

Risk Ref	Cause	Trigger	Consequence	Assigned To	Uncntrl'd Rating	Current Rating	Control Measures	Assigned To	Residual Rating
<b>RI001</b> Review frequency: Half-yearly <b>Risk Status:</b> Treat	The Council relies on staff consistently working for longer than their contracted hours.	Increasingly due to staff numbers having reduced to make budget savings.	<ul style="list-style-type: none"> <li>* Increased sickness absence</li> <li>* Increased levels of overtime request</li> <li>* Potential health and safety issues</li> <li>* Breach of contract</li> <li>* Impact on service delivery</li> <li>* Staff dissatisfaction</li> <li>* Recruitment and retention issues</li> <li>* Impact on VFM</li> </ul>	Sarah Carroll	<b>9</b> P(3) I(3)	<b>9</b> P(3) I(3)	RI001.04_GOV01.01 Report workforce information through SMT to identify issues and trends <i>Implemented</i> Target date: 31-Mar-13 Review frequency: Quarterly  RI001.06 Prepare and deliver improvement programme informed by feedback <i>In Progress (10% complete)</i> Target date: 31-Mar-14 Review frequency: Quarterly  RI001.08 Use stress audit to inform an improvement plan <i>In Progress (40% complete)</i> Target date: 31-Dec-12 Review frequency: Quarterly	Karen Paton  Barry Mileham  Mark Seed	<b>4</b> P(2) I(2)

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<b>RI005</b> Review frequency: Annually <b>Risk Status:</b> Treat	<ul style="list-style-type: none"> <li>* The Council is involved in a number of partnerships including a shared services programme with other LAs, and there is a reliance on these to deliver in a number of areas. There are concerns however around the level of resourcing required, the robustness of the management and governance around these and the ability / willingness of partners to participate fully.</li> <li>* Partners financial difficulties</li> <li>* Partners political difficulties</li> <li>* Partners dissatisfied with performance/quality of service</li> <li>* Non-compliance with Equality Act and PSED by partners and third party providers.</li> </ul>	<ul style="list-style-type: none"> <li>* Shared service programme fails to deliver effectively to improve services and save money in shared areas - for example, TDC invests more time and resource into partnerships than the benefit received.</li> <li>* Council invests more time and resource into partnerships than the benefit received</li> <li>* Breach of a main statutory responsibility</li> <li>* Lack of DPA compliance by other shared service authorities when using TDC personal data puts TDC at risk of breach of DPA with attendant risk of ICO penalty up to £500,000</li> <li>* Do not have capacity within resources to ensure compliance</li> <li>* Disinvestment in partnerships</li> <li>* Failing to make reasonable adjustments</li> <li>* Partnership arrangements providing inaccessible services and/or failure to respond appropriately to access complaints</li> <li>* Exhibiting discriminatory practices contrary to Equality Act &amp; PSED requirements</li> <li>* Making non-compliant business/service decisions</li> <li>* Partner(s) decide to withdraw from a shared service</li> </ul>	<ul style="list-style-type: none"> <li>* Financial loss, wasted resources, or loss of funding</li> <li>* Additional financial responsibilities for remaining partners</li> <li>* Effort expended on other / lower priorities</li> <li>* Inability to meet targets</li> <li>* Reduction of service quality/performance</li> <li>* Differing priorities - so effort is expended on other/lower priorities</li> <li>* Expend extra effort to manage partnership arrangements</li> <li>* Dissatisfaction/Frustration and loss of confidence</li> <li>* Need to unwind and reverse strategic direction</li> <li>* Failure of statutory responsibilities</li> <li>* Partners direction changes adversely</li> <li>* Unitary model imposed</li> <li>* Political unrest</li> <li>* Differing priorities</li> <li>* Direction of partnership changes</li> <li>* Withdrawal of partners</li> <li>* Expend extra effort to manage partnership arrangements</li> <li>* Legal costs</li> <li>* Cancellation of projects from unclear partnership agreements and lack of exit strategy</li> </ul>	Karen Paton	<b>9</b> P(3) I(3)	<b>12</b> P(3) I(4)	RI005.02 Maintain clientside capacity for effective partnership management <i>In Progress (80% complete)</i> Target date: 31-Mar-13 Review frequency: Half yearly 休	Sophie Chadwick	<b>3</b> P(1) I(3)
							RI005.03 Review governance arrangements & monitoring after transfer of HR to EK Services <i>In Progress (10% complete)</i> Target date: 31-Oct-12 Review frequency: Quarterly	Sophie Chadwick	
							RI005.06 Donna Reed to attend Senior Management Team and Managers Exchange <i>Implemented</i> Target date: 31-Mar-13 Review frequency: Half yearly	Sue McGoniga	
							RI005.07 On-going work at CEx level for increasing partnership working <i>In Progress (75% complete)</i> Target date: 31-Mar-13 Review frequency: Half yearly	Sue McGoniga	
							RI005.08 Use the performance management process to monitor the achievements of partnerships	Sophie Chadwick	

