

**Agenda Item No:** 6  
**Report To:** **Audit Committee**  
**Date:** 26 September 2014  
**Report Title:** Six Monthly Strategic Risk Review  
**Report Author:** Ian Cumberworth



<b>Summary:</b>	This report sets out the position in respect of the Council's risk management arrangements.
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**Key Decision:** NO

**Affected Wards:** N/A

**Recommendations:** **Audit Committee is asked to:-**

Members note the strategic risk management review report and approve the arrangements for managing strategic risks as set out in the report.

**Policy Overview:** The report supports all of the Corporate priorities by ensuring that we are well managed, proactive and deliver value for money services. Risk management also forms part of the Corporate Governance framework.

**Financial Implications:** None directly

**Risk Assessment** Risk is the basis of the report

**Equalities Impact Assessment** No

**Other Material Implications:** None

**Background Papers:** None

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## Report Title: Strategic Risk Review

### Purpose of the Report

1. The report sets out the arrangements in place for Strategic Risks and reflects the position after the recent risk refresh exercise undertaken in August 2014. Management Action Plans have been updated and amended to reflect the action being taken to manage these.
2. To fulfil our corporate governance responsibilities we must manage risk effectively. This report sets out the current position on strategic risks, reflecting changes agreed by Management Team.

### Issue to be Decided

- Audit Committee is asked to approve the arrangements in place to manage the Council's strategic risks

### Background

3. This report updates members on the approach to risk management within the Council and the on-going developments.
4. The Council has monitored and reviewed the Strategic Risk register during the year and has adjusted the risk profile accordingly to reflect the changing risk environment. Regular reports have been taken to Audit Committee for consideration.
5. The current risk profile of strategic risks within the organisation is shown in Appendix 1 (Strategic Risk Profile) Each risk has been scored onto the risk matrix graph. The shaded top right hand area of the matrix represents the authority's highest risks
6. Of the three risks that currently sit above the authorities risk tolerance threshold, one score has improved in respect CSR 9 Infrastructure however it still remains within this threshold.

	<b><u>Corporate Strategic Risk (CSR)</u></b>	<b><u>Target Score</u></b>	<b><u>Score as at March 2014</u></b>	<b><u>Movement</u></b>	<b><u>Current score August 2014</u></b>
1a	<b>Economic Growth</b>	3/2	4/3	↔	4/3
1b	<b>Right mix of quality housing</b>	3/3	4/3	↔	4/3
9	<b>Infrastructure</b>	5/3	6/3	↓	5/3

7. The table below sets out the movements in the risk scores since March 2014 to the 31<sup>st</sup> August 2014.

	<b><u>Corporate Strategic Risk (CSR)</u></b>	<b><u>Target Score</u></b>	<b><u>Score as at March 2014</u></b>	<b><u>Movement</u></b>	<b><u>Current score August 2014</u></b>
1a	<b>Economic Growth</b>	3/2	4/3	↔	4/3
1b	<b>Right mix of quality housing</b>	3/3	4/3	↔	4/3
2	<b>Volatile Income Streams</b>	5/2 ↓ 4/2	5/2	↓	4/2
3a	<b>Community Demands</b>	2/2	3/2	↔	3/2
3b	<b>Consequences of Welfare Reform including Universal Credit</b>	3/3 ↓ 3/2	3/3	↓	3/2
4	<b>Opportunities for Localism</b>	2/3 ↓ 2/2	3/3	↔	3/3
5	<b>Workforce Planning</b>	3/2	3/3	↔	3/3
6	<b>Members skills, capacity &amp; experience</b>	2/2	3/2	↔	3/2
7	<b>Business Planning</b>	3/3	4/3	↓	3/3
8	<b>Housing</b>	3/3	3/3	↔	3/3
9	<b>Infrastructure (possibly reduce score RA e-mail)</b>	5/3	6/3	↓	5/3

8. Four risks scores have improved since the last risk report was considered by this committee and have been amended to reflect this improvement.

CSR 2 Volatile Income Streams  
 CSR 3b Consequences of Welfare Reform including Universal credit  
 CSR 7 Business Planning  
 CSR 9 Infrastructure

In addition it is also proposed to reduce the target risk scores for CSR 2 Volatile Income Streams, CSR 3b Consequences of Welfare Reform including Universal Credit and CSR 4 Opportunities for Localism

9. The rationale for amending the respective risk scores is set out in summary on each of the affected Management Action Plans (CSR 2,3b,7,9 and 4 in respect of adjusted target score) (Appendix 2)

10. The detailed action plans show :
- The action/control that is already in place – these are the controls that already mitigate the potential effect of the risk
  - Whether the action/control is adequate to address the risk
  - The further action that needs to be taken to adequately manage the risk
  - Critical success factors – how we will know that the risk is being addressed
  - Review frequency – how often the risk management action needs to be reviewed
  - Key dates – the key dates affecting the management of the risk

All action plans have previously been considered and agreed by Management Team (Appendix 2)

11. The designated Heads of Service (risk owners) are responsible for keeping their action plans under review and amending them accordingly to reflect the changing risk environment.
12. Risk management is incorporated into Cabinet pro forma decision sheets that require risk to be considered as part of the decision process where appropriate.
13. Risk continues to be incorporated into Project Management arrangements
14. Periodic management reports are taken to Cabinet and Audit Committee to inform them of the actions taken by management to mitigate/manage corporate risks.

## **Risk Assessment**

20. The Council is a complex organisation and the actions of the Council have a major impact on the community for which it is responsible. It is therefore vital that the strategic risks to the Council's objectives are identified and effectively managed.

## **Other Options Considered**

22. The Audit Committee is responsible for ensuring the effective development and operation of risk management. The Committee therefore needs to be satisfied that the action taken to manage risks is adequate.

## **Consultation**

23. All risks have been reviewed by Management Team and considered by the Audit Committee which receives periodic reports on risk management. The Heads of service/members (the 'risk owners') are consulted in order to establish the actions that are being taken to manage the Strategic Risks.

