

## ANNEX 1

### ACTIVITIES / OBJECTIVES SCORED AS HIGH RISK

#### PLANNING, TRANSPORTION & LEISURE

##### Policy & Conservation



**1. 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.

This provision and policy in the Tonbridge Central Area Action Plan was drafted and approved before legislation was changed in a way which is likely to preclude the use of Supplementary Planning Document (SPD) because of the introduction of the community

Infrastructure Levy. In addition, economic conditions have changed adversely such that the development likely to be able to contribute to the Fund, as anticipated to be included in the SPD, has simply not taken place and may not do so in the near future.

**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



**2. 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.

The level of fee income is determined by the range and nature of planning applications submitted and the fee regime applied to those applications. Neither of these factors is in the control of the Council. In addition economic conditions have changed adversely over the last few years such that the level of fee generating development has reduced and may not grow again significantly in the near future.

## ENVIRONMENTAL HEALTH & HOUSING

### Housing



**3. 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.

The key risk is that the Council will fail to secure an ongoing supply of new affordable housing and as a result there will be less affordable housing to meet the needs of households in Tonbridge and Malling. The likelihood has been judged as high because of the economic downturn and because of changes to the national policy framework which has seen a significant decrease in the amount of capital funding available for new housing development.

**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



**4. 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. The key risk is rising levels of homelessness i.e. a greater number of households who have lost or are at risk of losing their home. The likelihood has been judged as high because homelessness is increasing. This is also impacted by the economic downturn, changing national policy (decrease in capital funding for new affordable housing/Housing Benefit reform).

**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



**5. 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. The key risk is that we will fail to improve the standard of existing housing provision. With the shortfall in affordable housing and increasing levels of homelessness we rely on the private sector as an alternative for many households. The likelihood has been judged as high because we have now lost the central government funding that contributed to most of the private sector work in the borough in the last three years and we now have substantially fewer resources at our disposal.

**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



**6. 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 properly consider H&S of contractors at all stages from selection/procurement through to monitoring of a contract could lead to accidents or injuries to staff and third parties, potential damage to property and civil claims. An external audit highlighted a weakness in our safety management system and this was reinforced by a HSE investigation into one of our major contracts. This has prompted a corporate review of how we manage our contractors.

**Existing Controls:** Health & Safety Policy and Guidance Notes. Adoption of KCC procurement List. Procurement OSG. Monitoring of progress within Services by Health & Safety Officer.