

Corporate Risk Register Progress Report

Quarter 2 2014/15

- Section 1 Risk Ratings
(Provides details of changes to risk ratings with comment)
- Section 2 Time-bound Control Measures
(Provides details of progress made with implementation of time-bound control measures.)
- Section 3 Changes to the Corporate Risk Register
(Lists any changes made which have been approved by the Risk Management Champion.)
- Section 4 Officer List with Designations

Section 1

Risk Ratings

RO1 Risks - Financial difficulties threaten the Thanet identity to which the Council aspires

Name	Description	Owner	Uncontrolled Risk Rating		Current Risk Rating		Controlled Risk Rating		Comment
R01.01: Assumptions in the MTFP	R01.01: Incorrect assumptions made in setting the Medium Term Financial Plan (MTFP) impacting on General Fund, Capital Planning or Housing Revenue Account (HRA)	Cook, Paul	High	▲	Medium High	⚠	Medium High	⚠	• No change to current risk rating.
R01.02: Unforeseen situations undermine MTFP validity	R01.02: MTFP well-founded but accepted risk escalates or unforeseen situations undermine MTFP validity	Cook, Paul	High	▲	Medium High	⚠	Medium High	⚠	• No change to current risk rating.

RO2 Risks - Focus on short term priorities creates long term budget problems

Name	Description	Owner	Uncontrolled Risk Rating		Current Risk Rating		Controlled Risk Rating		Comment
R02.01: Focus on short term priorities creates long term budget problems	R02.01: Focus on short term priorities creates long term budget problems	Cook, Paul	High	▲	Medium High	⚠	Medium High	⚠	• Asset Management Strategy agreed. Risk scoring revised from P:2, I:4 to P:2, I:3.













R03 Risks - Failures of partnership working





Name	Description	Owner	Uncontrolled Risk Rating		Current Risk Rating		Controlled Risk Rating		Comment
R03.01: Partnerships fail to deliver from their inception	R03.01: Partnerships fail to deliver from their inception	Cook, Paul	High	▲	High	▲	Medium High	⚠	• Partnership template still to be implemented as there is an issue with the range and types of partnerships. No change to current risk rating.

R03.02: Partnerships fail to deliver because of the way that they are run	R03.02: Partnerships fail to deliver because of the way that they are run	Cook, Paul	High	▲	High	▲	Medium High	⚠	<ul style="list-style-type: none"> Partnership template still to be implemented as there is an issue with the range and types of partnerships. <p>No change to current risk rating.</p>
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R04 Risks - Failure of appropriate sustainable business administration practices

Name	Description	Owner	Uncontrolled Risk Rating		Current Risk Rating		Controlled Risk Rating		Comment
R04.01: Risk of injury due to Health & Safety failings	R04.01: Risk of injury due to failure to sustain appropriate Health & Safety conditions for work	Seed, Mark	High	▲	Medium High	⚠	Medium High	⚠	<ul style="list-style-type: none"> Although the council has a significant number of measures in place to manage health and safety, including H&S Maps for each service area, it does manage a number of higher risk areas than most councils. This includes running a number of key manual services in-house, as well as operating a port and harbour. This presents higher levels of risk as result of the types of work being undertaken, which even in a managed risk environment affect both the likelihood and severity of accidents. Considerable work has and is being done on this through the H&S Committee, with a focus currently on ensuring an effective H&S culture through all levels of the organisation.
R04.02: Failure to achieve VFM through procurement methods	R04.02: Failure to achieve value for money (VFM) through procurement methods	Paton, Karen	High	▲	Medium High	⚠	Medium-Low	🟡	<ul style="list-style-type: none"> Checking of financial capacity of suppliers providing ongoing contracts in excess of £75K as recorded on the contracts register will be undertaken annually in April. Process will be Procurement personnel running Creditsafe reports and providing these to finance for analysis. In respect of due diligence processes a new due diligence protocol is in development
R04.03: Insufficient defences against fraud	R04.03: Insufficient defences against fraud	Cook, Paul	High	▲	Medium High	⚠	Medium High	⚠	<ul style="list-style-type: none"> No change to current risk rating.

R04.04: Difficulties in prioritisation	R04.04: Inability to prioritise effectively threatens delivery of matters that are said to be the most important	Homer, Madeline	High		Medium High		Medium High		<ul style="list-style-type: none"> A Cabinet/CMT away day took place on 13 August 2104, resulting in agreement for four new focus areas up to 2016, which are being integrated into service planning. These are: Environment/Place Economic Development Housing Communication <p>The intention is not to duplicate or replace our existing 11 Corporate Priorities but to provide a clearer focus for staff, councillors, our partner organisations and the wider public. The intention is that these areas of focus will complement our existing Corporate Plan priorities and the longer term Thanet Vision 2030.</p>
R04.05: Failure of ICT systems/ infrastructure	R04.05: Failure of ICT systems/ infrastructure	Cook, Paul	Medium High		Medium-Low		Medium-Low		<ul style="list-style-type: none"> Business Continuity Plan currently being updated. <p>No change to current risk rating.</p>
R04.06: Inadequate information management practices	R04.06: Inadequate information management practices	Chadwick, Sophie	Medium High		Medium High		Medium-Low		<ul style="list-style-type: none"> This has not been progressed due to long-term sickness absence in the team.
R04.07: Emergency planning failure	R04.07: Emergency planning failure	Humber, Mike	High		Medium High		Medium-Low		<ul style="list-style-type: none"> Emergency Plan is currently fit for purpose and will be updated in 2015. Functional Emergency Plans undergoing a programmed update with support from KCC emergency planning staff. Several training courses involving TDC staff undertaken this year including Intro to Emergency Planning, Incident Liaison and Shoreline Oil Pollution. Emergency activation system tested on more than one occasion this year during live incidents. The Council's level of resilience can be improved through more focussed allocation of roles and training of more staff to increase resilience. This will be a focus moving into next year.