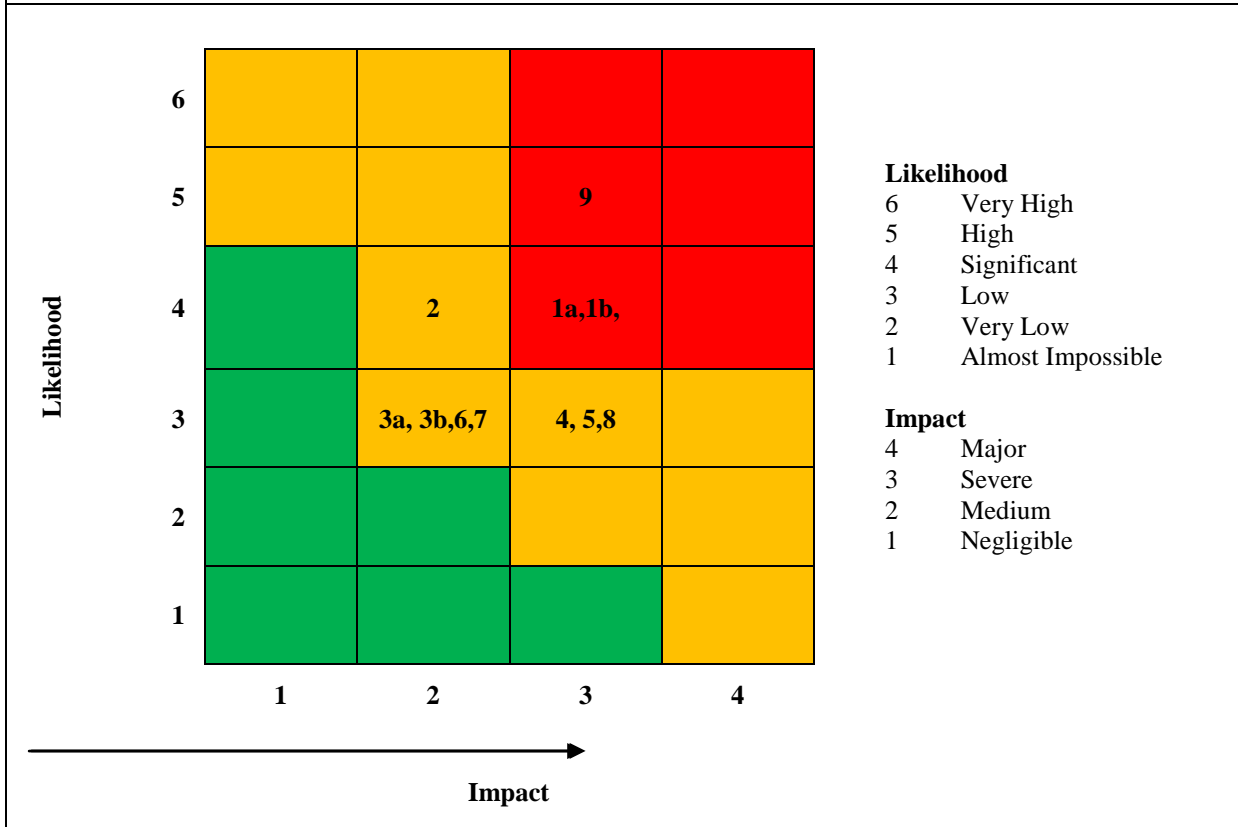
## **Implications Assessment**

24. A strategic risk register with proper arrangements in place for monitoring the management of the risks, should be seen as a key element of the Council's governance/strategic management arrangements

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**ASHFORD BOROUGH COUNCIL  
STRATEGIC RISK PROFILE August 2014  
RISK MATRIX**



Risk No	Strategic Risk	Score
1a	Economic Growth	4/3 Significant/Severe
1b	Mix & Quality of Housing	4/3 Significant/Severe
2	Volatile Income Streams	4/2 Significant/Medium
3a	Community Demand & Expectations	3/2 Low/Medium
3b	Consequences of Universal Credit	3/2 Low/Medium
4	Opportunities for Localism	3/3 Low/Severe
5	Workforce Planning	3/3 Low/Severe
6	Members skills, capacity & experience	3/2 Low/Medium
7	Business Plan	3/3 Low/Severe
8	Housing	3/3 Low/Severe
9	Infrastructure	5/3 High/Severe

## Management Action Plan Risk 1a Economic Growth Risk Owner Richard Alderton

Likelihood	6				
	5				
	4			<b>1a</b>	
	3				
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
1a	4/3 Significant/ Severe	3/2 Low/ Medium	Risk of <b>lack of economic growth</b> in the borough / lack of facilitation of job creation / an inappropriate balance of jobs leading to a decline in average earnings
Vulnerability: The Council needs to work with and influence developers, businesses and other agencies to ensure that the right mix of housing, infrastructure and investment in the borough is delivered. As the market improves this risk will diminish.			

Actions/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors (outcome)	Review Frequency		
Promotion of economic development through dedicated ED team with increased staffing; planning – targeted approach to major employment schemes and 'business friendly' service, site negotiations and approvals; media and marketing activities	Adequate – additional staffing recruited and a targeted approach being taken to key projects	Continued focus on 'economic growth' approach across the Council as part of the medium term financial strategy and the Unit's own priority approach to business activity. Resource levels need to be kept under review for major applications handling <b>following recent injection of additional staff capacity</b> to cope with the large peak in major schemes over the next 2 years. Carefully risk assessed approach to bring forward development in an emerging market without undue risk exposure for the Council. Management of property assets to maintain strong income flow as central Government direct grants to local authorities reduce.	Richard Alderton	Identify additional actions to promote economic activity - promote those that exist already	3 months	[Milestones/deadlines] [deadlines/milestones]	
Intervention by the Council to deliver the Commercial Quarter – in process of purchasing International House and surrounding land and then committed to bringing forward a phase 1 office proposal	Adequate – due diligence carried out and measures to share risk of development with private sector being pursued		John Bunnett	Progress in bringing forward phase 1 office scheme; maximising rental income stream from well managed investment	3 months		
Range of partnership activity with the <i>Strategic Delivery Board</i> , Locate in Kent, Homes and	Adequate	Strategic Delivery Board set up to help drive project delivery. Regular meetings are <b>also</b> held to review progress and stimulate action with the HCA. East Kent Regeneration Board continues to address collective input that can be applied to economic objectives and	Richard Alderton	'Big 8' project delivery progress and	3 months		



<p>Communities Agency and others</p> <p>Specific initiatives such as Portas funding; deferred developer contributions; broadband access to rural areas; GREENOV support for sustainable energy sector; etc</p>	<p>Adequate-injection of new ED staffing resources is now helping to deliver projects</p>	<p>secure maximum investment into Ashford and East Kent from the South East LEP. Regular working with LIK continues.</p> <p>Key areas are now being delivered - (e.g. the town centre through the Town Team, the Town Team Manager in post;TCAT; <b>the website and app; and the farmers market</b>); continue to apply market sensitive approach to deferred contributions (e.g. Charter House); maintain commitment to GREENOV project and continue successful promotion of rural broadband project.</p>	<p>Andrew Osborne</p>	<p>financial support achieved through the LEP and other funding sources</p> <p>Concentrate resources on key priorities and apply any extra on a risk assessed basis to new opportunities</p>		
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**Management Action Plan  
Richard Alderton**

**Risk 1b Mix and quality of housing**

**Risk Owner**

Likelihood	6				
	5				
	4			<b>1b</b>	
	3				
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
1b	4/3 Significant/ Severe	3/3 Low/Severe	Risk of failure to get <b><u>the right mix and quality of housing</u></b> – fail to get the right units in the right places
Vulnerability: The Council needs to work with and influence developers, businesses and other agencies to ensure that the right mix of housing, infrastructure and investment in the borough is delivered.			