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							<p><i>In Progress (75% complete)</i>            Target date: 31-Mar-13            Review frequency: Half yearly</p>		
							<p>RI005.09 Record the governance arrangements and agreed benefits / purpose of partnerships  <i>In Progress (40% complete)</i>            Target date: 31-Mar-13            Review frequency: Annually</p>	Sophie Chadwick	
							<p>RI005.10 Request outline business case to be produced to highlight resource requirements up front  <i>Implemented</i>            Target date: 30-Sep-12            Review frequency: Monthly</p>	Sarah Carroll	
							<p>RI005.11_CST07.02 Refresh procurement strategy annually to meet changing needs of the organisation  <i>In Progress (5% complete)</i>            Target date: 31-Mar-13            Review frequency: Annually</p>	Karen Paton	
							<p>RI005.12 Contract/ partnership management to ensure arrangements for compliance PSED &amp; Equality Act  <i>Implemented</i>            Target date: 31-Mar-13            Review frequency: Annually</p>	Sophie Chadwick	

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							RI005.13 Ensure all staff know about compliance with Equality duty <i>In Progress (50% complete)</i> Target date: 31-Mar-13 Review frequency: Half yearly	Sophie Chadwick	
							RI005.14 Continued attendance at East Kent Chief Exec forum <i>In Progress (50% complete)</i> Target date: 31-Mar-13 Review frequency: Half yearly	Sue McGonigal	
							RI005.15 Continued client side meetings <i>Implemented</i> Target date: 31-Mar-13 Review frequency: Annually	Sophie Chadwick	
							RI005.16 Undertake annual review of partnering for sensitivity and risk <i>In Progress (50% complete)</i> Target date: 31-Mar-13 Review frequency: Annually	Sophie Chadwick	
							RI005.17 Refresh Partnership Framework and update Partnership Register <i>In Progress (90% complete)</i> Target date: 31-Mar-13 Review frequency: Annually	Sophie Chadwick	

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							RI009.03_CST07.02_RI005.11 Refresh procurement strategy annually to meet changing needs <i>In Progress (5% complete)</i> Target date: 31-Mar-13 Review frequency: Biennial 31/03/01	Karen Paton	
<b>RI007</b> Review frequency: Half-yearly <b>Risk Status:</b> Treat	With the need for the Council to reduce expenditure, and amend processes as a result of this, there is an increased likelihood of industrial action.	* Failure to follow agreed industrial relations consultation mechanism * Lack of compliance with agreed processes for staffing issues * Challenge to business decisions by staff * Increase in applications to Employment Tribunals	* Worsening employee/ industrial relations * Damage to Reputation * Financial Cost * Political controversy	Karen Paton	<b>6</b> P(3) I(2)	<b>6</b> P(3) I(2)	RI007.01 Robust HR policies and procedures <i>In Progress (80% complete)</i> Target date: 31-Mar-13 Review frequency: Annually  RI007.02 Performance monitoring of workforce information <i>In Progress (99% complete)</i> Target date: 31-Mar-13 Review frequency: Quarterly  RI007.03 Culture Change Programme <i>In Progress (50% complete)</i> Target date: 31-Mar-13 Review frequency: Quarterly  RI007.04 Ongoing Employee Council forum meetings <i>In Progress (75% complete)</i> Target date: 31-Mar-13 Review frequency: Annually	Karen Paton  Karen Paton  Barry Mileham  Sarah Carroll	<b>4</b> P(2) I(2)