R04.08: Business Continuity planning failure	R04.08: Business Continuity planning failure	Wing, Helan	Medium High		Medium High		Medium-Low	<ul style="list-style-type: none"> The current Business Continuity Plan was tested in the Spring. <p>Part 1 Corporate Response and Incident Management was updated in May. Part 2 Service Area Response is currently going through a programmed update and will reflect the new corporate structure. The entire plan will then be reviewed in the new calendar year.</p> <p>Officers involved in both Business Continuity and Emergency Planning attend training commissioned by the Kent Resilience Team. In particular this year Link Officer for Business Continuity has attended training on Introduction to Civil Protection and Recovering from Emergencies, as well as the recent SCAT Exercise.</p> <p>Thanet is part of the East Kent Emergency Planning & Business Continuity Group which is facilitated by the Kent Resilience Team. Membership involves the 3 East Kent local authorities, EKH and EKS.</p>
R04.09: Child protection issues	R04.09: Opportunities to prevent harm to children are missed by staff of TDC or its partners, or children are actually harmed by staff of TDC or its partners	Cassell, Martyn	Medium High		Medium-Low		Medium-Low	<ul style="list-style-type: none"> Understanding of the current policy has been embedded in the new Safer Neighbourhoods team and the procedures currently in place are fully operational. <p>Working on the review of Safeguarding that will include Child Protection and will be reporting to CMT in new year.</p> <p>Staff lists have been updated and renewals of DBS checks well underway with new weekly session established to complete DBS paperwork for those staff requiring checks.</p>

R05 Risks - Mismatch between council resources and stakeholder expectations

Name	Description	Owner	Uncontrolled Risk Rating		Current Risk Rating		Controlled Risk Rating		Comment
R05.01: Media controversy	R05.01: Media controversy impacts on the council's ability to achieve its objectives	Thorpe, Hannah	High	▲	Medium High	●	Medium High	●	<ul style="list-style-type: none"> PR training scheduled in to the Members Induction Training following the election in May. Proposal from Improvement Board to prioritise this as part of the programme of training. In the meantime, weekly PR updates continue with CMT and Cabinet to mitigate media risks.
R05.02: Customer expectations/demands cannot be met by the council	R05.02: Customer expectations/ demands cannot be met by the council	Cook, Paul	High	▲	High	▲	Medium High	●	<ul style="list-style-type: none"> No change to current risk rating.
R05.03: Legal challenges require high level commitment of resources	R05.03: Legal challenges require high level commitment of resources	Boyle, Steven	Medium High	●	Medium High	●	Medium High	●	<ul style="list-style-type: none"> There are many major projects at present being undertaken by the Council and these all carry financial implications. Whilst these are being managed as much as possible they need to be factored into the start of any project to ensure it is casted properly.

R06 Risks - Problems relating to political and democratic processes threaten the Thanet identity

Name	Description	Owner	Uncontrolled Risk Rating		Current Risk Rating		Controlled Risk Rating		Comment
R06.01: Problems caused by central government policies or practices	R06.01: Problems caused by central government policies or practices prevent the council from achieving its aspiration	Homer, Madeline	High	▲	Medium High	●	Medium-Low	●	<ul style="list-style-type: none"> The MTFP and Transformation Agenda (Four Aims: 1. Digitalisation; 2. EKS maximising opportunities; 3. Partnership arrangements (E.g. East Kent Partnership) and 4. Joint venture model opportunities through housing and property services) is intended to mitigate the effects of Government decision making by creating a resilient financial future. The aim is to remodel our business to try and achieve a self-containing financial footing.

R06.02: Ineffective relationships between TDC and Kent	R06.02: Ineffective relationships between TDC and Kent	Homer, Madeline	High		Medium-Low		Medium-Low		<ul style="list-style-type: none"> Both the Leader of KCC and TDC attend Kent Leaders. Both the CE of KCC and TDC attend Kent Chief Executives. TDC and KCC are members of the Thanet Regeneration Board, now Invest Thanet. KCC are involved in Margate Rendezvous and Winter Gardens and there is engagement with KCC's Director of Economic Development.
R06.03: Public disengagement from the democratic process	R06.03: Public disengagement from the democratic process	Back, Glenn	Medium High		Medium High		Medium-Low		<ul style="list-style-type: none"> Risk rating remains the same. There is nothing to suggest any changes in public disengagement as we move towards the election process.
R06.04: Difficulties faced by members in the administration of the council	R06.04: Difficulties faced by members in carrying out the administration of the council	Homer, Madeline	High		Medium High		Medium-Low		<ul style="list-style-type: none"> The Improvement Board has now been established and developing an Action Plan which covers issues identified in the Peer Review. A review of the work of the Improvement Board will take place after March 2015 by the Corporate Performance Review Working Party.

R07 Risks - Failure to use staff effectively/ fairly/ appropriately

Name	Description	Owner	Uncontrolled Risk Rating		Current Risk Rating		Controlled Risk Rating		Comment
R07.01: Staff capacity issues	R07.01: Lack of the right staff in the right place leads to situations where services are inadequately covered or missed (capacity)	Homer, Madeline	Medium High		Medium High		Medium-Low		<ul style="list-style-type: none"> Effective service planning and performance appraisal & development process has been introduced. We are implementing a roll out of heads of service (HOS) organisational model through corporate restructure. With HOS competent to do the role, this allows CMT to focus on strategic issues. HOS will continue to appraise staffing requirements to refocus service delivery activity against the Transformation Agenda.