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
SPD adopted to drive space standards and quality environments	Adequate	Continued vigilance in application of the SPD and approach to high quality urban design. The market has generally responded positively and reports to Committee routinely address this issue. <b>Proposed national changes, however, threaten local space standards – the Council has expressed concerns.</b>	Lois Jarrett	High quality living conditions and community building	Annual	[Milestones/deadlines]
Quality Agreement' approach being trialled at Chilmington Green with the potential to be adopted elsewhere	Adequate	Quality Agreement signed by developer team. <b>Work on Design Code well progressed along with a business plan to guide the work of the</b> Quality Monitoring Team. <b>Heads of terms for the s106 agreement include a significant developer contribution to costs of running CMT.</b> Schemes negotiated on viability grounds are reducing the supply of affordable housing – the impact needs to be kept under review (and balanced against the high levels of delivery over the last decade).	Richard Alderton	Developer team sign up to Quality Monitoring Team and completion of Design Code; Quality place making; quality build and full attention to community development	Annual	
Implications of policy relaxations and deferred payments needs to be kept under review	Adequate	An improving market increases the prospect of securing contributions that were deferred. Programme of awareness raising for officers and members on garden city principles to help refine current approach <b>(including recent visits to two schemes</b>	Richard Alderton	Adequate mix of housing delivered to address needs as far as possible	3 months	

<p>Master plans to help shape density plans and help quality place-making, including new focus on garden city principles</p>	<p>Adequate</p>	<p><b>in Sussex</b>); member reviews of completed development underway; specific approach being taken at Chilmington Green which will be taken forward in phase master-plans.</p>	<p>Richard Alderton</p>	<p>Understanding and support for clear set of development objectives to drive high quality living environments and 'place-making'.</p>		
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## Management Action Plan

## Risk 2

### Volatile Income Streams –

### Medium Term Financial Planning

Risk Owner Paul Naylor

Likelihood	6				
	5				
	4		2		
	3				
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Risk Description
2	4/2 Significant/ Medium	4/2 Significant/ Medium	The possibility that financial planning assumptions about <b>key income streams</b> are affected by volatility through the changing legislative and economic environment
<p>Vulnerability: The Council's medium term planning assumptions about income streams are vulnerable to a number of factors including 2013 legislative change introducing local council tax support schemes, local partial retention of business rates, new homes bonus, and also economic conditions impacting on local service income and returns on investments.</p>			

**Summary:** This risk is concerned with the council's approach to financial planning, with the strength and frequency of associated processes, and the robustness of key assumptions on which the plan is based. For some years the council's forward financial planning arrangements have been well-regarded and have received favourable comments from our external auditors, this continues. Since the last update (in March) the focus has further increased as the forecasts for the future show a tightening financial prospect with government grants reducing significantly, this on top of significant cuts already. However, the local economic prospects are more favourable and provide strong potential for the council to benefit from the government's relatively new and more favourable financial flexibilities (commercialism using the Localism Act, the local retention of part of the business rate, and

new homes bonus). Cabinet members and the management team are intently focused on the challenges and the opportunities and some early and significant decisions about reducing the budget have already been made this year, with further decisions planned in the upcoming budget cycle. Further, the economy generally continues to improve reducing the risks of significant downside local income volatility, with greater potential now for upside variances. Taking all of this into consideration it is considered the focus and processes surrounding this whole issue allow the risk score to be reduced down one category to: **Significant Likelihood (from High)/ Medium Impact (no change). The target score is similarly revised.**

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control <b>Current position at September 2014</b>	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
1. Robust medium term financial and service planning, informed by reasonable data and assumptions	Strong	MTFP process continues to develop ensuring stronger awareness and direct input by the Leader and Cabinet in plan formulation. Given the medium term outlook an early update of the MTFP was carried out over the summer with Cabinet and the management team. This led to a first formal report to Cabinet in July including revised assumptions and plans for further significant savings in costs and greater income levels. The plans were then scrutinised by the Overview and Scrutiny Committee's Budget Task Group, and generally found to be sound, and were supported. Members will have further opportunity to assess and scrutinise plans as specific recommendations develop. Assumptions, which are made after considering a whole range of factors and external advice, remain cautious, even though economic prospects are more encouraging locally, which provides grounds for optimism over local income sources. A further formal MTFP review is to be completed in the autumn with more budget	BL and PN	<p>Across all points, success would be measured through:</p> <ul style="list-style-type: none"> <li>• Ideally good predictions leading to good plans and not too many surprises</li> <li>• Effective scrutiny</li> <li>• Well informed organisation</li> <li>• External acknowledgement of good methods, for</li> </ul>	<p>Across all points</p> <p>PN and BL to review progress and effectiveness with MT, Leader, and portfolio holder on periodic basis.</p> <p>Formal reports on MTFP at least twice yearly and available for scrutiny input.</p>	Autumn and early winter period of 2015 see the commencement of the 2015-2016 budget cycle when several key government announcements are expected and

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control Current position at September 2014	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
		<p>measures likely to be proposed as part of the upcoming 2015-2016 budget cycle. The finance team continues to develop its forecasting focus as planned earlier in the year. Business rates forecasting is enhanced considerably through the purchase of specialist software and a third party service, and also through further enhancements in information sharing by the Valuation Office Agency. Overall the MTFP process is robust, with greater staff resources deployed and regular focus devoted by the management team, portfolio holder and cabinet.</p>		<p>example from external auditors.</p>		
<p>2. Regular income monitoring through budget management (council tax, business rates yield, new homes bonus and service income)</p>	<p>Strong</p>	<p>Council tax yield (including the costs of the local council tax support scheme) and business rates yield are monitored closely on a regular basis. Results continue to inform routine budget monitoring and financial planning work through the leader and cabinet briefing process and reports to cabinet. The most recent report being to Cabinet on 4 September, highlighted an encouraging position against the current year's budget estimates.</p>	<p>BL and PN</p>	<p>see first page</p>	<p>See first page</p>	
<p>3. Development of corporate data sets that enhance knowledge of business rates growth and</p>	<p>Developing</p>	<p>The development work is still ongoing. Finance will keep all data processes under review to ensure regular monitoring works</p>	<p>BL/strategic planning policy team</p>			

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control Current position at September 2014	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
risks, and in-year progress with the council tax base for new homes bonus purposes; plus service usage and demand trends to inform financial planning.		smoothly.  A corporate information data set is agreed, with arrangements to capture data with ease currently in development; new information will be incorporated into the budget monitoring reports. Outcomes from these processes will further strengthen the basis for medium term planning and decision-making, and budget management processes.				
4. Flexible financial and service management ability to adjust priorities or to take corrective actions	Strong	Financial management controls and procedures have been kept under review to ensure decision-making protocols are appropriate if circumstances change. Cabinet has agreed certain income and investment targets, and also the decision to establish two arms length companies has been implemented. All of these arrangements have appropriate governance structures in place to ensure advice is provided, that risks and opportunities are managed, and that there is accountability for decisions. Note that our financial management arrangements continue to be well-regarded by our external auditors, as commented on in the last annual audit letter. At the time of writing, the 2013-2014 accounts and the arrangements supporting them are the subject of external audit, with the opinion due to be reported to the Audit Committee on 25 September.	BL	See first page	See first page	



