitoring required.</p> <p>Scheme to deliver additional car parking on site completed. Drainage scheme on MSP site and adjacent landowners complete. Improved rugby pitches playability should increase income generation from bar and catering.</p>	No change to rating, mitigating actions updated.	Cultural and Community Services

	Likelihood is low /medium, but the impact would be significant.		Work on three new tennis courts completed. Improvements to third rugby pitch and training area underway. These projects will aid future viability.		
SD11– Tree Management	<p>Failure to manage the Council's tree stock in line with adopted Tree Management policy.</p> <p>Likelihood is low but the impact would be significant.</p>	Treat the risk through continuous action and review.	<p>Review of approved Tree Management Policy completed. New Tree Strategy and Policy planned to go to Committee in Autumn 2021.</p> <p>Zurich Municipal has provided support to assess the Council's risk on the Tree policy prior to going to Committee for approval.</p> <p>Implementation of the Cultural and Community Services restructure will enable greater staff resources for tree work.</p>	No change to rating, mitigating actions updated.	Cultural and Community Services
SD12 –Ageing Infrastructure at Greenbank Leisure Centre	Infrastructure at Greenbank Leisure Centre including pipework to pool and roof structure needs investment.	Treat the risk through continuous action and review	<p>Building condition survey is being updated and a planned maintenance programme put in place by Head of Corporate Property.</p> <p>Complete the necessary works identified in external consultant's report.</p> <p>Improvements made to pool pipework and roof.</p> <p>Ensure that there is capital funding to complete the necessary works.</p>	No change to rating or mitigating actions	Cultural and Community Services
SD14- Performance of kerbside recycling contractor	The sub-contractor collecting materials on behalf of the recycling contractor went into liquidation in February. The Council implemented contingency plans and the collections are now being delivered by the Council. The recycling contractor continues to deal with the collected materials and is committed to undertake this role until the contract end date.	Treat the risk through continuous action and review	The Council has stepped-in to deliver the collection element of the contract at short notice. Additional vehicles have been hired and agency workers employed. Contingency Plans should be sufficient to deliver the service with minimal disruption for the foreseeable future. Interim arrangements beyond the current contract term are being developed as per Committee's endorsement. The uncertainty around recycle reprocessing costs could result in costs to the Council escalating. Progress is being made on the tender process for a replacement contractor.	No change to rating, mitigating actions updated.	Operational Services

			Recycling contract is out to tender and submissions will be evaluated in Q2, with a report on outcomes going to a special F&M Committee in August.		
SD15 Leisure Centres	Due to the National Lockdowns and control of coronavirus measures there is a risk that the Council's Leisure Centre provider can no longer sustain its business.	Treat the risk through continuous action and review	Application to Government for National Leisure Recovery Fund successful and distribution being arranged. Monthly assessment of Leisure Provider's finances and assessment of Council support through monthly contract meetings. Contingency plans are also being developed should the contractor not be in a position to deliver the contract at short notice. Final settlement of financial negotiations during Covid closure nearly complete.	No change to rating, mitigating actions updated.	Cultural and Community Services

SERVICE DELIVERY RISK MATRIX				
Likelihood				
4 High		SD1, SD4, SD15		
3 Medium		SD5	SD3, SD12,	
2 Low		SD6	SD7, SD9, SD11	
1 Unlikely		SD14	SD2	
	1 Minor	2 Moderate	3 Significant	4 Catastrophic
	Impact			

Risk Description

SD1 Loss of income to the Housing Revenue Account

SD2 Failure to collect financial contributions/enforce obligations within S106 Agreements.

- SD3** Safety standards
- SD4** Universal Credit
- SD5** Reduction in funding for Cultural and Community Services
- SD6** Ageing infrastructure at Rosliston Forestry Centre
- SD7** Failure to meet housing delivery targets set out in the five-year supply.
- SD9** Melbourne Sports Park
- SD11** Tree Management
- SD12** Green Bank Leisure Centre
- SD14** Performance of kerbside recycling contractor
- SD15** Leisure Centres