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Risk Ref	Cause	Trigger	Consequence	Assigned To	Uncntrl'd Rating	Current Rating	Control Measures	Assigned To	Residual Rating
							RI007.05 Learning & Development programme <i>In Progress (20% complete)</i> Target date: 31-Mar-13 Review frequency: Quarterly	Barry Mileham	
							RI007.06 Management Development programme <i>In Progress (50% complete)</i> Target date: 31-Mar-13 Review frequency: Quarterly	Barry Mileham	
<b>RI008</b> Review frequency: Half-yearly <b>Risk Status:</b> Treat	Health and safety procedures are not followed.	Member of staff injured undertaking Council duties	* Possible corporate manslaughter * Failure of statutory requirements * Insurance claim against the Council * Loss of reputation * Adverse media * Financial/ reputational loss due to change in HSE requirements	Mark Seed	<b>9</b> P(3) I(3)	<b>6</b> P(2) I(3)	RI008.01 Use Health and Safety weeks to improve knowledge <i>In Progress (20% complete)</i> Target date: 31-Dec-13 Review frequency: Half yearly	Mark Seed	<b>3</b> P(1) I(3)
							RI008.02 Liaise with EKHRP to review H&S risk assessment process <i>In Progress (75% complete)</i> Target date: 31-Mar-13 Review frequency: Half yearly	Mark Seed	
							RI008.03 Maintain Health & Safety Committee <i>In Progress (10% complete)</i> Target date: 31-Mar-13 Review frequency: Half yearly	Mark Seed	

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							RI008.04 Liaise with EKHRP to implement recommendation from 2009 internal audit <i>In Progress (90% complete)</i> Target date: 31-Jan-13 Review frequency: Half yearly	Mark Seed	
<b>RI010</b> Review frequency: Half-yearly <b>Risk Status:</b> Treat	There is a mismatch between the large number of assets owned by the council and the low level of funding available to maintain these appropriately. This increases the investment needs for the future to keep these fit for purpose, and to prevent the development of significant health and safety risks. This is particularly relevant for fixed assets that do not generate significant income, but still need to be maintained.	Council has more property than it can afford. This is due to the repairs deficit, of over 4 million pounds. And community/ political tension over many potential asset disposals. Further during recession, our tenants in community buildings are requesting reduced rents, creating more budget pressures.	<ul style="list-style-type: none"> <li>* Gradual deterioration in quality and utility</li> <li>* Decrease in value of property</li> <li>* Loss of income</li> <li>* Potential health and safety issues</li> <li>* Political impact</li> <li>* Loss of reputation</li> <li>* Adverse publicity</li> <li>* Impact on VfM</li> <li>* Complaints</li> </ul>	Mark Seed	<b>12</b> P(3) I(4)	<b>9</b> P(3) I(3)	RI010.01 Draft & Implement Asset Management Strategy <i>In Progress (50% complete)</i> Target date: 31-Jul-14 Review frequency: Half yearly  RI010.02 Prioritise maintenance spending on assets to increase revenue returns <i>In Progress (25% complete)</i> Target date: 31-Mar-14 Review frequency: Half yearly	Mark Seed       Mark Seed	<b>4</b> P(2) I(2)

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<b>RI011</b> Review frequency: Quarterly Risk Status: Treat	Emergency Plans and Functional Plans are out of date, and need annual review. Business Continuity plans are out of date, and need annual review.	A business continuity incident occurs and the organisation fails to respond effectively An emergency incident occurs and the organisation fails to respond effectively because the emergency plan is inadequate	* Confusion occurs over responsibilities, and Council doesn't contribute as required * Lack of clear understanding links to mixed messages internally and externally * Impact on key services, service failure * Impact on vulnerable people * Potential health and safety issues * Possible corporate manslaughter * Drop in standards * Possible breach of contract	Mike Humber	<b>16</b> P(4) I(4)	<b>6</b> P(2) I(3)	RI011.01 Review and revise the council's BCP <i>In Progress (30% complete)</i> Target date: 31-Mar-13 Review frequency: Quarterly	Paul Morgan	<b>3</b> P(1) I(3)
							RI011.02 Test effectiveness of Business Continuity Plan <i>In Progress (10% complete)</i> Target date: 31-Mar-13 Review frequency: Quarterly	Paul Morgan	
							RI011.03 Undertake annual review of Emergency Plans and Functional Plans <i>In Progress (50% complete)</i> Target date: 31-Mar-13 Review frequency: Quarterly	Paul Morgan	
							RI011.04 Test effectiveness of emergency plans <i>In Progress (50% complete)</i> Target date: 31-Mar-13 Review frequency: Monthly	Paul Morgan	
<b>RI012</b> Review frequency: Quarterly Risk Status: Treat	Requirement to roll-out new waste and recycling collection system by December 2013	Failure to complete roll-out of required waste & recycling system by December 2013	* Financial penalties under East Kent five-way agreement * Reputational damage * Reduced recycling rates * Political controversy	Jay Jones	<b>9</b> P(3) I(3)	<b>9</b> P(3) I(3)	RI012.01 Implement effective management of project <i>Implemented</i> Target date: 30-Sep-12 Review frequency: Monthly	Jay Jones	<b>6</b> P(2) I(3)



