

Quarter 4, 2021-2022 Service Delivery Risk Register

| REF | RISK TITLE & DESCRIPTION | RISK CAUSE | RISK IMPACT | RISK CATEGORY Strategic Operational Financial Knowledge management Compliance, Partnership | Current Risk Rating (See table below for guidance) | | | CONTROLS IN PLACE TO MITIGATE THE RISK | Risk Rating after mitigations (See table below for guidance) | | | FURTHER ACTION REQUIRED | SUMMARY OF CHANGE SINCE LAST QUARTER | RISK OWNER |
|-----|---|---|-------------------------------|---|---|--------|-------------|---|---|--------|-------------|--|---|--------------------------|
| | | | | | LIKELIHOOD | IMPACT | RISK RATING | | LIKELIHOOD | IMPACT | RISK RATING | | | |
| SD1 | Loss of income to the Housing Revenue Account (HRA) | Reduction of income through the Impact of: Universal Credit (UC) (increase rent arrears) Void Properties (rent loss) Right to buy properties (rent loss) | Loss of income into the (HRA) | Financial | 4 | 2 | 8 | <ul style="list-style-type: none"> A revised Income Management Policy has been approved by Housing and Community Services Committee and new operational/ IT procedures implemented. New dwellings mitigate revenue lost through Right to Buy (RTB). New Builds can still be purchased under (RTB) after three years for Secure Tenancies. Daily monitoring of UC, and income management. The Housing Service has made operational changes to deal with this increase which have been subject to a successful audit review. Programme in place to reduce the void rent loss. Council House Development Group is in place | 3 | 1 | 3 | <ul style="list-style-type: none"> Increased focus on collection of rent and other housing debt. Monitoring and review of arrears, evictions and rent loss due to voids Council House development group to develop a pipeline of development schemes. | Further actions updated for Q4, no change to risk rating. | Head of Housing Services |
| SD3 | Safety standards | Failure to comply with basic safety standards in flats/blocks with communal areas. | Risk to property and life | Compliance | 2 | 4 | 8 | <p>Housing Safety policies are now in place for:</p> <ul style="list-style-type: none"> ➤ Fire ➤ Lift ➤ Electrical ➤ Gas ➤ Asbestos ➤ Legionella <ul style="list-style-type: none"> A recent Internal Audit of Housing Safety has confirmed that the systems in place provide "reasonable assurance" in this area. Contracts are in place to deliver property improvements for all aspects of property safety. Recruited an Asset and compliance Post | 2 | 4 | 8 | <ul style="list-style-type: none"> Monitoring and carrying out safety checks as per the Housing Safety Policies. Reconfiguring software (lifespan) to manage this | No change in Q4. | Head of Housing Services |

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| SD5 | Reduction in funding for Cultural and Community Services | Reduction of Council funding into Cultural and Community Services. Unable to source external funding to service. | There is likely to be additional funding needed to replace income lost through Covid-19. | Financial | 3 | 3 | 9 | <ul style="list-style-type: none"> Forward budget planning over several years, to cover the medium-term- up to and including 2023/24. Approvals received for reserve spend to secure staffing initially for Active Communities. The Council receives an annual Community Safety funding allocation from the Police and Crime Commissioner (PCC) of £25,000. In December 2021, the new PCC confirmed that this level of funding will continue for a further three years. The Council receives an annual Basic Command Unit funding allocation of £35,000 from the Chief Superintendent. This annual allocation, currently with no long-term commitment. A new three-year sponsorship of the Environmental Education Project with Rolls Royce has been confirmed. Government Funding via the National leisure Recovery Fund (NLRf) for the Leisure Centres has been received. | 3 | 3 | 9 | <ul style="list-style-type: none"> Maintain current funding contribution that the Council makes towards the Active Communities service Continue to seek and secure relevant external funding opportunities to continued support service delivery. Monthly assessment of income and expenditure. | Mitigating actions updated, no change to risk rating for Q4 | Head of Cultural and Community Services |
| SD6 | Ageing infrastructure at Rosliston Forestry Centre | Need to upgrade infrastructure at Rosliston Forestry Centre | Unable to deliver services at Rosliston. | Strategic | 2 | 3 | 6 | <ul style="list-style-type: none"> Condition survey updated as part of future procurement exercise for new contractor, informed by a wider strategic review . Focus on implementing infrastructure requirements identified in external consultant's report, informed by a wider strategic review (SOPM). Capital Programme bid successful with most projects supported. Engage tenants and keep Senior Leadership Team informed Covid-19 pandemic has enabled an opportunity to do some minor health and safety works whilst the site was closed to the public. Vision for site to be reviewed considering the pandemic, informed by the wider climate emergency debate | 2 | 3 | 6 | <ul style="list-style-type: none"> Work commenced on the delivery of capital projects. Collaboration with Head of Corporate Property on improvements to the Planned Preventative Maintenance (PPM). Regular meetings held at operational and strategic levels with Forestry England. | Mitigating actions updated in Q4 | Head of Cultural and Community Services |