Action/controls already in place	Adequacy of action/control to address risk	Required management action/control Current position at September 2014	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
5. Keeping up-to-date with legislative reforms and how this impacts on income levels and having actions in place (for example council tax support scheme)	Strong	The finance team have maintained regular briefings for the management team and members on importance of managing income opportunity and risk and of legislative developments in this area. A briefing on risk management was provided to the Audit Committee in June. Furthermore the briefings to and continued work of the council tax and welfare reform task group ensure members are well-informed on matters specifically relating to the government's welfare reforms.	BL			
6. New income generating opportunities and risk	Good	Since the last update, the council has implemented arrangements for its two arms length companies aimed at helping to achieve quality services, affordable housing growth and additional income to the budget. Further, Cabinet has agreed an asset related borrowing and investment strategy with a potential value of up to £40million utilising the council's prudential borrowing capacity and a prudent level of reserves. This strategy is an aim and has appropriate governance in place to ensure opportunities and risks are fully considered and decisions appropriately taken by Cabinet and the Full Council. These measures reflect the MTFP need for more emphasis on commercial approaches to generating new sources of income as government grants are expected to reduce to	PN and BL			

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control Current position at September 2014	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
		de minimis levels over the coming years.				



## Management Action Plan Risk 3a Community demands/expectations

Risk Owner John Bunnett

Likelihood	6				
	5				
	4				
	3		3a		
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Risk Description
3a	3/2 Low/ Medium	2/2 Very Low/Medium	The possibility that <b><u>the Council fails to fully understand levels of demand / fails to manage expectations / fails to provide relevant services to the local community</u></b>
Vulnerability: The Council continues to manage a reducing resource base at a time when the needs of the community are increasing, through factors such as adverse economic conditions, and the introduction of the Universal Credit. There are also high expectations as to what the Council can deliver, especially when coupled with a decreased guarantee of government funding and year on year budget pressures.			

### Summary

Work to mitigate against this risk currently runs at an average of 'good' to 'strong' across most actions / controls. The Council remains active in engaging with the community, from the voluntary and community sector to representatives of other relevant local public bodies and Boards. There has been further embedding of the knowledge and understanding which underpins such relationships.

Action/controls already in place	Adequacy of action/control to address risk	Current position (September 2014)	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
<ul style="list-style-type: none"> <li>■ Aligned funding to VCS with the corporate priorities of the council through SGG</li> <li>■ Rolled out liaison officers to local communities (see 4). Much work is now embedded in service areas.</li> <li>■ Updated corporate strategy (Focus 2013-15) agreed by Cabinet in October 2013</li> <li>■ Community consultations are integral to the review of the Core Strategy – During 2014 a large number of community meetings have been held to help develop it</li> </ul>	<p>Good</p> <p>Good</p> <p>Strong</p> <p>Strong</p>	<p>A Review of the VCS will be conducted once location issues have been resolved</p> <p>In recognition of the difficult financial situation faced by the Voluntary &amp; Community Sector, in February 2014 Cabinet agreed to maintain discretionary rate relief allocations at current levels for two years (with potential for future reviews). This major review of funding provides a good foundation and a major step forward in the Council's understanding of the VCS.</p> <p>Liaison officers offer ongoing communications and facilitation mechanism in certain rural areas</p> <p>Published on the Council's website; enhanced resources agreed to enable delivery of important projects. The focus has now shifted to key deliverable projects and broader objectives</p>	<p>Policy Team</p> <p>Paul Naylor</p> <p>Policy Team</p> <p>Richard Alderton</p>	<p>Lack of substantive objections to upcoming policy changes</p>	<p>Annually</p>	<p><b>Many are ongoing, organic projects rather than milestone</b> [Milestones/deadlines]</p>

<ul style="list-style-type: none"> <li>■ The council actively engages with community groups such as the Parish Forum, Kent Associations of Local Councils (KALC) and urban community forums through various avenues (examples being the Rural Conference and breakfast meetings)</li> <li>■ Understanding of local economic, demographic and governance issues to incorporate into more detailed policy-setting (see 2.)</li> <li>■ Used existing and new partnerships to reach out and understand better the needs of local communities</li> </ul>	<p>Good</p> <p>Good and improving</p> <p>Good</p>	<p>Continue to liaise with residents and community representatives over any substantive changes to council operations e.g. finance through Parish Finance Working Group</p> <p>Ongoing – new community governance options for the Ashford urban area are currently being explored. As with the previous update, Community Urban Forums are currently undertaking consultation.</p> <p>Datasets are pulled together through the Economic Development and Financial Plan</p> <p>Ongoing to maintain active engagement and membership of strategic partnership groups i.e. Health &amp; Well Being Board, Community Safety Partnership, Ashford Strategic Delivery Board. These groups are now more embedded, with good governance arrangements.</p>	<p>Policy Team</p> <p>Policy Team</p> <p>Policy Team</p>	<p>A compliant exercise to review community governance arrangements</p>		
<ul style="list-style-type: none"> <li>■ Consulting / Implementing a new Council Tax Benefit scheme to comply with government policy</li> </ul>	<p>Good</p>	<p>Local scheme for 2014/15 implemented following Members' review and public consultation. Substantial focus on welfare reforms achieved through partnership working and a Member Task Group focus</p>	<p>Paul Naylor</p>	<p>New Business Rate Relief Scheme agreed</p>		

## Management Action Plan Credit

## Risk 3b Consequences of Welfare Reform, including Universal

Risk Owner Paul Naylor

Likelihood	6				
	5				
	4				
	3		<b>3b</b>		
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Risk Description
3b	3/2 Low/Medium	3/2 Low/Medium	The possibility the Council fails to anticipate <b><u>the consequences of the welfare reforms including the introduction of the Universal Credit</u></b> / fails to fully prepare and manage the budget consequences
Vulnerability: The Council is managing a reducing resource base at a time when the needs of the community are increasing e.g. people are living longer and many young people are not able to access employment. This is heightened by factors such as adverse economic conditions, and the introduction of the Universal Credit. There are also high expectations as to what the Council can deliver.			