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							RI012.02 Procurement of waste collection fleet <i>In Progress (10% complete)</i> Target date: 30-Sep-13 Review frequency: Quarterly	Jay Jones	
<b>RI013</b> Review frequency: Quarterly <b>Risk Status:</b> Treat	Market conditions prevent the Council from realising the value of its East Kent Opportunities assets	Market values remain depressed over the medium or long term	<ul style="list-style-type: none"> <li>* Inability to sell or let property on realistic terms</li> <li>* Loss of income</li> <li>* Frustration of capital asset strategy</li> <li>* Reputational loss</li> <li>* Failure to meet obligations</li> <li>* Damaged Partner relationships</li> </ul>	Madeline Homer	<b>9</b> P(3) I(3)	<b>9</b> P(3) I(3)	RI013.01 Monitor implementation of management plan <i>In Progress (5% complete)</i> Target date: 31-Mar-13 Review frequency: Quarterly	Madeline Homer	<b>3</b> P(3) I(1)
<b>RI015</b> Review frequency: Half-yearly <b>Risk Status:</b> Treat	Housing Intervention Project fails to achieve outcomes	<ul style="list-style-type: none"> <li>* Government policy works against local initiatives (eg Benefit changes adversely affects people's ability to pay for housing)</li> <li>* Judicial review of selective licensing decides against our model for housing intervention</li> <li>* Double dip recession adversely impacts on housing affordability</li> <li>* Loss of staffing resources</li> </ul>	<ul style="list-style-type: none"> <li>* Cliftonville West housing market remains unbalanced</li> <li>* Reputational damage</li> <li>* The Council is unable to deliver the project</li> <li>* Political Controversy</li> </ul>	Tanya Wenham	<b>9</b> P(3) I(3)	<b>9</b> P(3) I(3)	RI015.01 Monitor effects of Policy & adjust practices <i>In Progress (30% complete)</i> Target date: 31-Mar-17 Review frequency: Quarterly  RI015.02 Lobbying of appropriate department of central government via MPs <i>Approved (0% complete)</i> Target date: 31-Dec-13 Review frequency: Quarterly	Tanya Wenham  Madeline Homer	<b>6</b> P(2) I(3)

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<b>RI017</b> Review frequency: Quarterly <b>Risk Status:</b> Treat	Failure to make progress on the Dreamland site	<ul style="list-style-type: none"> <li>* Planning appeal determination rules against the Council's Compulsory Purchase Order (CPO)</li> <li>* Planning appeal determination rules in favour of the Council's Compulsory Purchase Order (CPO) but the owners start a legal challenge against the determination</li> <li>* Insufficient funding from the Council</li> </ul>	<ul style="list-style-type: none"> <li>* Further delays to start of work on the site</li> <li>* Further costs</li> <li>* Reputational damage</li> <li>* Political controversy</li> </ul>	Robert Hetherington	<b>8</b> P(2) I(4)	<b>8</b> P(2) I(4)	RI017.01 Clear recording of TDC decisions <i>In Progress (25% complete)</i> Target date: 31-Mar-13 Review frequency: Monthly  RI017.02 Regular monitoring of Dreamland project <i>In Progress (10% complete)</i> Target date: 31-Dec-16 Review frequency: Quarterly	Robert Hetherington          Robert Hetherington	<b>4</b> P(1) I(4)
<b>RI018</b> Review frequency: Quarterly <b>Risk Status:</b> Treat	The Medium Term Financial Strategy contains a number of plans and assumptions around income and expenditure however there are a number of issues which if they occurred could impact on the plan. This could include issues around the capital programme, pay settlement, pension fund or government legislation changes. This may also include the possibility of one of the council's major customers going out of business. This is further impacted by the current economic volatility - 'credit crunch'.	<ul style="list-style-type: none"> <li>* Assumptions made in the Medium Term Financial Strategy differ from actual or something unexpected significantly impacts on the plan</li> <li>* Further funding cuts by central government</li> </ul>	<ul style="list-style-type: none"> <li>* Impact on reserves</li> <li>* Requirement for remedial action</li> <li>* Supplementary precept</li> <li>* Need to prioritise / rationalise some areas</li> <li>* Stop doing certain things</li> <li>* Impact on service delivery - cuts in services, staff reductions, inability to achieve objectives</li> <li>* Complaints</li> <li>* Adverse media</li> </ul>	Sarah Martin	<b>12</b> P(4) I(3)	<b>6</b> P(2) I(3)	RI018.01 Regularly attending finance groups to obtain insight into positions on government funding <i>In Progress (50% complete)</i> Target date: 31-Mar-13 Review frequency: Quarterly  RI018.02 Implement reviews to identify efficiencies and economies <i>In Progress (10% complete)</i> Target date: 31-Oct-12 Review frequency: Monthly  RI018.04 Monitoring of finance position of the Council <i>In Progress (50% complete)</i> Target date: 31-Mar-13 Review frequency: Monthly	Sarah Martin          Philip Hamberger          Sarah Martin	<b>4</b> P(2) I(2)