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| SD7 | Failure to meet housing delivery targets set out in the five-year supply | Economic slowdown, material or labour shortages, supply chain issues. There has been a small decrease in housing completions during the COVID pandemic. | A loss of control of new developments and reduced likelihood of achieving the necessary section 106 contributions and the potential for developments to the approved in unsustainable locations | Strategic | 4 | 3 | 12 | <ul style="list-style-type: none"> Local Plan is in place which sets out the five-year supply. In August E&DS Committee approved that the local plan should have a review undertaken which will identify sufficient sites to provide an up-to-date five-year housing land supply. Active pursuit of schemes and opportunities. Increased focus on facilitating prompt commencement of development. Current five-year housing land supply rate at 6.15 years- most sites started are building at a rate above that originally anticipated such that 1029 were completed in 2020/21. Despite a small reduction on the previous year the council has maintained its five-year housing land supply and a strong bounce back from COVID is already occurring. Support government proposals to offer flexibility in supply and delivery requirements in light of COVID-19 effects. Local Plan issues and options consultation to be reported to the Local Plan working group and EDS committee over the summer to identify additional sites. | 2 | 3 | 6 | <ul style="list-style-type: none"> Develop action plan(s) where necessary. Monitoring/review of performance ongoing. | Mitigating actions updated in Q4. | Head of Planning and Strategic Housing |
| SD9 | Melbourne Sports Park | Failure to deliver against external funder requirements at the Melbourne Sports Park (MSP). Ongoing discussions with external funders. | MSP negatively affected by Covid-19 with no income generation for several months. Some external grants success to support this impact but not all. | Financial | 2 | 3 | 6 | <ul style="list-style-type: none"> 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. Work on three new tennis courts completed. Improvements to third rugby pitch and training area underway. These projects will aid future viability. Development sub-committee to be re-established to look at future works/developments at the site. Council representative on the Sub-Committee. | 2 | 3 | 6 | <ul style="list-style-type: none"> 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. MSP Board meeting business plan income targets, however close monitoring is required. | No change in Q4. | Head of Cultural and Community Services |
| SD11 | Tree Management | Failure to manage the Council's tree stock in line with adopted Tree Management policy. | Breach of tree policy and/or accident/incident involving trees. | Strategic | 4 | 3 | 12 | <ul style="list-style-type: none"> Review of approved Tree Management Policy completed. Zurich Municipal has provided support to assess the Council's risk on its Tree Policy and Strategy. A new tree policy and management plan has been agreed by committee on 17 March 2022 Still unable to recruit an assistant tree officer. | 3 | 3 | 9 | <ul style="list-style-type: none"> The new Policy requires implementing and backlog of work procured and prioritised. A budget has been agreed. | Risk rating reduced to 9 following the approval of a new policy and funding to deal with | Head of Cultural and Community Services |