**Summary:** The council's work on responding to and managing the impacts of the welfare reforms for affected residents remains pro-active and strong. Plans are comprehensive with regular member and officer focus, with adjustments made to services as appropriate and reasonable according to circumstances. Recently the council has agreed to develop an operational partnership service with local Job Centre Plus, and other local partners. This pilot is aimed at testing the real scope for working in partnership on current and future welfare related issues, including the planned Universal Credit. This is a further example of the council's forward planning and approach to managing this strategic risk. As impacts are responding positively to the council's plans and with improvement in the local economy the risk is reducing, and hence it is considered appropriate to downgrade the risk score by one category to: **Low/Medium, with a similar downgrading of the target score.**

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control <b>Current Position at March 2014</b>	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
<p>1. Proactive involvement with government departments and other local authorities to understand and also help to inform development of Universal Credit (UC).</p>	<p><b>Strong</b></p>	<p>Internal officer group continues its regular focus on the welfare reforms and the impacts locally. The group has regular participation from the local DWP partnership manager, with the local Job Centre Plus manager also participating in the member and officer task group.</p> <p>Since March, Cabinet approved that the council work towards a co-located support service partnership with local JCP to operate out of International House. This is now in the development phase and is due to be operational in October. This is part of the council's pro-active stance on the welfare reforms, and of its forward planning for the potential support arrangements for Universal Credit when implemented (currently expected in 2016). This co-located service arrangement will involve partners from the voluntary sector also, with part-time presence of the local CAB agreed in principle. This new arrangement is an 'informal' pilot under the DWP's criteria, but will operate as far as possible to similar monitoring principles as if a formal DWP pilot.</p>	<p>Internal Officer Welfare Reform Working Group, and the Member Council Tax and Welfare Reform Task Group will oversee and monitor this plan.</p>	<p>UC is not a council reform, but a reform that will impact on many residents, who may well turn to the council for support in a number of ways, or to the VCS for advice and support.</p> <p>Success of UC is dependent on government and its design of the system.</p> <p>Success for the council will mean:</p> <ul style="list-style-type: none"> <li>* being well informed and transferring this to residents and other stakeholders</li> <li>* being seen to be supportive where possible</li> <li>* minimising disruption to affected residents where feasible</li> <li>* good contingency plans</li> </ul>	<p>Ongoing throughout the UC development programme to 2016 and then beyond assuming transition to UC starts at that point. - this is a long term issue.</p>	<p><b>October 2014 for operational commencement of the co-located welfare HUB service at International House. First Member review of outcomes January 2015.</b></p>



Action/controls already in place	Adequacy of action/control to address risk	Required management action/control  Current Position at March 2014	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
2. Internal working group and the Member Council Tax and Welfare Reform Task Group to assess service and resident impacts	<b>Strong</b>	Officer group is routinely gathering data to measure welfare reform service impacts. Quarterly data are now also provided by the local CAB. The data are summarised and reported to the Cabinet's 'Council Tax and Welfare Reform Task Group'. Last April Cabinet received a comprehensive 2013-2014 annual impact report. The Member Task Group on 15 September received the first full impact report for this financial year covering the period to the end of August, including a summary of the work of our welfare intervention officers – these posts confirmed for another year. That report showed clearly that impacts are being well-managed and in several areas impacts are now reducing.	See first page	See first page	See first page	<b>Task Group meets approximately bi-monthly. November meeting will review the local council tax support scheme.</b>

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control  Current Position at March 2014	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
3 Planned briefings for Management Team and involvement of members in service action planning	<b>Strong</b>	Briefings are made regularly to the bi-monthly Member Welfare Reform Task Group, and periodically to the management team and the Cabinet as important stages occur (Management Team and Cabinet received full briefings on the latest UC programme, the support services arrangements, and the future transfer of benefit fraud responsibility to the DWP, in April and September).				<b>See above. Cabinet report during the budget cycle.</b>

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control  Current Position at March 2014	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
4. Planned engagement with the voluntary and community sector to help develop action plans	<b>Good</b>	A strong working partnership exists between the council and the local CAB and long established arrangements with several other organisations that each have a particular community focus. Further, our relationships with the voluntary sector more generally are developing with the introduction earlier this year of 'breakfast' meetings and briefings with open invitations for voluntary organisations to meet with council officers. These occur quarterly and help with networking, sharing information and impacts of welfare reforms, and provide some ability for the sector to help shape action plans.	See first page	See first page	See first page	October 2014, when the HUB project is due to go live, followed by a partnership review – interim report January 2015

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control <b>Current Position at March 2014</b>	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
5. Intention to consider resource impacts and make recommendations accordingly	<b>Excellent</b>	<p>This is a regular feature of the work of the internal officer group with various adjustments to staffing, systems and support for the local CAB being made both prior to welfare reforms introduction in April 2013 and subsequently. This included the decision to convert two posts to welfare intervention officer roles for a pilot period, now extended for another year given the demands on and success of this role. Furthermore, adjustments and investments have been made to the homelessness service, including the provision of hostel type accommodation to minimise use of bed and breakfast accommodation. The local council tax support scheme is proving effective, and with the local economy showing continuing signs of strengthening, both caseload and costs are reducing. The effective use of new technology is also assisting to reduce impacts on staffing. Indications are that measures taken continue to be effective and demands on services now stabilised with some impacts significantly reducing. Much of the funding for our various measures has not impacted on the general fund, as continuing support is provided by government, KCC and the avoidance of costs (for example bed and breakfast spending has significantly reduced).</p>	See first page	See first page	See first page	<b>Ongoing</b>

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control  Current Position at March 2014	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
6. Local communications strategy and plans in draft	<b>Excellent</b>	<p>ABC has a comprehensive welfare reform communications plan approved by Cabinet. Good information and media briefings are available in various formats. This has included advice for residents regarding 'pay day' loans and publicity concerning the council tax support scheme for 2014-2015. ABC continues its proactive stance with local banks to encourage them to promote their free basic banking facilities.</p> <p>The next set of briefings this autumn will provide further updates about our International House HUB plans, a summary of current welfare reform impacts to highlight positive effects, and some coverage of the council tax support scheme as a new scheme must be approved for next year.</p>	See first page	See first page	See first page	Autumn 2014 for further briefing on impacts and December 2014 for communication re council tax support scheme.

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control  Current Position at March 2014	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
7. Already working with KCC on customer service and social fund transfer issues	<b>Good</b>	Demand risks for ABC have been mitigated since KCC decided to operate the social fund scheme at county level from April 2013. However KCC's position with the scheme from April 2015 is less certain as central government has announced discontinuation of its funding support. If confirmed by government KCC, after consulting districts, will need to take a decision about the future of this scheme. On council tax support KCC is providing a significant grant to each district council for three years (this expires in 2016) to help districts with pressures on administrative and customer services. ABC has used much of this grant to support extra customer and back offices processing services.	See first page	See first page	See first page	Possible announcement from KCC late December/January 2015 re crisis fund.

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control Current Position at March 2014	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
8. Particular attention to housing service and customer impacts, and therefore need for service, resource and policy change	<b>Good</b>	The internal working group and the member task group are closely focusing on housing and customer impacts. Specifically the impacts of the new 'welfare intervention officer' posts are reported and evaluated, with good outcomes so far achieved. Mentioned above have been changes including capital investment to the homelessness service that have helped to reduce service and cost impacts.				<b>Ongoing</b>
9. Intention to engage with the private rented sector, and to engage with younger people regarding awareness raising and signposting for assistance	<b>Good</b>	The communications plan covers all these aspects and work is currently ongoing.	See first page	See first page	See first page	

## Management Action Plan Risk 4 Opportunities for Localism Risk Owner John Bunnett

Likelihood	6				
	5				
	4				
	3			4	
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Risk Description
4	3/3 Low/ Severe	<i>Proposed 2/2</i>	The possibility of failing to continue to recognise <b>opportunities for localism</b> for the community / fail to take a clear leadership role/fail to be consistent around managing opportunities.
Vulnerability: A risk that the Council is not seen to place appropriate emphasis on the localism agenda.			