R07.02: Staff capability issues	R07.02: Failure to recognise and deal with staff limitations appropriately causes deterioration in service delivery (capability)	Homer, Madeline	Medium High		Medium-Low		Medium-Low		<ul style="list-style-type: none"> A Workforce Strategy is being developed with the HR Business Partner. <p>The performance appraisal & development process will identify training needs / skill gaps and lead to performance improvement plans for individuals. This process will equip managers to identify gaps in skill levels and performance delivery, and clarify need for provision of appropriate tools to address capability issues.</p>
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R08 Risks - Service closure or failure

Name	Description	Owner	Uncontrolled Risk Rating		Current Risk Rating		Controlled Risk Rating		Comment
R08.01: Service failure or closure	R08.01: Service failure or closure	Homer, Madeline	Medium High		Medium-Low		Medium-Low		<ul style="list-style-type: none"> One control measure is manager identification of appropriate succession planning. <p>Another control measure is giving consideration to alternative methods for delivering services, which are more efficient than current arrangements. Consideration is being given to the Devolution Agenda to Parish and Town Councils where they are able to take over services. Also, we are engaging with KCC and other districts to explore further shared/combined service arrangements.</p> <p>A further control exists through effective Asset Management in order to reduce asset liabilities. These should reduce risk of service failure.</p>

R09 Risks - Failure to sustain improvement of the area (regeneration)

Name	Description	Owner	Uncontrolled Risk Rating		Current Risk Rating		Controlled Risk Rating		Comment
R09.01: Major project failure (e.g. Dreamland, Margate Housing Intervention)	R09.01: Major project failure (e.g. Dreamland, Margate Housing Intervention)	Homer, Madeline	Medium High	⚠	Medium High	⚠	Medium-Low	🟡	<ul style="list-style-type: none"> Current major projects include: Dreamland: Heads of Terms have been agreed with Margate-based Sands Heritage Ltd., which subject to lease negotiations, would secure them as operator of the iconic Dreamland amusement park. The risk to the Council would reduce significantly with the new operator taking on this role. <p>Housing Intervention (HI) Scheme: The risk is lower on the HI as the HRA is supporting the programme since KCC have reallocated resources to alternative priorities. The Homes & Communities Agency (HCA) is still supporting the programme. However, a future risk remains of lack of funding; so ensuring income generation from the scheme is a priority.</p> <p>Selective Licensing: Initial explorations are just starting that include evaluation of the existing scheme (which ends in April 2016), and ongoing requirements in Thanet.</p>

<p>R09.02: Major Thanet employer or investor reduces/ends investment in Thanet</p>	<p>R09.02: Major Thanet employer or investor reduces or ends their investment in Thanet</p>	<p>Homer, Madeline</p>	<p>Medium High</p>	<p></p>	<p>Medium High</p>	<p></p>	<p>Medium-Low</p>	<ul style="list-style-type: none"> • TDC needs to attract inward investment and is working on an Inward Investment Strategy. <p>Paul Barber, of Discovery Park & Chairman of the Invest Thanet Board (previously Thanet Regeneration Board) is focussing on attracting more investment, and investors, into Thanet. Key aims for Invest Thanet include securing a larger share of government resources, as well as attracting private sector investment into existing companies and persuading overseas companies to locate to the area.</p> <p>Key sites include: Manston Airport whose new owners are proposing mixed use development; Thanet Parkway, is a KCC scheme. KCC is looking to acquire land and secure the building of this station in conjunction with Network Rail and other partners; there is private sector interest in Manston Business Park.</p>
<p>R09.03: Changes in Thanet's demography not considered in planning</p>	<p>R09.03: Changes in Thanet's demography are not considered in planning for the future</p>	<p>Homer, Madeline</p>	<p>Medium High</p>	<p></p>	<p>Medium High</p>	<p></p>	<p>Medium-Low</p>	<ul style="list-style-type: none"> • The Housing Intervention Scheme is having an impact as is MTF, the Health & Wellbeing Board and Invest Thanet. <p>MTF has been rolled out across Thanet; TDC and Thanet Police have a co-located Thanet Safety Unit.</p> <p>Health & Wellbeing Board aims to improve health and thereby facilitate social regeneration.</p> <p>Invest Thanet Board creates partnering and aims to increase inward investment into Thanet.</p> <p>Regeneration Projects are generating better perceptions of the area; this will help to mitigate problems with less economically active populations migrating to Thanet. We aim to attract businesses with different skill requirements that deliver better wages/salaries to improve the local economy.</p>

R09.04: Unsustainable development/lack of the right development	R09.04: Unsustainable development/lack of the right development	Fitt, Colin	High	▲	High	▲	Medium High	<ul style="list-style-type: none"> • Currently, without an up to date adopted Planning Framework (Local Plan, Community Infrastructure Levy etc.) the risk level is high. The Local Plan and CIL are now being actively progressed towards adoption and will gain weight as the various stages are completed. The risk will reduce accordingly to become low following adoption.
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Section 2 Time-bound Control Measures