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<b>RI019</b> Review frequency: Half-yearly <b>Risk Status:</b> Treat	The current economic climate may result in individuals and/or criminal fraternities taking greater risks and/or using more innovative technologies in order to obtain monies by illegal means. An officer or member may also be more inclined to offer or accept a bribe.	The Council may not have sufficient resource dedicated to anti-fraud and anti-bribery measures to deal with any increase in fraudulent or bribery activity; or may not have the capacity to keep up to date with new fraudulent or bribery methods.	Increase in incidence of successful frauds or bribery against the Council	Sarah Martin	<div style="background-color: red; color: white; text-align: center; padding: 5px;"> <b>12</b>                      P(4) I(3)                 </div>	<div style="background-color: orange; color: black; text-align: center; padding: 5px;"> <b>6</b>                      P(3) I(2)                 </div>	RI019.01 Ensure anti-fraud & anti-bribery policies remain fit for purpose <i>In Progress (50% complete)</i> Target date: 31-Dec-12 Review frequency: Half yearly	Sarah Martin	<div style="background-color: yellow; color: black; text-align: center; padding: 5px;"> <b>4</b>                      P(2) I(2)                 </div>	
							RI019.02 Raise staff awareness of fraud risks & anti-bribery policy & procedure <i>In Progress (80% complete)</i> Target date: 31-Dec-12 Review frequency: Half yearly			Sarah Martin
							RI019.03 Provide regular training to managers re fraud & anti-bribery awareness <i>In Progress (75% complete)</i> Target date: 31-Mar-13 Review frequency: Quarterly			Sarah Martin
							RI019.04 Carry out checks of ghost employees <i>Implemented</i> Target date: 30-Apr-12 Review frequency: Half yearly			Sarah Martin
							RI019.05 Raise Members' awareness of fraud issues & of anti-bribery policy & procedure <i>Implemented</i> Target date: 30-Sep-12 Review frequency: Half yearly			Sarah Martin

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<b>RI020</b> Review frequency: Quarterly <b>Risk Status:</b> Treat	The Council fails to approve a new localised council tax discount scheme by 31 January 2013 for implementation with effect from 1 April 2013. The scheme is to deliver welfare entitlement savings of 10% whilst at the same time protecting payments to pensioners and other (yet to be defined) vulnerable groups. The implementation of a revised scheme is dependent on the software suppliers being able to make the necessary changes to the system within a very tight timeframe.	* The council's software supplier is unable to make the necessary changes within the required deadline. * Members fail to agree a scheme that delivers the required level of savings.	The council would need to find the savings required (which are approximately £230k) from within existing budgets or from raising council tax.	Sarah Martin	<b>9</b> P(3) I(3)	<b>6</b> P(2) I(3)	RI020.01 Monitoring of Council's financial Position in respect of CT discounts <i>In Progress (10% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly	Sarah Martin	<b>4</b> P(2) I(2)

