

ANNEX 1

ACTIVITIES / OBJECTIVES SCORED AS HIGH RISK

PLANNING, HOUSING & ENVIRONMENTAL HEALTH

Development Control



1. 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.

PLANNING, HOUSING & ENVIRONMENTAL HEALTH

Housing



2. 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 and lack of capital funding. Lack of demand for shared ownership tenures. Unfavourable change to national policy framework. Welfare Reform. Introduction of flexible tenancies. The Affordable Rent Regime.

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. SHMA to be updated 2013. Clear policies for the provision of new affordable housing identified in LDF. Core Strategy (CP17) and Affordable Housing SPD. Preferred partner RP'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 2011-15 Affordable Homes Programme. A set of Kent wide Tenancy Strategy principles preceded district and borough specified strategies. T&M Strategy finalised January 2013. Kent authorities via Kent Housing Group working with HCA to develop new models for the delivery of both social and affordable housing from 2015.

Housing



3. 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. Lack of suitable private rented accommodation, due to rising rents and increasing numbers of private landlords who are reluctant to offer accommodation to benefit-dependent households. The introduction of flexible tenancies and the proposed new mandatory power for possession. RPs reluctance to accommodate homeless households that have a history of rent arrears/ASB. Increasing demand for affordable housing from low priority applicants including transfers. Increasing number of requests for a review of priority, including medical. Increased demand from private sector tenants affected by changes to the Housing Benefit system. The introduction of direct payments to social housing tenants and other aspects of welfare reform. Unfavourable change to national policy framework. Errors in the processing of housing application for Kent Homechoice. Inability to promptly answer customer telephone enquiries. Reform of homelessness legislation which will allow local authorities to discharge their homelessness duties by providing private rented accommodation. An increase in the number of fraudulent applications for social housing

Existing Controls: Strategic approach to homelessness prevention identified within 2011-1016 West Kent 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 reviewed every two years. Admin' functions being streamlined to increase efficiency including development of CSA role in housing advice and recruitment of additional administrative resource to Housing Team. Expenditure monitored. Policies and Procedures relating to the financial aspects of homelessness completed July 2010 in accordance with internal audit report. Tenancy Policy approved February 2013. Use of local lettings plans

to encourage the creation of stable, sustainable communities. Scheme for young people in Tonbridge completed in April 2011. Young Person's Protocol reviewed and updated during 2010 to reflect the Southwark Judgement. Comprehensive written procedures in place following internal audit report.

Housing



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

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

Reason: Economic downturn -loss of 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. Failure by the Supporting People Programme to successfully re-tender the HIA contracts.

Existing Controls: Strong relationship with ""In Touch"" HIA, with performance against objectives regularly monitored
Regular monitoring/reporting on spend against budgets, with redistribution of funding secured where appropriate
Customers kept informed of progress with individual initiatives and resources available
Working with partners to identify future funding opportunities
Careful control of promotion of and commitment against Housing Assistance Policy to ensure control of allocated budget.
Recycling of funding taking place with most housing assistance being repayable grants
Agreement in place with Russet Homes to significantly increase the amount of funding that is available for adaptations
Review of Housing Assistance policy in line with available future funding
Close working with the Supporting People Programme, neighbouring authorities and 'In Touch' to ensure the quality and volume of services to customers following the re-tendering of HIA services.
Promote and support the NLA Landlord Accreditation Scheme to private sector landlords in the borough
Close working with KCC to minimise delays in the OT assessments of adaptations for children.

FINANCE & TRANSFORMATION

Benefits



5. Objective: **Calculate correctly, entitlement to benefit.**

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

Reason: Insufficient, fully-trained staff (ability to offer competitive salaries). Malfunctioning database used for assessment of claims (software failure). Up-to-date and legislatively- compliant software not available for, or installed on, the database used for assessment of claims (software problems). Insufficient training resources (availability of qualified staff). Insufficient technical support within Financial Services (ability to attract suitable staff). Constantly changing legislation.

Existing Controls: Refer to IT Services. Post of Training & Systems Officer in Finance. Post of Systems Administrator within Finance. Finance Disaster Recovery Plan. Training budget. Ability to use agency staff

Revenues



6. Objective: Increase the proportion of income due to the Council collected in respect of local taxes.

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

Reason: That any action we take to increase income could be counterbalanced by factors over which we have no control, e.g. national, economic conditions). Unwillingness of Magistrates to commit debtors to prison. Listing delays in the County Court. Presumption against use of bankruptcy (see Ombudsman reports). Increasing amounts of council tax due from claimants of council tax reduction who are of working age and were previously in receipt of 100% council tax benefit. From 2013/14, there is a risk that the reduction in 'benefit' resulting from the localisation of council tax benefit will increase arrears as we will be collecting from residents who previously had nothing to pay as well as collecting more from those who have 'lost' benefit.

Existing Controls: Regular monitoring of the situation. Liaison with neighbouring councils, promotion of the rate deferral scheme and small business rate relief schemes for businesses, promotion of the availability of council tax reduction, encourage the use of debt counselling services, endeavour to reach mutually agreeable and realistic arrangements with taxpayers for the payment of debts.