Control Measure Name	Description	Risks affected by this Control Measure	Owner	Start Date	Due Date	Est / Actual End Date	% Done	Stage	Comment
00255 Develop a way of refining priorities	Develop a way of refining priorities to 'focus on a smaller number', in time to inform the next corporate plan	<ul style="list-style-type: none"> • R01.01: Assumptions in the MTFP • R01.02: Unforeseen situations undermine MTFP validity 	Cook, Paul	Jun-14	Mar-15	Mar-15	100.00%	Completed	<ul style="list-style-type: none"> • Four priorities set in Budget Strategy 15/19. 1. Digitalisation 2. EKS maximising opportunities 3. Partnership arrangements (E.g. East Kent Partnership) 4. Joint venture model opportunities through housing and property)
00299 Review constitutional & delegated powers ensuring officers work within their powers	Risk R01.01: Undertake review of constitutional and delegated powers to ensure that officers are working within their powers	<ul style="list-style-type: none"> • R01.01: Assumptions in the MTFP • R01.02: Unforeseen situations undermine MTFP validity 	Boyle, Steven	Jul-14	Dec-14	Mar-15	10.00%	In Progress	<ul style="list-style-type: none"> • Resources have been identified from the LGA to assist with this and the Improvement Board will oversee.
00269 Ensure that budget review group identifies Corporate Plan Priorities	Ensure that budget review group identifies Corporate Plan Priorities.	<ul style="list-style-type: none"> • R01.02: Unforeseen situations undermine MTFP validity • R02.01: Focus on short term priorities creates long term budget problems • R04.04: Difficulties in prioritisation • R06.03: Public disengagement from the democratic process 	Sanham, Matthew	Jul-14	Dec-14	Feb-15	50.00%	Approved	<ul style="list-style-type: none"> • Work on the Budget is underway and meetings have been undertaken with the Budget review group, resulting in a balanced Budget being taken to Cabinet in November. Further meetings are scheduled between now and February to ensure any changes that arise are factored in prior to final report on the MTFP being taken to Council in February.

Control Measure Name	Description	Risks affected by this Control Measure	Owner	Start Date	Due Date	Est / Actual End Date	% Done	Stage	Comment
00238 Adopt an asset management strategy & plan (land & buildings)	Adopt an asset management strategy and plan (land and buildings) with director and cross-party member commitment.	<ul style="list-style-type: none"> R02.01: Focus on short term priorities creates long term budget problems 	Crowley, Edwina	Jan-14	Sep-14	Nov-14	100.00%	Completed	<ul style="list-style-type: none"> The new asset strategy has been completed and adopted by Cabinet in November 2014 Corporate Property Asset Strategy completed, report and strategy to be reviewed by overview and scrutiny panel in October, prior to cabinet adoption in November.
00243 Review of the replacement needs for plant & equipment used in the parks service	Carry out reviews of the replacement needs for all the main items of council's plant and equipment used in the parks service, and ensure that capital bids are submitted if replacement is required within the next five years, so that financial provision can be made.	<ul style="list-style-type: none"> R02.01: Focus on short term priorities creates long term budget problems 	Waite, Gavin	Jul-14	Mar-15	Apr-15	40.00%	Approved	<ul style="list-style-type: none"> This has now started and is 40% complete, the requirements for replacement and different kinds of plant & equipment forms a fundamental part of the service review in parks and open spaces. <p>This work will be completed by April 2015. Capital has already been allocated to support these service areas.</p>
00244 Review replacement needs for plant & equipment used in recycling, waste & cleansing	Carry out reviews of the replacement needs for all the main items of council's plant and equipment used in the recycling, waste and cleansing services, and ensure that capital bids are submitted if replacement is required within the next five years, so that financial provision can be made.	<ul style="list-style-type: none"> R02.01: Focus on short term priorities creates long term budget problems 	Waite, Gavin	Jul-14	Mar-15	Apr-15	70.00%	In Progress	<ul style="list-style-type: none"> The review of vehicle replacement requirements for recycling and waste has now been completed, there is still work to do on cleansing so that any replacement programme meets the operational requirements of the fundamental service review presently being undertaken - so together they are 70% complete <p>This work will be completed by April 2015. Capital has already been allocated to support these service areas.</p>
00266 Ensure council assets are reviewed for adequate maintenance budget allocation	Ensure council assets are reviewed so that long run maintenance requirement is consistent with budget provision.	<ul style="list-style-type: none"> R02.01: Focus on short term priorities creates long term budget problems 	Cook, Paul	Jun-14	Mar-15	Mar-15	50.00%	In Progress	<ul style="list-style-type: none"> Asset Management Strategy to Cabinet 13 November 2014. 200k base budget for capital work 15/16 onwards.

Control Measure Name	Description	Risks affected by this Control Measure	Owner	Start Date	Due Date	EST / Actual End Date	% Done	Stage	Comment
00267 Ensure HRA asset management strategy and plan is in place	Ensure HRA asset management strategy and plan is in place	<ul style="list-style-type: none"> • R02.01: Focus on short term priorities creates long term budget problems 	Wenham, Tanya	Jul-14	Mar-15	Mar-15	5.00%	In Progress	<ul style="list-style-type: none"> • In progress of evaluating the various pieces of land that have been highlighted as HRA land and working with EKH on plans for estate and property improvement.
00282 Production of property maintenance schedules for housing.	Production of property maintenance schedules for housing.	<ul style="list-style-type: none"> • R02.01: Focus on short term priorities creates long term budget problems 	Wenham, Tanya	Jul-14	Mar-15	Mar-15	0.00%	In Progress	<ul style="list-style-type: none"> • Working with EKH on production of property maintenance schedules.
00241 Carry out review applying the partnership template to existing partnerships	Carry out review applying the partnership template to existing partnerships (agreement for supply of services that involves the council without formal contract).	<ul style="list-style-type: none"> • R03.01: Partnerships fail to deliver from their inception • R03.02: Partnerships fail to deliver because of the way that they are run 	Chadwick, Sophie	Apr-14	Mar-15	Mar-15	10.00%	In Progress	<ul style="list-style-type: none"> • Director of Corporate Resources in the process of revising risk template.
00249 Design & implement a partnership checklist template	Design a partnership checklist template (agreement for supply of services that involves the council without formal contract), gain adoption by CMT and present to managers.	<ul style="list-style-type: none"> • R03.01: Partnerships fail to deliver from their inception 	Chadwick, Sophie	Jul-14	Sep-14	Feb-15	10.00%	In Progress	<ul style="list-style-type: none"> • Director of Corporate Resources in the process of revising risk template.