### Summary

Work to mitigate against this risk currently runs at an average of 'good' across most actions / controls. Local accountability and decision-making has been embedded through the Ward Member Grant Scheme, localism initiatives such as the Parish Handyman, and the Council incorporating new localism legislation into its business practices.

Upon considering this risk, it appears sensible to bring the risk closer in line with Risk 3a on community demands and expectations, as the requirements and ethos of both would appear to run closely when considered in the local Ashford context. Further, much of the work of Localism, initially driven by central government, is now embedded within the Council's approach to the local area. Neighbourhood planning is ongoing, whilst Localism liaison officers are available where needed in four areas. As a result, although there is currently no proposed change in the current risk score, the target risk score is amended to **2/2 (Very low/Medium)** to bring it in line with Risk 3a



Action/controls already in place	Adequacy of action/control to address risk	Current position (September 2014)	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
<ul style="list-style-type: none"> <li>▣ Piloted a number of localism initiatives, such as the parish handyman scheme</li> <li>▣ Increased the local influence and accountability of Ward Members through a local grant scheme (see 3a)</li> <li>▣ Fully complied with the government's transparency agenda</li> <li>▣ Taken a collaborative officer-member approach to implementing new community rights as set out in the Localism Act (Community Right to Challenge and Bid)</li> <li>▣ Maintain a focus on the rural aspects of localism, council now has a Portfolio Holder with responsibility for rural issues</li> </ul>	<p style="text-align: center;">Good</p> <p style="text-align: center;">Good</p> <p style="text-align: center;">Strong</p> <p style="text-align: center;">Good</p> <p style="text-align: center;">Good</p>	<p>Embedded in a couple of areas, further investigation will be undertaken as part of the Council's new grounds maintenance contract</p> <p>Ward Member grants now set at £3,000 per annum, and helped over 130 local community projects</p> <p>Ongoing – Our current arrangements go beyond the minimum requirements. A new transparency code for local government was issued in May and incorporated into transparency arrangements</p> <p>Following initial implementation, refinements were proposed and submitted to Cabinet in a report in April 2014. Management Team also received a report amending the delegations associated with these Rights. To date there have been no successful nominations against these Rights.</p> <p>A variety of funding streams are available to communities, including rural ones, such as New Homes Bonus, Community Infrastructure Levy and Ward Member Grant Scheme / Single Grants Gateway NHB allocations agreed by Cabinet, with input from Members and officers</p>	<p style="text-align: center;">Policy Team</p> <p style="text-align: center;">Policy Team</p> <p style="text-align: center;">Paul Naylor</p> <p style="text-align: center;">Policy Team / Legal</p> <p style="text-align: center;">Policy Team &amp; Planning Policy</p>		<p style="text-align: center;">6-monthly</p>	<p style="text-align: center;"><b>3 months for agreed principles</b> [Milestones/deadlines]</p>

<ul style="list-style-type: none"> <li>■ Taken steps to begin addressing the unique challenges to localism posed by the un-parished urban area</li> </ul>	<p>Adequate and improving</p>	<p>[see 3a]</p>	<p>Policy Team</p>			
<ul style="list-style-type: none"> <li>■ Neighbourhood Planning and other instruments brought in by government</li> </ul>	<p>Good</p>	<p>Ongoing management and community liaison – Neighbourhood Planning has begun in Wye, Rolvenden, Bethersden and Boughton Aluph and Eastwell</p>	<p>Policy Team / Planning Policy</p>			

## Management Action Plan

## Risk 5 Workforce Planning

Risk Owner

Michelle Pecci

Likelihood	6				
	5				
	4				
	3			<b>5</b>	
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
5	3/3 Low/ Severe	3/2 Low/Medium	Risk of a lack of effective <b>workforce planning</b> / risk that key managers / staff leave and no obvious replacements are found.
<p>Vulnerability: The Council needs to develop a more flexible workforce and in doing so assess what skills are required to meet current and future needs. It also needs to undertake effective succession planning to avoid being over reliant on key managers / staff who are leading the delivery and implementation of the Council's strategic plan.</p>			

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
Some isolated succession plans are in place to deal with short term specific service based risks.	Adequate some improvement needed	<p>Management and leadership development heavily invested in during 2013/14 helping services prepare for future turnover and change. Service level succession plans held locally by service managers as part of resilience planning and resource planning. Some further work at Strategic Management level to commence during early 2014/15. All succession plans to be monitored and reviewed by services in light of turnover to maintain currency and in response to potential future staff reductions.</p> <p>supported in formalising a longer term approach to service succession</p>	Personnel & Development and Services	All services have identified key posts and where there are no successors	Ongoing updates in response to people/role changes. Annual formal review	End Q2 first draft of CH&Ps available
		<p>The second cohort of the leadership development programme commenced in July 2013 and other management development training is cascading to officers at other levels.</p>	Personnel & Development	Delegates, and the organisation are able to explain how their work had been positively impacted by the leadership programme	Course Evaluation throughout programme , formal review of impact of overall programme by Q1 2014/15	Cohort 2 completed April 2013

<p>Generic working is being implemented in areas where this risk has been identified as part of a general acceptance of the changing nature of the skills required within specific disciplines.</p>	<p>Adequate some improvement needed</p>	<p>Greater formalised generic and flexible working across teams and services. The introduction of the 'Eyes and Ears' reporting tool has been introduced and is currently being tested.</p>	<p>Business Change and Technology</p>	<p>Improved responsiveness to customers, better use of resources.</p>	<p>Monthly as part of corporate project monitoring</p>	<p>April 2013</p>
		<p>IT are working on other technology solutions to support services in more efficient working and members have approved additional funding for an IT Systems Developer to help progress this work stream</p>				

		<p>Recommendation to introduce a generic enforcement team to be bought forward during Qtr1 2014/14</p> <p>Skills audit which identifies current skills base and future skills requirements. This will inform a development needs analysis that will be delivered through the training budget.</p> <p>Skills repository to be rolled out as part of the new intranet to assist the council in deploying skills more effectively whilst providing development opportunities for staff</p> <p>Immediate/short term Learning &amp; Development needs are identified annually during the appraisal process and this process.</p>	Personnel & Development and Services	Critical skills identified and development plans in place to address gaps	Annually as part of appraisal reviews	<p>On-going</p> <p>Training needs analysis Q1</p>
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## Management Action Plan