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<p><b>RI022</b></p> <p>Review frequency: Quarterly</p> <p><b>Risk Status:</b> Treat</p>	<p>1) Welfare Reform Legislation impacting on regeneration</p> <p>2) Universal Credit System's direct payment to claimants</p> <p>3) Local Housing Allowance changes</p> <p>4) Welfare reform - causing income shortfalls &amp; exposing inability to cope</p>	<p>1) The Welfare Reform could have an effect on the regeneration within the Margate Central / Cliftonville West.</p> <p>2) Migration from other Local Authorities and natural migration (to cheaper areas, which could impact on regeneration).</p> <p>3) Management of monies by individuals - priority of payments issue.</p> <p>4) Priority of debt - Rent versus Council Tax</p> <p>5) Probation releasing into area (specific to MC / CW - MTF, others areas Housing Options) as most cost-effective placement area.</p> <p>6) Reduction in Council Tax grant</p> <p>7) Social Sector Size Criteria (commonly known as Bedroom Tax) (affecting local authority and housing association tenants).</p> <p>8) Benefit Cap (maximum limit on the total amount of benefit that people can get).</p> <p>9) Demographics of local area (increased pressures on the match between household structure and housing provision).</p> <p>10) Contrary to Council policy on 1 bed housing provision.</p> <p>11) TDC tenants: income shortfall due to bedroom tax, benefit cap and direct payment AND tenant inability to manage universal credit</p>	<p>1) Increase in workload for the Housing Regeneration Team due to lack of property maintenance.</p> <p>2) Increase in empty properties leading to potential areas of dereliction.</p> <p>3) Increase in Community Safety issues, such as domestic abuse, alcohol and drug abuse.</p> <p>4) Potential for an increase in rate of turnover of tenancies.</p> <p>5) Attempts to address social issues are less effective due to an increase in deprivation impacting on resources.</p> <p>6) Contrary to council policy on 1 Bed provision in Cliftonville, which is unlikely to be reviewed because of the broader issues of deprivation in the area</p> <p>7) Pressure on support structures - internal and external (waste and recycling, housing, council tax, street scene) (social services, health, schools)</p> <p>8) Increase in pressure on Housing Options team, on TDC Housing Management team, and on Community Safety.</p> <p>9) Bed and breakfast costs increase / problem of sourcing temporary accommodation</p> <p>10) Charge for temporary accommodation exceeds the benefit cap which impacts on the General Fund</p> <p>11) Increase in demand for cheapest accommodation - eg Demand for 1 bedroom</p>	Janice Wason	<p><b>16</b></p> <p>P(4) I(4)</p>	<p><b>16</b></p> <p>P(4) I(4)</p>	<p>RI022.01 Selective Licencing Initiative (subject to judicial review outcome)</p> <p><i>In Progress (50% complete)</i></p> <p>Target date: 31-Mar-16</p> <p>Review frequency: Monthly</p> <p>RI022.02 Margate Task Force activities addressing deprivation</p> <p><i>In Progress (15% complete)</i></p> <p>Target date: 31-Mar-16</p> <p>Review frequency: Monthly</p> <p>RI022.03 Increase enforcement by Housing Regeneration team</p> <p><i>In Progress (10% complete)</i></p> <p>Target date: 13-Mar-15</p> <p>Review frequency: Monthly</p> <p>RI022.04 Analysis of 'Your Home Your Health' data</p> <p><i>In Progress (35% complete)</i></p> <p>Target date: 31-Dec-12</p> <p>Review frequency: Monthly</p> <p>RI022.05 Tracking property price and rental values &amp; correlation with supported income levels</p> <p><i>Not Started (0% complete)</i></p> <p>Target date: 30-Jun-13</p> <p>Review frequency: Monthly</p>	<p>Tanya Wenham</p> <p>Janice Wason</p> <p>Tanya Wenham</p> <p>Stephen Tebbett</p> <p>Stephen Tebbett</p>	<p><b>9</b></p> <p>P(3) I(3)</p>