Control Measure Name	Description	Risks affected by this Control Measure	Owner	Start Date	Due Date	EST / Actual End Date	% Done	Stage	Comment
00273 Ensure the partnership template is implemented	Ensure the partnership template is implemented to ensure that: partnership objectives are informed by a sound evidence base before they are agreed by TDC; that purposes and objectives are clearly documented with clear procedures for disengagement; and that governance arrangements (including arrangements for reporting progress and performance) are clearly documented.	<ul style="list-style-type: none"> • R03.01: Partnerships fail to deliver from their inception 	Cook, Paul	Jul-14	Mar-15	Mar-15	0.00%	Not Started	<ul style="list-style-type: none"> • Still remains to be done - there is an issue of the range of types of partnership (one size may not fit all).
00240 Annual due diligence checks on external suppliers where the contract > £75,000.	Annual due diligence checks on external suppliers where the contract value exceeds £75,000.	<ul style="list-style-type: none"> • R04.02: Failure to achieve VFM through procurement methods 	Sanham, Matthew	Apr-14	Mar-15	Mar-15	0.00%	In Progress	<ul style="list-style-type: none"> • Piece of work being undertaken to review process, will be factored in as part of this, although all suppliers are checked when tendering for a new contract
00285 Provide staff and member training on fraud	Provide staff and member training on fraud	<ul style="list-style-type: none"> • R04.03: Insufficient defences against fraud 	Sanham, Matthew	Jan-15	Feb-15	Feb-15	0.00%	Not Started	<i>No Officer comment as project commences after Quarter 2</i>

Control Measure Name	Description	Risks affected by this Control Measure	Owner	Start Date	Due Date	EST / Actual End Date	% Done	Stage	Comment
00250 Develop a clear understanding of member priorities and communicate this	Develop a clear understanding of member priorities and communicate this to the organisation and its stakeholders	<ul style="list-style-type: none"> R04.04: Difficulties in prioritisation 	Homer, Madeline	Jul-14	Oct-14	Dec-14	60.00%	In Progress	<ul style="list-style-type: none"> A Cabinet/CMT awayday took place on 13 August 2104, resulting in agreement for four new focus areas: Environment/Place Economic Development Housing Communication These have now been shared with heads of service for them to include in service planning. The intention is not to duplicate or replace our existing 11 Corporate Priorities but to provide a clearer focus for staff, councillors, our partner organisations and the wider public. The intention is that these areas of focus will complement existing Corporate Plan priorities and the longer term Thanet Vision 2030. This will be communicated with Managers on 27 November at the next Performance Board and with staff at a series of CMT/staff briefing sessions in early December.
00257 Develop an annual prioritisation process	Develop an annual prioritisation processes that ensures consistency between the corporate plan, service plans and strategic objectives.	<ul style="list-style-type: none"> R04.04: Difficulties in prioritisation 	Halse, Adrian	Oct-14	Sep-15	Sep-15	0.00%	Withdrawn	Risk CM withdrawn as this will be built in as part of the corporate plan process.

Control Measure Name	Description	Risks affected by this Control Measure	Owner	Start Date	Due Date	EST / Actual End Date	% Done	Stage	Comment
00264 Effective SLA in place with EKS for ICT services.	Effective SLA in place with EKS for ICT services.	<ul style="list-style-type: none"> • R04.05: Failure of ICT systems/ infrastructure • R06.03: Public disengagement from the democratic process 	Cook, Paul	Apr-14	Mar-15	Mar-15	10.00%	In Progress	<ul style="list-style-type: none"> • LGA resource commissioned to review ICT arrangements; programme commencement November 2014.
00268 Ensure in-house software administrator roles are held by 'experts'	Ensure in-house software administrator roles are held by 'experts' who are required to document basics of software management tasks.	<ul style="list-style-type: none"> • R04.05: Failure of ICT systems/ infrastructure 	Chadwick, Sophie	Jan-15	Mar-15	Mar-15	0.00%	Not Started	No Officer comment as CM commences after Quarter 2
00239 Adopt and ensure adherence to the government's code of conduct on data transparency.	Adopt and ensure adherence to the government's code of conduct on data transparency.	<ul style="list-style-type: none"> • R04.06: Inadequate information management practices 	Chadwick, Sophie	Apr-14	Mar-15	Mar-15	0.00%	Not Started	<ul style="list-style-type: none"> • Training completed and information disseminated to managers by Customer Contact and Engagement Team. Further input to be provided by Glenn Back (project lead)
00248 Deliver training on good information management practices	Deliver training on good information management practices, including quality and appropriateness.	<ul style="list-style-type: none"> • R04.06: Inadequate information management practices 	Chadwick, Sophie	Oct-14	Mar-15	Mar-15	0.00%	Not Started	No Officer comment as CM commences after Quarter 2
00289 Re-introduce housekeeping days (electronic as well as paper filing).	Re-introduce housekeeping days (electronic as well as paper filing).	<ul style="list-style-type: none"> • R04.06: Inadequate information management practices 	Chadwick, Sophie	Apr-14	Mar-15	Mar-15	0.00%	Not Started	<ul style="list-style-type: none"> • On hold pending end of long-term sickness absence in the team.
00259 Develop and implement a succession management plan.	Develop and implement a succession management plan.	<ul style="list-style-type: none"> • R04.07: Emergency planning failure • R04.08: Business Continuity planning failure • R06.03: Public disengagement from the democratic process • R07.01: Staff capacity issues 	Greenway, Charlie	Apr-14	Mar-15	Mar-15	1.00%	In Progress	<ul style="list-style-type: none"> • This control measure will be implemented as part of the workforce strategy and planning work that has started but will continue through the majority of 2015.
00330 Maintain up-to-date Business Continuity plan.	RI04.08: Maintain up-to-date Business Continuity Plan. Supports multiple objectives; Audit Rec. AU1597.04	<ul style="list-style-type: none"> • R04.08: Business Continuity planning failure 	Wing, Helan	Apr-14	Mar-15	Mar-15	75.00%	In Progress	<ul style="list-style-type: none"> • The Business continuity plan is being updated to reflect the new structure and will then be reviewed in the new calendar year.

