

Likelihood	A			12	
	B				
	C				
	D				
	E	Risk Tolerance Line			
	F				
		4	3	2	1
		Impact			

MANAGEMENT ACTION PLAN FOR STRATEGIC RISKS PROGRESS REPORT

FINANCIAL SERVICES

RESPONSIBLE OFFICER: KAREN NEATH

No	Current Rating	Target Rating	Description of Risk	Progress to 25 February 2011	Further actions required with target dates
12	A1	E1	The Council is unable to fund the financial forecast	<p>The 2011/12 budget was agreed by Council on 8th February. The 2 year funding settlement announced by Government shows a £ 1.8m reduction in 2011/12 and a further £1.3m reduction in 2012/13. Over the four years of the Government Spending Review the savings target for this council is £4.4m.</p> <p>Work is now commencing on preparing the Financial Strategy for 2012/13 which will need to identify budget reductions to enable a balanced budget to be agreed in February 2012. A number of actions are underway to close the funding gap in 2012/13 and the following three years.</p>	<ul style="list-style-type: none"> Commence work on the Financial Strategy 2012/13 Identify and implement budget reductions to deliver a balanced 2012/13 budget

Likelihood	A				
	B			9	
	C			27	
	D				
	E	Risk Tolerance Line			
	F				
		4	3	2	1
		Impact			

MANAGEMENT ACTION PLAN FOR STRATEGIC RISKS PROGRESS REPORT

HOUSING SERVICES

RESPONSIBLE OFFICER: PAUL PRICE

No	Current Rating	Target Rating	Description of Risk	Progress to 25 February 2011	Further actions required with target dates
9	B2	B3	Failure to enable a sufficient supply of affordable housing	<p>Replacement Local Plan with improved targets and thresholds for the provision of affordable housing adopted by Full Council on 11 December 2007.</p> <p>New proposed housing allocations in the Replacement Local Plan will increase the opportunities for new affordable housing through s.106 agreement planning obligations</p> <p>Regular fortnightly meetings held with Planning Development Team to ensure effective use of developer contributions.</p> <p>3 Dragon's software has been purchased within sub region to assess site viability which may improve deliverability of site specific affordable housing targets</p>	<p>Local Investment Plan has been agreed with the HCA – February 2011</p> <p>Formal consultation on Local Development Core Strategy including housing options</p> <p>Embedding of 3 Dragon's methodology across TDC</p> <p>Relationship with RP's being developed to consider joint funding initiatives</p>

				<p>Commuted sums through s.106 agreements are being effectively accumulated through post of Legal Agreements Compliance Manager which will increase the opportunities to enable new affordable housing provision.</p> <p>Strategic Housing Market Assessment published in July 2008</p> <p>Internal review of potential infill sites has been undertaken and the outcomes are being assessed in light of new ART product.</p> <p>Initiatives are being put in place to convert long term empty properties in the district into affordable housing.</p> <p>Opportunities for Intermediate Rent and Rent to Buy are being explored as an alternative to first time buyers who are unable to access market housing</p> <p>Use of Affordable Rent model being evaluated to consider whether this would release capital finance</p>	<p>Preliminary meetings held with Development consultant to put in place resources to undertake in-house development if circumstances allow</p> <p>Strategic tenancy strategy will be developed following publication Localism Act to evaluate delivery options utilising Affordable rent model, flexible tenancies etc.</p>
27	C2	C3	Housing Revenue Account business plan becomes unaffordable	<p>Appropriate levels of reserves being held in HRA to mitigate short term HRA cost pressures.</p> <p>Active lobbying via ARCH to government for removal of option for Government to reopen debt settlement.</p> <p>HRA Business plan being updated and internal recharges being evaluated</p>	<p>Await final settlement from Government – Jan 2012</p> <p>Consider options for raising debt settlement buy out capital sum £32.7m</p> <p>Re-model HRA business plan to project revenue stream over 30 year business plan period</p>

Likelihood	A			15	
	B		5		
	C				
	D		6	7	
	E	Risk Tolerance Line			
	F				
		4	3	2	1
		Impact			

MANAGEMENT ACTION PLAN FOR STRATEGIC RISKS PROGRESS REPORT

HUMAN RESOURCES AND CUSTOMER SERVICES

RESPONSIBLE OFFICER: CAROL SCHLEIP

No	Current Rating	Target Rating	Description of Risk	Progress to 25 February 2011	Further actions required with target dates
15	A2	B3	Maintenance is insufficient to stop property deteriorating	A number of capital projects have been completed including improvements to ventilation for Benefits and Revenues, electrical projects in buildings and boiler refurbishment, but there is still much to be done and the maintenance budget has to be carefully managed. We are reliant on one-off capital monies to carry out bigger improvements. An area which is causing concern relates to redecoration issues.	Regular Monitoring