## Risk 6 Members skills, capacity, experience Risk Owner Terry Mortimer

Likelihood	6				
	5				
	4				
	3		<b>6</b>		
	2				
	1				
		1	2	3	4
		Impact			

Risk Number	Current Risk Score	Target Risk Score	Description
6	3/2 Low/ Medium	2/2 Very Low/medium	Risk that <b>Members</b> don't have the <b>skills, capacity, experience</b> required to respond effectively to the changing agenda / Risk of a lack of an effective training and capacity building process in place / Risk of a lack of assessment of skills.
<p>Vulnerability: Members are being asked to make decisions against a backdrop of an increasingly complex local government agenda e.g. new legislation, new ways of working, commercial opportunities etc. This is at a time when a number of new Members have joined the Council.</p>			

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors (outcome)	Review frequency	Key Dates
1. All key decisions by Members are taken with the benefit of professional advice from Officers.	Adequate	Ongoing provision of professional advice	Management Team	Successful outcomes from decisions	Ongoing	Ongoing
2. The Council has a dedicated Member Training Panel of eight elected members supported by senior officers which reports to Cabinet as required. <b>The first annual report of the MTP was presented to and approved by cabinet in June 2014</b> The principal role of the Panel is to develop the post-election training and induction programme every four years to ensure new and returned Councillors are kept fully up to date on important Local Government and ABC issues. Councillors elected mid-term in by-elections also receive all written material provided as part of the normal induction process, and some specialist training e.g. on planning matters is also offered.	Adequate but some minor adjustments possible.	Raise profile of Member Training Panel by formally constituting it within ABC Constitution and introducing an agreed programme of regular meetings and annual reports to review training issues.  Annual meeting report in May/June looking back over the preceding year which will be reported onto Cabinet	TM and KF	Report taken to Selection and Constitutional Review Committee December 2013 and formal terms of reference for panel incorporated into constitution.	Annually	Annual meeting of Panel and development of the 4-yearly Induction programme.



Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors (outcome)	Review frequency	Key Dates
3. The effectiveness of induction training and wider ongoing individual member training needs are reviewed after the first year to establish whether Members consider they require particular further training etc. <b>The MTP minutes of 18/8/14 make a series of recommendations regarding induction training for 2015 which will be considered at October cabinet.</b>	Adequate but some minor adjustments possible.	Introduce an agreed programme of regular meetings and annual reports to review training issues (see 2 above)	TM and KF	Report to Member Training Panel - implement suggested improvements	Annually	Annual meeting of Panel and development of the 4-yearly Induction programme
4. ABC has a dedicated budget of £15K over the four year period to fund external training costs for members.	Adequate	Maintain current budget level	TM and KF	Adequate training provided from budget	Annually as part of budget setting process	Sept of each year
5. The most significant and high-profile potential risk in terms of Members lacking the necessary skills for decision-making arises in the field of town planning. In order to address this issue, ABC has a strict rule which requires all Councillors who sit on the Planning Committee (including substitutes) to have first undertaken specialist training on planning and probity matters.	Adequate	Continued, ongoing training to reflect changes in legislation and planning guidance.	TM & KF (and RA)	Number of successful planning appeals against decisions of the Planning Committee	Ongoing	N/A

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors (outcome)	Review frequency	Key Dates
6. ABC provides an IT allowance for every Councillor which supports the provision of good quality software to facilitate good communications and access to all relevant news and information services on the Internet.	Adequate	Ongoing provision of IT support.	TM & KF (and RN)	Provision of satisfactory service to Members	Annually as part of budget setting process	Sept of each year
7. Weekly electronic newsletters and media updates are provided to all Councillors which include links to enable Members to access relevant up-to-date material. (recent initiative)	Adequate	Maintain regular Members Update	TM & KF	Provision of satisfactory service to Members	After six months	N/A
8. Regular Officer briefings are held for all Councillors on a range of matters including major planning issues, ethical conduct, risk management procedures, major strategic projects etc.	Adequate	All Senior Manager to maintain briefings and updates as necessary	Management Team	Provision of satisfactory service to Members	Ongoing	N/A
9. All Service Heads hold regular Portfolio Holder briefings with their Portfolio Holder (and lead members where relevant) and Committee Chairmen to ensure he/she is up to date on all key issues relating to the Service/Committee.  10. <b>Regular briefings by the Leader and Portfolio Holders are sent to all members (as at 20/8/14 49 briefings issued</b>	Adequate	Continue regular briefings	Service Head & Management Team	Provision of satisfactory service to Members	Ongoing	N/A

## Management Action Plan

## Risk 7 Business Planning

Risk Owner

John Bunnett

Likelihood	6				
	5				
	4				
	3			7	
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Risk Description
7	<u>3/3</u> Low /Severe	3/3 Low/Severe	The possibility of an ongoing lack of effective prioritisation of business planning from members and officers.
Vulnerability: In the future if savings and resources cannot be matched to developing requirements (links to 3a)			

### Summary

Work to mitigate against this risk currently runs at an average of 'good' or 'strong' across most actions / controls. The 'Focus 2013-15' corporate plan is embedded, and supported by a Strategic Delivery Board on the project management of the 'Big 8'. This comprehensive monitoring information is supported by performance and financial data which is being further updated. The outcomes of corporate planning during 2013/14 have been shared with residents through the first of a new-style Annual Report.

Upon considering this risk, it would appear that both the controls already in place, and subsequent action, have led to a reduction in the current risk profile –

- 1) We have a current, agreed and embedded corporate plan which will guide us through until the next General Election
- 2) This current corporate plan is on track

3) Savings supporting the work of the corporate plan have been identified and agreed until 2015-16

Thus the current corporate plan is 'doing its job', meaning that the likelihood of risks associated with it have also lessened. As a result, the current risk score is amended to **3/3 Low/Severe** rather than 3/4.

Action/controls already in place	Adequacy of action/control to address risk	Current position (September 2014)	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
<ul style="list-style-type: none"> <li>■ Updated business planning documents available publicly on the website Corporate Strategy set and appropriately reviewed when necessary. Refreshed Corporate Strategy (Focus 2013-15) agreed in October 2013</li> <li>■ Updates on Business Plan presented and discussed at Management Team when appropriate, alongside savings schedule from Finance</li> <li>■ Updating on the business planning represents a cornerstone of the Chief Executive's staff briefings, as well as other internal communications.</li> <li>■ Quarterly corporate performance report to members, Parish councils and residents (via website)</li> <li>■ Annual report on current achievement and future areas of focus finalised April 2014</li> </ul>	<p style="text-align: center;">Strong</p> <p style="text-align: center;">Good</p> <p style="text-align: center;">Good</p> <p style="text-align: center;">Strong</p>	<p>Available on website</p> <p>Project Planning and monitoring continuously ongoing for priority projects. A complementary performance management arrangement for use by Management is in the process of being developed.</p> <p>New corporate strategy proposed for 2015. Town Centre Project Delivery Framework for 2014-16 agreed, alongside an Ashford Strategic Delivery Board to deliver priority projects (Big Eight)</p> <p>Ongoing. Most recent report to Cabinet was September 2014</p> <p>New Annual Report being prepared well in advance of distribution</p>	<p>Policy Team</p> <p>John Bunnett / Policy Team / Communications</p> <p>Policy Team</p> <p>Policy Team</p> <p>Policy Team</p>	<p>Service Planning documents</p> <p>Quarterly reporting of strategic information to Management Team</p> <p>Content of next staff briefings</p>	<p>Annually</p>	<p>All before next review [Milestones/deadlines]</p>