Control Measure Name	Description	Risks affected by this Control Measure	Owner	Start Date	Due Date	Est / Actual End Date	% Done	Stage	Comment
00245 Check compliance with e-learning module for new starters	Check compliance with e-learning module for new starters	<ul style="list-style-type: none"> R04.09: Child protection issues 	Greenway, Charlie	Jun-14	Sep-14	Dec-14	0.00%	Not Started	<ul style="list-style-type: none"> Awaiting confirmation from the Safeguarding Lead as to what this control measure entails and how to complete it.
00246 Complete Kent Safeguarding Children's self-assessment document	Complete Kent Safeguarding Children's self-assessment document	<ul style="list-style-type: none"> R04.09: Child protection issues 	Cassell, Martyn	May-14	Oct-14	Jun-14	100.00%	Completed	No Officer comment as CM commences after Quarter 2
00288 Re-establish corporate CP Committee	Re-establish corporate CP Committee	<ul style="list-style-type: none"> R04.09: Child protection issues 	Cassell, Martyn	Sep-14	Jan-15	Jan-15	20.00%	In Progress	<ul style="list-style-type: none"> Undertaking full review of child protection and wider safeguarding issues and will prepare report for CMT to consider early in new year. <p>Current thought process is to develop 'Safeguarding Champions' in key departments who will push the CP agenda across their teams and wider directorate. Ideally will be virtual group with possibly one actual meeting per year.</p>
00301 Update CP information on TOM	Update CP information on TOM	<ul style="list-style-type: none"> R04.09: Child protection issues 	Cassell, Martyn	Sep-14	Jan-15	Jan-15	40.00%	In Progress	<ul style="list-style-type: none"> Minor amendments made with changes in personnel but full amendments will be made following review.
00302 Update TDC staff list for roles requiring DBS checks	Update TDC staff list for roles requiring DBS checks	<ul style="list-style-type: none"> R04.09: Child protection issues 	Cassell, Martyn	Jun-14	Mar-15	Mar-15	100.00%	Completed	<ul style="list-style-type: none"> Met with East Kent HR and revisited the staff DBS list following the restructure. <p>All posts agreed and renewal process underway.</p> <p>5 new staff being trained on checking DBS applications to allow better business continuity in Council.</p>
00284 Provide media training to all Members.	Provide media training to all Members.	<ul style="list-style-type: none"> R05.01: Media controversy R06.04: Difficulties faced by members in the administration of the council 	Thorpe, Hannah	Sep-14	Mar-16	Mar-16	0.00%	Not Started	<ul style="list-style-type: none"> Training to start following the election - May 2015.

Control Measure Name	Description	Risks affected by this Control Measure	Owner	Start Date	Due Date	Est / Actual End Date	% Done	Stage	Comment
00290 Review channels of communication to external customers	Review channels of communication to external customers to ensure the council has an integrated plan for improvement.	• R05.02: Customer expectations/ demands cannot be met by the council	Wingate, Justine	Sep-14	Mar-15	Mar-15	25.00%	In Progress	• Web review is underway to optimize online transactional capabilities to improve customer service and reduce avoidable contact.
00247 Consider opportunities for reducing service costs through a programme of service reviews.	Consider opportunities for reducing service costs through a programme of service reviews.	• R06.01: Problems caused by central government policies or practices	Cook, Paul	Jun-14	Mar-15	Mar-15	0.00%	Withdrawn	• Decision was made not to pursue this method of achieving savings. Management Accountants work with services as business partners to identify savings in line with any reviews managers are undertaking.
00275 Establish framework for building relationship between the Council and local MPs.	Establish framework for building relationship between the Council and local MPs.	• R06.01: Problems caused by central government policies or practices	Homer, Madeline	Jul-14	Sep-14	Sep-14	100.00%	Completed	• As monthly meetings have always taken place with local MPs, it is proposed to move this CM to BAU.
00276 Explore options to consolidate or share services.	Explore options to consolidate or share services.	• R06.01: Problems caused by central government policies or practices	Cook, Paul	Jun-14	Mar-15	Mar-15	20.00%	In Progress	• One of the themes for MTFP set out in Budget Strategy 15-19.
00295 Run campaign to increase participation in the democratic process.	Run campaign to increase participation in the democratic process.	• R06.03: Public disengagement from the democratic process	Wingate, Justine	Oct-13	Mar-15	Mar-15	90.00%	In Progress	• Ran extensive, targeted marketing campaigns during the canvas and for the introduction of Individual Electoral Registration this year. Further marketing will be undertaken in the lead up to the elections in May 2015.
00242 Carry out review of the standards regime and make recommendations to Council	Risk R016.04: Carry out review of the standards regime and make recommendations to Council	• R06.04: Difficulties faced by members in the administration of the council	Boyle, Steven	Jul-14	Mar-15	Mar-15	20.00%	In Progress	• This is being reviewed through the Improvement Board and there is also a resource from the LGA.
00281 Introduce new standards regime (following Council decision)	Introduce new standards regime (following Council decision)	• R06.04: Difficulties faced by members in the administration of the council	Back, Glenn	Jul-14	Mar-15	Mar-15	0.00%	Withdrawn	• Risk CM withdrawn as new TCA created 'Ensure regular meeting of the Constitutional Review Working Party '. This WP meets four times a year, and is the mechanism that is set up to address standards issues.

