

**ANNEX 1**

**ACTIVITIES / OBJECTIVES SCORED AS HIGH RISK**

**FINANCIAL SERVICES**

**Housing Benefits**



**1. Objective:** Determine housing benefit entitlement for new claimants, notify claimants of their entitlement and pay benefits.

**Score: (16) Likelihood – Likely x Impact - Critical**

**Reason:** Loss of computer systems, Software problems, Continually changing legislation, Insufficient skilled assessment staff, Insufficient training resources.

**Existing Controls:** Disaster Recovery Plan, Training/Systems Officer in Finance, Regular monitoring, Use of agency staff.

## PLANNING, TRANSPORTION & LEISURE

### Policy & Conservation



**2. Objective:** Enhance the vitality of Tonbridge Town Centre by preparing Town Centre Fund Supplementary Planning Document (SPD).

**Score: (18)** Likelihood = **Almost inevitable** x Impact = **Significant**

**Reason:** This risk has been identified as high because the lack of appropriate adopted guidance could ultimately affect the Council's ability to collect contributions from development in the most effective way. However, the Council has been unable to progress this due to the continuing level of uncertainty at national level on how local authorities should proceed. In the meantime the Council continues to negotiate S 106 agreements effectively based on its existing policies and guidance.

The current market situation has meant a general slowing of the pace of development which has lessened the need for this to be resolved, although it has also had the effect of reducing the margin on developments to the extent that S 106 agreements have become more challenging to negotiate. On that aspect the Council has retained the services of consultant Valuers to advise on the viability issues in relation to development proposals.

**Existing Controls:** Whole issue under review as a result of proposals to be introduced by the new Government in November 2011 which now preclude the Council from adopting the Supplementary Planning Guidance but will require a totally different approach to be pursued.

### Development Control



**3. Objective:** **Maintain or improve the level of fee income.**

**Score: (15) Likelihood = Very Likely x Impact = Significant**

**Reason:** Impact of current economic conditions.

**Existing Controls:** Monthly monitoring with performance on fee income reported to Management Team. Need to maintain 'critical mass' of staff in order to run existing system and to be able to respond immediately to economic recovery.

## Environmental Health & Housing

### Housing (NEW)



**4. Objective: (Enabling new affordable housing) - Secure a continuing supply of affordable housing and work to prevent homelessness.**

**Score: (15) Likelihood = Very Likely x Impact = Significant**

**Reason:** Economic downturn. Lack of suitable development opportunities. Lack of capital funding. Lack of demand for shared ownership tenures. Unfavourable change to national policy framework.

**Existing Controls:** Levels of housing need quantified in 2008 SHMA. Clear policies for the provision of new affordable housing identified in LDF. Core Strategy (CP17) and Affordable Housing SPD. Preferred partner RSL's selected for their proven track record in delivering new affordable housing. Performance monitored as part of an on-going and open dialogue. Strong relationships with developers, landowners, parishes, support providers and Homes & Communities Agency. Use of alternative tenures during the economic downturn. Active participation in HCA's LIP process.

## Housing



**5. Objective: (Tackling homelessness) - Secure a continuing supply of affordable housing and work to prevent homelessness.**

**Score: (15) Likelihood = Very Likely x Impact = Significant**

**Reason:** Economic downturn. Loss of CLG funding. Loss of key staff, Lack of suitable temporary accommodation and suitable private rented accommodation. RSLs reluctance to accommodate homeless households with a history of rent arrears. Increasing demand for affordable housing from low priority applicants including transfers. Increasing number or requests for a review of priority including medical. Increased demand from private sector tenants affected by changes to the Housing Benefit system. Unfavourable change to national policy framework. Errors in the processing of housing applications for Kent Homechoice.

**Existing Controls:** Strategic approach to homelessness prevention identified within current sub-regional Homelessness Strategy. Implementation and monitoring of key strategic objectives undertaken in partnership with key stakeholders including other West Kent authorities. Voluntary agencies, health and social care sectors and support providers. Track record of stock-holding RSLs in housing homeless families closely monitored. Ongoing dialogue with private landlords both informally and through the West Kent Private Landlords Forum. Review of Rent Deposit Scheme - procedures updated to minimise financial risk to Council. Admin' functions being streamlined. Strategic policy on tenancies to become a requirement for all local authorities.

## Housing (NEW)



**6. Objective:** **Improve sub-standard housing and the energy efficiency of existing and new housing provision.**

**Score: (18) Likelihood = Almost inevitable x Impact = Significant**

**Reason:** Economic downturn. Loss of Regional Housing Board / CLG funding. Loss of key staff.(including those within outsourced HIA). Commitment exceeds available resources resulting in overspend. Raised public expectation of resources/services available.

**Existing Controls:** TMBC is the lead authority for the North and West Kent Private Sector Renewal Partnership and is responsible for overseeing and monitoring progress against agreed objectives. This has resulted in considerable resources for TMBC during 2008-11. Strong relationship with "In Touch" HIA with performance against objectives monitored regularly. Good procurement policies in place. Regular reporting on spend against budgets with redistribution of funding secured where appropriate. Customers kept informed of progress with initiatives and resources. Working with partners to identify future funding opportunities. Control of promotion and commitment against Housing Assistance Policy to ensure control of budget plus a potential to place a stop on new enquiries at the appropriate time to control customer expectations. Recycling of funding. Agreement in place with Russet Homes to significantly increase the amount of funding available for adaptations. Review of Housing Assistance Policy in line with available funding.

## Food & Safety



7. Objective:

**Ensure that all Services are procuring contractors and service providers with appropriate consideration to health and safety and ensure that all Services are managing contractors with proportionate consideration to health and safety issues.**

**Score: (16) Likelihood = Likely x Impact = Critical**

**Reason:** A failure to consider H&S could lead to accidents / injuries to staff and third parties, potential damage to property and civil claims.

**Existing Controls:** Health & Safety Policy and Guidance Notes. Adoption of KCC procurement List.