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			<p>accommodation increases due to the capping of benefit provision for under 35's</p> <p>12) Increase in HMO's to meet the demand for 1 bedroom accommodation</p> <p>13) Lack of available stock will push people to where stock is available - increasing social issues</p> <p>14) Lack of stock available if required for transfers and mutual exchange</p> <p>15) Void problems: Increase in voids to mitigate bedroom tax; Increase in unit cost of voids; Increase council tax payable on void properties.</p> <p>16) Problems with bad debt provision (TDC)</p> <p>17) Increasing bad debt provision (Shared Services)</p> <p>18) Significant loss of HRA income-Increase in rent arrears</p> <p>19) Increase in defaults on council tax</p> <p>20) Impacts on Housing business plan from increase in debts.</p> <p>21) Impacts on affordable housing</p> <p>22) Increased pressure on private landlords, where mortgages aren't covered leading to more empty properties and properties in receivership</p> <p>23) Private Landlords do not undertake repairs / maintenance of properties - properties go into disrepair</p> <p>24) Increase in evictions from TDC stock</p> <p>25) Increase in evictions from private rented dwellings</p>				<p>RI022.06 Increase empty property work (linked to Housing Intervention Project) <i>Not Started (0% complete)</i> Target date: Review frequency: Monthly</p> <p>RI022.07 Local Plan policy reflects evidence of need and demand <i>Not Started (0% complete)</i> Target date: 31-Mar-15 Review frequency: Monthly</p> <p>RI022.08 Protocol with other local authorities with regard to people placing in Thanet <i>Not Started (0% complete)</i> Target date: 31-Mar-15 Review frequency: Monthly</p> <p>RI022.09 TDC Housing service review to make internal processes more efficient and effective <i>Not Started (0% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly</p> <p>RI022.10 Proactive Approach: Write to affected tenants with details of welfare reform <i>Not Started (0% complete)</i> Target date: 31-Mar-13 Review frequency: Monthly</p>	<p>Tanya Wenham</p> <p>Simon Thomas</p> <p>Craig George</p> <p>Craig George</p> <p>Craig George</p>	

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			<p>26) Increase in loanshark activity and high costs lenders (Wonga, Brighthouse, Cash / cheque exchange shops)</p> <p>27) Increase in costs for debt recovery</p> <p>28) Food security - mothers starve themselves to feed their families - health issues</p> <p>29) Fuel security - vulnerability of heating &amp; hot water supply</p> <p>30) Young single men (16-35) most vulnerable (ghettos, criminal profile, most likely suicide risk)</p> <p>31) Increase in problems at crime hotspots - drink / drug related issues AND anti-social behaviour</p> <p>32) Increase in services required from community / voluntary sector, therefore demand for TDC funds rises (political impact)</p> <p>33) Increased pressure on support structures / agencies involved in dealing with poverty, when funding is vulnerable</p> <p>34) Benefits staffing resources challenges &amp; resourcing impact on EKHousing</p> <p>35) Direct financial losses to TDC: impact on HRA estimated at £22,000 could be higher if the number of empty dwellings increases.</p> <p>36) Increase in demand on discretionary housing payment (DHP) pot</p> <p>37) Direct financial losses to residents: Estimated £5,500 pw reduction in housing benefit (potential loss of £300,000 per annum); 6% reduction in</p>				<p>RI022.11 Use homeworking within housing <i>Not Started (0% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly</p> <p>RI022.12 Review other options for temporary accommodation specifically using TDC stock <i>Not Started (0% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly</p> <p>RI022.13 Your Home Your Health referrals to appropriate agencies or services <i>Not Started (0% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly</p> <p>RI022.14 Increase housing options advice provision <i>Not Started (0% complete)</i> Target date: Review frequency: Monthly</p> <p>RI022.15 Investigate partnership working with utility companies <i>Not Started (0% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly</p>	<p>Craig George</p> <p>Craig George</p> <p>Tanya Wenham</p> <p>Craig George</p> <p>Janice Wason</p>	

Corporate Risk Register

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			working age benefit; removal of empty homes and second homes discounts; Shortfall of up to £23.53 pw for benefit claimants to find (affecting 500 tenants); Affect on Housing Association tenants, which is unknown at this point in time; 38) Reduction in payments to the local economy / impact on local businesses				<p>RI022.16 Clarify linkage to Health &amp; Wellbeing Board <i>Not Started (0% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly</p> <p>RI022.17 Explore potential for Probationary Services &amp; Police to put safeguarding in place <i>Not Started (0% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly</p> <p>RI022.18 Seek KCC Agreement to underwrite Council Tax any scheme growth &amp; fund any extra staff <i>Not Started (0% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly</p> <p>RI022.19 Concentrate benefit staff resources on chasing bad debt <i>Not Started (0% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly</p> <p>RI022.20 Work with CAB &amp; relevant agencies to help people manage their personal budgets <i>Not Started (0% complete)</i> Target date: Review frequency: Monthly</p>	<p>Janice Wason</p> <p>Craig George</p> <p>Sarah Martin</p> <p>Sophie Chadwick</p> <p>Janice Wason</p>	