Control Measure Name	Description	Risks affected by this Control Measure	Owner	Start Date	Due Date	EST / Actual End Date	% Done	Stage	Comment
00286 Provide training for all members on chairmanship and meeting management	Provide training for all members on chairmanship and meeting management	<ul style="list-style-type: none"> • R06.04: Difficulties faced by members in the administration of the council 	Back, Glenn	Jul-14	Mar-15	Mar-15	0.00%	Not Started	<ul style="list-style-type: none"> • The nature of this action is being reviewed as part of the Peer Review action plan.
00291 Review options for improving competency of chairmanship/vice-chairmanship posts	Review options for requiring chairmanship/vice-chairmanship posts to be restricted to those who have been on a chairmanship training	<ul style="list-style-type: none"> • R06.04: Difficulties faced by members in the administration of the council 	Back, Glenn	Jul-14	Mar-15	Mar-15	0.00%	Not Started	<ul style="list-style-type: none"> • This will be considered by the Member Induction programme. The Committee Services Manager will raise at CMT the offer CMT has made to commission external training providers as part of the induction programme, and we will suggest additional and early sessions on chairing skills. <p>There is an emerging consensus to promote the concept of "mandatory" training as part of the post-election training programme. However, in a literal sense that would not be enforceable as regards Chairmen. The Chairmen of most committees are selected by vote at Council, and for others by vote at their first meetings in the year.</p> <p>Some committees will meet very early on, thus it may prove challenging to deliver the relevant training prior to all meetings that need to be chaired.</p> <p>All the same, we will build these aspirations into their learning and development delivery plans for the immediate post-election period, subject to CMT making the funding available for the additional training on chairing skills.</p>

Control Measure Name	Description	Risks affected by this Control Measure	Owner	Start Date	Due Date	Est / Actual End Date	% Done	Stage	Comment
00294 Review the officer: member protocol	Review the officer: member protocol and design and deliver training/awareness raising for staff and members	<ul style="list-style-type: none"> R06.04: Difficulties faced by members in the administration of the council 	Homer, Madeline	Jul-14	Mar-15	Mar-15	10.00%	In Progress	<ul style="list-style-type: none"> Work has commenced on the Member/Officer protocol, which the Improvement Board is currently considering. <p>Meetings have taken place with the Leader/Chief Executive at Gravesham BC as they went through a corporate peer challenge last autumn and their Member/Officer Protocol has been put forward as best practice by the LGA.</p> <p>The Improvement Board have an action to identify small working group from the Improvement Board to work with the Monitoring Officer, and look at our Member/Officer protocol. Ian Lowrie (chair of Improvement Board & former Chief Exec. of Adur District Council) is to run a session on Member/Officer protocol at Managers Forum in November 2014.</p> <p>Democratic Services Manager will be running training sessions on understanding the constitution in order for greater clarity around boundaries.</p>
00263 Develop plan to build project and programme management capability (Peer Review).	Develop plan to build project and programme management capability (Peer Review).	<ul style="list-style-type: none"> R07.01: Staff capacity issues 	Greenway, Charlie	Apr-14	Mar-15	Mar-15	0.00%	In Progress	<ul style="list-style-type: none"> The Director of Resources is in discussion with the LGA with regards support that they can offer to increase the organisational skills and capability for project management.

Control Measure Name	Description	Risks affected by this Control Measure	Owner	Start Date	Due Date	EST / Actual End Date	% Done	Stage	Comment
00277 Identify administration key man risk and develop a plan to minimise this risk.	Identify administration key man risk and develop a plan to minimise this risk.	<ul style="list-style-type: none"> • R07.01: Staff capacity issues • R08.01: Service failure or closure 	Greenway, Charlie	Apr-14	Mar-15	Mar-15	5.00%	In Progress	<ul style="list-style-type: none"> • Analysis of agency usage for administrative cover over the past 12 months is underway to inform whether key man risk and resilience challenges across the organisation's administration staffing are evidenced. This will inform further action to mitigate this (if evidenced).
00279 Identify reactive services where tracking of work capacity indicators would be beneficial	Identify reactive services where tracking of work capacity indicators would be beneficial (a form of contextual indicator) and set these indicators up in InPhase.	<ul style="list-style-type: none"> • R07.01: Staff capacity issues • R08.01: Service failure or closure 	Halse, Adrian	Sep-14	Mar-15	Mar-15	0.00%	Withdrawn	<ul style="list-style-type: none"> • This piece of work is withdrawn to enable Business Analysis to focus on activities which he has taken on now that Policy & Business Planning Manager is leaving TDC. At the moment resources in the section are reduced and will be reviewed in the New Year.
00287 Recruit to the senior staffing structure with the right calibre of staff as quickly as possible	Recruit to the senior staffing structure with the right calibre of staff as quickly as possible	<ul style="list-style-type: none"> • R07.01: Staff capacity issues 	Greenway, Charlie	Jun-14	Nov-14	Nov-14	100.00%	Completed	<ul style="list-style-type: none"> • Key senior positions are covered with appropriately skilled resource (some of which are interim appointments).
00292 Review pay scheme suitability.	Review pay scheme suitability.	<ul style="list-style-type: none"> • R07.01: Staff capacity issues 	Greenway, Charlie	Jun-15	Oct-15	Oct-15	5.00%	In Progress	No Officer comment as CM commences after Quarter 2
00293 Review staff structure in the light of refreshed Council priorities.	Review staff structure in the light of refreshed Council priorities.	<ul style="list-style-type: none"> • R07.01: Staff capacity issues 	Greenway, Charlie	Nov-14	Dec-15	Dec-15	0.00%	Not Started	No Officer comment as CM commences after Quarter 2
00252 Develop a toolkit for managers to support and develop their staff.	Develop a toolkit for managers to support and develop their staff.	<ul style="list-style-type: none"> • R07.02: Staff capability issues 	Greenway, Charlie	Mar-15	May-15	May-15	0.00%	Not Started	No Officer comment as CM commences after Quarter 2
00253 Develop a training programme on competent decision making.	Develop a training programme on competent decision making.	<ul style="list-style-type: none"> • R07.02: Staff capability issues 	Greenway, Charlie	Apr-14	Jan-15	Jan-15	1.00%	In Progress	<ul style="list-style-type: none"> • This control measure will form part of a wider training programme being developed by the Democratic Services Manager. Development of this programme is in progress and anticipated delivery date is to be confirmed.