Likelihood	A				19
	B			20	
	C				
	D				
	E	Risk Tolerance Line			
	F				
		4	3	2	1
Impact					

MANAGEMENT ACTION PLAN FOR STRATEGIC RISKS PROGRESS REPORT

TECHNICAL AND PROCUREMENT SERVICES

RESPONSIBLE OFFICER: JOHN RYAN

No	Current Rating	Target Rating	Description of Risk	Progress to 25 February 2011	Further actions required with target dates
19	A1	D2	Sea defence failure	Funding from DEFRA for the implementation of a long term strategy for the Holland frontage has been applied for every year since 2003 and has not achieved a high enough priority score to be approved. The existing sea wall is in a very poor state and could collapse at any time. There is therefore a strong possibility of further structural failure before the long-term strategic work can be implemented. This did occur last in 2007 and the likelihood of failure has since substantially increased because beach levels have also lowered considerably in the last year. Do minimum works are underway, but there may be other collapses that may require funding by TDC.	Continue to monitor structures on a monthly basis. Implement work as necessary. Do minimum schemes submitted to DEFRA
20	B2	C2	The Council is unable to deliver its services or respond to a pandemic emergency	Business Continuity Plans have been prepared by all services	A working group headed by the Asst Head of T&P Services has the situation under continuous review.

Likelihood	A			24, 30	
	B				
	C				
	D				
	E	Risk Tolerance Line			
	F				
		4	3	2	1
	Impact				

MANAGEMENT ACTION PLAN FOR STRATEGIC RISKS PROGRESS REPORT

ENVIRONMENTAL SERVICES

RESPONSIBLE OFFICER: CHRIS KITCHER

No	Current Rating	Target Rating	Description of Risk	Progress to 25 February 2011	Further actions required with target dates
24	A2	D2	Unable to fulfil commitment to Inter Authority Agreement for the Essex Waste Partnership Strategy Programme	Funding offer from ECC of £525K revenue and £205K capital is dependant on TDC introducing a food waste collection system at 52,000 premises (Urban areas only). Currently it is planned to manage this by going out to tender to try to reduce the estimated £800+K cost. This may also require around £28,000 to top up ECC's contribution. Other actions to make funding available is the migration to alternate week collection for residual waste and to use the cost saving to top up ECC funding for food waste collection.	The Inter Authority Agreement was signed in September 2009 with "break clause" option.
30	A2	E2	Local Deprivation	The Health Inequalities Strategy has been approved with a three year delivery plan that will seek to address many of the existing actions that are being taken by the Council.	<ul style="list-style-type: none"> Consider directing Big Society funding towards addressing actions to reduce deprivation Delivery of actions detailed in the Health Inequalities Delivery Plan

Likelihood	A				
	B				
	C				
	D				28
	E	Risk Tolerance Line			
	F				
		4	3	2	1
		Impact			

MANAGEMENT ACTION PLAN FOR STRATEGIC RISKS PROGRESS REPORT

PLANNING SERVICES

RESPONSIBLE OFFICER: GRAHAM THOMAS

No	Current Rating	Target Rating	Description of Risk	Progress to 25 February 2011	Further actions required with target dates
28	D1	D2	There is a risk that there are delays adopting the LDF or it is not supported by robust and timely evidence.	<p>Progress up until the autumn 2009 was broadly on course. The Core Strategy was agreed by Cabinet in March 2010 for considered by the Community Leaderships and Partnerships Committee in May 2010. It is programmed to be reconsidered by Cabinet at the meeting on 29th September to be agreed for consultation.</p> <p>Progress on the Core Strategy is expected to slip by around 12 to 14 months by the time this is adopted.</p>	<p>During 2010/11:</p> <p>Use of short term consultancy contracts to deliver specific elements of LDF work</p> <p>Members are kept involved through appropriate informal briefings and reports.</p> <p>Keep best practice arrangements under review and opportunities to work with other Local Authorities</p>

					<p>Raise awareness of implication of delays in the LDF process as appropriate.</p> <p>Ensure where appropriate that future decision making recognises implications on the LDF.</p> <p>Ensure that up to date local policies are in place given the removal of regional policies (Regional Spatial Strategy) and what will be a reduced number of national policies.</p>
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