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| | | | | | | | | | | | | <ul style="list-style-type: none"> External support for tree inspections is being procured. | the backlog of work.(| |
| SD12 | Ageing Infrastructure at Greenbank Leisure Centre | Infrastructure at Greenbank Leisure Centre including pipework to pool and roof structure needs investment. | Unable to deliver services at Greenbank Leisure Centre | Strategic | 3 | 3 | 9 | <ul style="list-style-type: none"> Building condition survey is being updated and a planned preventative maintenance (PPM) programme put in place by Head of Corporate Property. Complete the necessary works identified in external consultant's report, informed by a wider strategic review (SOPM) Improvements made to pool pipework and roof. Ensure that there is sufficient capital funding to complete the necessary works and revenue funding for on-going PPM. Facility Planning Model being undertaken to assess strategic need of leisure stock through to 2038. | 3 | 3 | 9 | <ul style="list-style-type: none"> Review of the operational management and deliverability of PPM Options presented by FPM to be assessed and presented to Members in the future | Mitigating actions updated in Q4 | Head of 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. | Operational | 4 | 3 | 12 | <ul style="list-style-type: none"> The Council is now delivering both the recycling, composting and residual waste collection elements of the service in-house as part of a blend of new contractual arrangements which commenced at the start of October 2021. Additional vehicles have been hired and agency workers employed. Further vacancies will be advertised on an ongoing basis. Additional second-hand vehicles have been purchased to reduce the cost of vehicle hire. All recycling services have now been retendered and contractors have been appointed. The reprocessing contracts are currently delivering an income to the Council which is being monitored. A reserve has been created to protect the Council from fluctuations in recycle prices over the life of the contracts. | 1 | 3 | 3 | <ul style="list-style-type: none"> Conclude recruitment of permanent staff to deliver the recycling service reducing reliance on agency workers. Continue to source further second-hand vehicles to reduce hire costs. | Archive Risk. | Head of Operational Services |

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| SD15 | Leisure Centres | Due to the National Lockdowns and control of coronavirus measures. | The Council's Leisure Contractor can no longer sustain its business | Strategic Financial | 2 | 3 | 6 | <ul style="list-style-type: none"> Application to Government for National Leisure Recovery Fund (NLRFF) successful and distribution being arranged. Increase risk to leisure providers viability nationally due to rising utility costs.- Pre-planning within the budget setting process and close working relationship with leisure contractor. | 2 | 3 | 6 | <ul style="list-style-type: none"> Monthly assessment of Leisure Contractor finances and assessment of Council support through monthly contract meetings. Contingency plans are also being developed should the contractor not be able to deliver the contract at short notice. Final settlement of financial negotiations during Covid closure is almost complete. | Mitigating actions updated in Q4 | Head of Cultural and Community Services |
| SD16 | Voluntary and Community Sector | A reduction in resources for partners who deliver services for or on behalf of the Council. | Evidence that this is occurring with CVS and Citizens Advice having core funding reduced in recent years | Strategic Financial | 2 | 3 | 6 | <ul style="list-style-type: none"> It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate the risk. The Council's current grant funding has been maintained and is being proposed to increase in 2022/23. The Council employs a dedicated Community Partnership Officer to support the voluntary sector and local organisations. Capacity in the sector is being tested in the light of Covid-19 and the Council is working to support the relevant organisations. | 2 | 3 | 6 | <ul style="list-style-type: none"> The Council continues to work with the Voluntary and Community sector to ensure its funding delivers the Council's Corporate Plan objectives. | Mitigation actions updated in Q4. | Head of Community and Cultural Services |
| SD17 | Sustainable Urban Drainage features (Suds) | Failure to manage the Suds in line with national guidance | Serious accident at a Suds feature, and / or failure of feature to prevent flooding | Operational Strategic Financial | 3 | 4 | 12 | <ul style="list-style-type: none"> A recent report by Alliance Consulting has highlighted risks associated with SUDs features that the Council has adopted / is due to adopt. There are potentially nine sites. The Council has a capital budget to implement the findings of the Alliance report on Council-owned sites. The Council no longer adopts SUDs as part of new developments. These are transferred to Severn Trent Water subject to them meeting appropriate standards. | 2 | 3 | 6 | <ul style="list-style-type: none"> The Council is in the process of reviewing the independent SUDs report and will undertake all reasonable and practicable actions to mitigate any risks. | Mitigation actions being undertaken | Head of Community and Cultural Services |

Risk Matrix Template

The table below outlines how the impact and likelihood of the risk is scored using the threshold and description as guidance.