Corporate Risk Register

Risk Ref	Cause	Trigger	Consequence	Assigned To	Uncntrl'd Rating	Current Rating	Control Measures	Assigned To	Residual Rating
							<p>RI022.21 Monitor &amp; review as necessary % reduction in working age benefit  <i>Not Started (0% complete)</i>                      Target date: 31-Mar-14                      Review frequency: Monthly</p>	Sarah Martin	
							<p>RI022.22 Communications Strategy for Housing Benefits, EKH &amp; Housing Associations  <i>Not Started (0% complete)</i>                      Target date: 31-Mar-14                      Review frequency: Monthly</p>	Sophie Chadwick	
							<p>RI022.23 Data sharing and analysis of who is affected by housing benefits, EKH and H  <i>Not Started (0% complete)</i>                      Target date: 31-Mar-14                      Review frequency: Monthly</p>	Sophie Chadwick	
							<p>RI022.24 Consider options in relation to letting of properties as part of Tenancy Strategy  <i>Not Started (0% complete)</i>                      Target date: 31-Mar-14                      Review frequency: Monthly</p>	Craig George	
							<p>RI022.25 Monitor impact of welfare reform on local business community</p>	Robert Hetherington	

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Risk Ref	Cause	Trigger	Consequence	Assigned To	Uncntrl'd Rating	Current Rating	Control Measures	Assigned To	Residual Rating
							<p><i>Not Started (0% complete)</i>            Target date: 31-Mar-14            Review frequency: Monthly</p>		
							<p>RI022.26 Review options for the disturbance allowance &amp; assistance with moves  <i>Not Started (0% complete)</i>            Target date: 31-Mar-14            Review frequency: Monthly</p>	Craig George	
							<p>RI022.27 Seek to develop appropriate sized units to meet needs  <i>Not Started (0% complete)</i>            Target date: 31-Mar-15            Review frequency: Monthly</p>	Craig George	
							<p>RI022.28 Communications Strategy for Housing Benefits, EKH &amp; Housing Associations  <i>Not Started (0% complete)</i>            Target date: 31-Mar-15            Review frequency: Monthly</p>	Craig George	
							<p>RI022.29 Review &amp; re-commission grants to community/voluntary sector  <i>Not Started (0% complete)</i>            Target date: 31-Mar-15            Review frequency: Monthly</p>	Janice Wason	

Corporate Risk Register

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							RI022.30 Check whether ALMO surplus could be used for welfare support <i>Not Started (0% complete)</i> Target date: 31-Mar-15 Review frequency: Monthly	Craig George	
							RI022.31 Housing Strategy <i>Not Started (0% complete)</i> Target date: 31-Mar-13 Review frequency: Monthly	Craig George	
							RI022.32 Review of HRA asset strategy <i>Not Started (0% complete)</i> Target date: 31-Mar-15 Review frequency: Monthly	Craig George	
							RI022.33 Mandatory licensing of HMO's & enforcement of management regulation <i>Not Started (0% complete)</i> Target date: 31-Mar-13 Review frequency: Monthly	Tanya Wenham	
							RI022.34 Enforcement of overcrowding legislation <i>Not Started (0% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly	Tanya Wenham	

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							RI022.35 Monitor impact of local housing allowance changes & work with health professionals <i>Not Started (0% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly	Janice Wason	
							RI022.36 Work with Community Safety Partnership to mitigate impacts <i>Not Started (0% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly	Janice Wason	
							RI022.37 Working with agencies such as CAB around money advice <i>Not Started (0% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly	Janice Wason	
							RI022.38 CAB agreement reviewed and updated <i>Not Started (0% complete)</i> Target date: 31-Mar-13 Review frequency: Monthly	Janice Wason	
							RI022.39 Anti-loanshark referral initiative <i>Not Started (0% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly	Tanya Wenham	

**Corporate Risk Register**

Risk Ref	Cause	Trigger	Consequence	Assigned To	Uncntrl'd Rating	Current Rating	Control Measures	Assigned To	Residual Rating
							RI022.40 Ensure good local access to low cost lenders & provide advice <i>Not Started (0% complete)</i> Target date: 31-Mar-14 Review frequency: Monthly	Janice Wason	