Management Action Plan

Risk 8 Housing

Risk Owner Tracey Kerly

Likelihood	6				
	5				
	4				
	3			<b>8</b>	
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
8	3/3 Low/ Severe	3/3 Low/Severe	Risk of failing to manage the <b><u>housing landlord role and the demands for housing.</u></b>
<p>Vulnerability: The Council is a major landlord and has recently taken on a significant loan in order to gain complete control of the 'landlord account'. There are considerable demands on the housing waiting list and a requirement to meet the housing needs of an expanding population and an ageing demographic. The government's welfare reforms will have a number of impacts on the housing service. There are risks inherent in the delivery of the solutions to meet demand and maintain a good and effective housing service.</p>			



Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors (outcome)	Review frequency	Key Dates
<p>Tenancy Strategy now in place following the cabinet on the 13<sup>th</sup> Sept 2012 this will address 5 year tenancies.</p>		<p>is working in the estate management team to assist in resilience. Implications of welfare reform will effect collection rates, flexibility on DD dates to coincide with welfare payments, to be reviewed. 2 Welfare intervention officers have been appointed to support customers effected by welfare reform,</p> <p>Under occupation in tenancies is being reviewed and focussed communications targeted to those effected by the bedroom tax.</p> <p>Direct payment pilots being monitored closely to indentify the potential impacts and mitigate against loss of income</p> <p>[new actions/controls required to manage the risk down to its target score]</p> <p>Under occupation will be addressed as part of the 5 year renewal and larger properties will be released for waiting list applicants.</p> <p>Options to support those under occupying to take in Lodgers to occupy vacant bedroom space. Tenants targeted to</p>				



Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors (outcome)	Review frequency	Key Dates
		Mutual Exchange to smaller homes, ME's have increased.				
<p>HRA Business plan priorities addresses aging population, energy efficiency, adaptations, and environmental improvements. Resources within the HRA are reviewed and matched to areas of pressure. Business reviews are undertaken twice yearly with each CHAP's manager.</p> <p>Planned maintenance programme re-balanced as income levels change</p> <p>Control of the loans to manage the debt are shared between Finance and HRA and loans fixed for varying periods to maximise use of debt</p> <p>Stock holding authorities are now approaching the end of the second year since HRA financial reform. Ashford have reinforced the processes</p>		<p>Targeted communications and regular communications. HRA BP modelling to take place Aug 14 to ensure assumptions and debt repayment are on target</p> <p>Increasing/improving sheltered housing schemes, opportunity to manage the needs of the aging population and encouraging downsizing.</p> <p>More energy efficient homes to gives tenants more affordability.</p> <p>4 year maintenance plan issued and may require communicating changes should income levels drop significantly.</p> <p>Regular review with the Head of accountancy.</p> <p>Regular quarterly meetings of officers to update and review the financial projections, an annual paper to the cabinet updating them on any</p>	<p>Bob Smart/Ben Lockwood</p> <p>Chris Tillin</p> <p>Tracey Kerly</p>	<p>older tenants taking up cash incentive to move to smaller homes.</p> <p>Some changes already as a result of interest rate movements</p>	<p>Customer satisfaction rates in the high 90's for responsive repairs, planned maintenance and general satisfaction</p> <p>At least quarterly</p>	

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors (outcome)	Review frequency	Key Dates
management of the council's housing stock of just over 5,000 properties		changes, particularly due to external factors such as changes to Government policies and changes in inflation. In addition the council also meets the newly introduced CIPFA Voluntary Code for Self-Financed Housing Revenue Account.				

**Management Action Plan Risk 9 Infrastructure Risk Owner Richard Alderton**

Likelihood	6				
	5			<b>9</b>	
	4				
	3				
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
9	5/3 High/ Severe	5/3 High/Severe	Risk of not having the right funding at the right time for the right <b>infrastructure</b> / Risk of over focussing on physical infrastructure at cost of social infrastructure.
Vulnerability: The Council is planning the timely implementation of infrastructure in a volatile funding context / difficult economic climate.			

**Summary :** There is a strong case for down grading the likelihood of the risk from very high to, at worst, high in view of the Government’s commitment to bring forward the biggest single piece of infrastructure – junction 10a. On this basis it is proposed to revise the risk score to 5/3 High/Severe

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
Monitoring of use of s106 to secure contributions to deliver essential infrastructure	Adequate	This annual process will be widened to include an assessment of the strategic commitments that exist to repay transport infrastructure at J9/ 10 of the M20 through the Regional Infrastructure Fund and South of Ashford Transport Study	Lois Jarrett	Clear picture of level of commitments and impact on other requirements	Annual to Cabinet – June cycle	
Review of transition from s106 funding to Community Infrastructure Levy/ s106 and the implications	Required	Further reports to Planning Task Group will continue to debate on this issue, in parallel with the wider debate on Local Plan review timetable	Simon Cole	Agreed position and way forward based on good understanding of the issues	6 months	
Preparation of infrastructure plan and process for prioritising provision	Required	Underway – to be discussed with Planning Task Group and partner agencies	Richard Alderton/ Simon Cole	Explicit, agreed plan to enable clear decision making and spend of CIL	Late 2013	
Preparation of draft CIL 'charging schedule' as a basis for consultation, submission and independent examination.	Required	Underway - to be discussed with Planning Task Group and then formally agreed by the Council – linked to timing of the Core Strategy review	Simon Cole	Robust basis for rolling out CIL and collecting future contributions	Ongoing	
Work with private sector and other agencies to seek to secure improved motorway access at junction 10A	Adequate	<b>Preliminary LEP funding secured for an interim scheme leading subsequently to the decision by Government to bring forward the full junction 10a scheme. Survey and detailed design work underway – the scheme being promoted by the Highways Agency through the Nationally Significant infrastructure Project</b>	Simon Cole/ Richard Alderton	<b>Progress on scheme design taking account of need for mitigation of impacts and local concerns and wider progress to delivery of new junction to timetable set by the HA. Progress on agreement on funding, including that derived from development contributions locally.</b>	Ongoing	

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors (outcome)	Review frequency	Key dates
		<b>regime. Discussions underway on funding package – including the developer funding element. Target opening date in in 2018.</b>				
Work with East Kent districts and the County Council to promote strategic infrastructure investment needed an maximise funding from the South East LEP and other sources	Adequate	Working with the East Kent Regeneration Board to make the strategic case for sub-regional investment; feeding into the emerging Strategic Economic Plan for the LEP; and identifying priority projects	John Bunnett	Priority status given to investments in the Borough and success in securing grant funding / reflection of priorities in economic strategy for the region	Ongoing	[Milestones/deadlines] [deadlines/milestones]