1.1

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|--------|---------------|------------|--------------|--------------|---------------------|------------------------------------|---|
| Impact | Very High (4) | 4 | 8 | 12 | 16 | <div>12-16 6-9 1 - 4</div> | Significant Risk Medium Risk Low Risk |
| | High (3) | 3 | 6 | 9 | 12 | | |
| | Medium (2) | 2 | 4 | 6 | 8 | | |
| | Low (1) | 1 | 2 | 3 | 4 | | |
| | | Remote (1) | Possible (2) | Probable (3) | Highly Probable (4) | | |
| | | Likelihood | | | | | |

| Impact | Thresholds and Description |
|------------------------------------|---|
| 1 – Low | Limited impact on service objectives if any, section objectives unlikely to be met, financial loss less than £10,000, no media attention |
| 2 – Medium | Slight delay in achievement of service objectives, minor injuries, financial loss over £50,000k, adverse local media attention, breaches of local procedures |
| 3 – High | Significant threat to Council objectives. Non-statutory duties not achieved, permanent injury, financial loss over £100,000, negative national media attention, litigation expected, serious issues raised through inspection, breakdown of confidence of partners. |
| 4 – Very high | Objectives cannot be delivered. Statutory duties not achieved, death, financial loss over £500,000 adverse national media attention, litigation almost certain, prosecutions, breaches of law, inspection highlights inadequate service, Council unable to work with partner organisation |
| | |
| Likelihood | Thresholds and Description |
| 1 – Remote | May occur only in exceptional circumstances (e.g. once in 10 years) |
| 2 – Possible | Unlikely to occur but could at some time (e.g. once in three years) |
| 3 – Probable (in two years) | Fairly likely to occur at some time or under certain circumstances (e.g. once in two years) |
| 4 – Highly probable (in 12 months) | Will probably occur at some time or in most circumstances (e.g. once in 12 months) |
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Service Delivery Risk Matrix

The below table summarises the risk likelihood and impact for risks after controls have been put in place to mitigate the risk.

| Impact | Very High (4) | | SD3, SD9 | | |
|--------|---------------|------------|----------------------------|--------------|---------------------|
| | High (3) | SD14 | SD6, SD7, SD15, SD16, SD17 | SD5, SD12 | SD11 |
| | Medium (2) | | | | |
| | Low (1) | | | SD1 | |
| | | Remote (1) | Possible (2) | Probable (3) | Highly Probable (4) |
| | | Likelihood | | | |

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| SD1 | Loss of income to the Housing Revenue Account (HRA) | Reduction of income through the Impact of: Universal Credit (UC) (increase rent arrears) Void Properties (rent loss) and right to buy properties (rent loss) |
| SD3 | Safety standards | Failure to comply with basic safety standards in flats/blocks with communal areas. |
| SD5 | Reduction in funding for Cultural and Community Services | Reduction of Council funding into Cultural and Community Services. Unable to source external funding to service. |
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| SD12 | Ageing Infrastructure at Greenbank Leisure Centre | Infrastructure at Greenbank Leisure Centre including pipework to pool and roof structure needs investment. |
| SD14 | Performance of kerbside recycling contractor | The sub-contractor collecting materials on behalf of the recycling contractor went into liquidation in February. |
| SD15 | Leisure Centres | Due to the National Lockdowns and control of coronavirus measures. |
| SD16 | Voluntary and Community Sector | A reduction in resources for partners who deliver services for or on behalf of the Council |
| SD 17 | Sustainable Urban Drainage features (Suds) | Failure to manage the Suds in line with national guidance |