Control Measure Name	Description	Risks affected by this Control Measure	Owner	Start Date	Due Date	EST / Actual End Date	% Done	Stage	Comment
00258 Develop an option appraisal for the introduction of a mentoring or coaching scheme.	Develop an option appraisal for the introduction of a mentoring or coaching scheme.	<ul style="list-style-type: none"> R07.02: Staff capability issues 	Greenway, Charlie	Jan-15	Mar-15	Mar-15	0.00%	Not Started	No Officer comment as CM commences after Quarter 2
00298 Undertake 'skills gap' analysis when corporate priorities are rationalised (Peer Review).	Undertake 'skills gap' analysis when corporate priorities are rationalised (Peer Review).	<ul style="list-style-type: none"> R07.02: Staff capability issues 	Greenway, Charlie	Oct-14	Dec-14	Nov-15	1.00%	In Progress	No Officer comment as CM commences after Quarter 2
00274 Establish a project risk register	Establish a project risk register	<ul style="list-style-type: none"> R09.01: Major project failure (e.g. Dreamland, Margate Housing Intervention) 	Halse, Adrian	Jul-14	Aug-14	Oct-14	40.00%	Withdrawn	<ul style="list-style-type: none"> It is recommended that this risk be withdrawn and a new BAU created to ... Ensure that major project risk registers are maintained for all projects over £1.5m
00296 Timely adoption of sound local plan	Timely adoption of sound local plan	<ul style="list-style-type: none"> R09.03: Changes in Thanet's demography not considered in planning R09.04: Unsustainable development/lack of the right development 	Mohammed, Ismail	Aug-12	Mar-15	Mar-15	30.00%	In Progress	<ul style="list-style-type: none"> The timetable for the preparation adoption of a sound Local Plan has been revised and it will now have an end date of February 2017. There are number of stages that the Local Plan needs to go through before the Council will be able to adopt the Local Plan. The Council is currently working towards Stage 2, Preferred Options consultation that is programmed to commence on 5th January 2015, subject to approval of the Preferred Options consultation document by Cabinet on 11th December 2014.
00251 Develop a new parking strategy that complements the developing transport strategy.	Develop a new parking strategy that complements the developing transport strategy.	<ul style="list-style-type: none"> R09.04: Unsustainable development/lack of the right development 	Chantrill-Smith, Robin	Jul-14	Dec-14	Dec-14	35.00%	In Progress	<ul style="list-style-type: none"> First draft has been seen by Director which has been returned for further work to be done before final draft is available.

Control Measure Name	Description	Risks affected by this Control Measure	Owner	Start Date	Due Date	EST / Actual End Date	% Done	Stage	Comment
00254 Develop a transport strategy & infrastructure delivery plan for Thanet	Develop a transport strategy and infrastructure delivery plan for Thanet to support the Local Plan.	<ul style="list-style-type: none"> R09.04: Unsustainable development/lack of the right development 	Mohammed, Ismail	Aug-12	Mar-15	Mar-15	20.00%	In Progress	<ul style="list-style-type: none"> The revised timetable for the Local Plan also impacts on the Transport Strategy and Infrastructure Delivery Plan. This strategy and plan forms supporting evidence for the Local Plan and will be progressed along with the Local Plan.

Section 3

Changes to the Corporate Risk Register

Change in Risk Owner

R04 Risks - Failure of appropriate sustainable business administration practices			
Name	Description	Owner	New Owner
R04.08: Business Continuity planning failure	R04.08: Business Continuity planning failure	Halse, Adrian	Helan Wing, Corporate Resource Officer following departure of previous owner

Change in Owner for Time-bound Control Measures (TCA)

Control Measure Name	Description	Risks affected by this Control Measure	Owner	New Owner
00251 Develop a new parking strategy that complements the developing transport strategy.	Develop a new parking strategy that complements the developing transport strategy.	<ul style="list-style-type: none"> • R09.04: Unsustainable development/lack of the right development 	Waite, Gavin	Robin Chantrill-Smith, Civil Enforcement Manager - Decision - Mark Seed
00254 Develop a transport strategy & infrastructure delivery plan for Thanet	Develop a transport strategy and infrastructure delivery plan for Thanet to support the Local Plan.	<ul style="list-style-type: none"> • R09.04: Unsustainable development/lack of the right development 	Thomas, Simon	Ismail Mohammed, Strategic Planning Manager following result of corporate restructure
00269 Ensure that budget consultation for 2015-16 informs new Corporate plan.	Ensure that budget consultation for 2015-16 supports the identification of priorities for the new Corporate plan.	<ul style="list-style-type: none"> • R01.02: Unforeseen situations undermine MTFP validity • R02.01: Focus on short term priorities creates long term budget problems • R04.04: Difficulties in prioritisation • R06.03: Public disengagement from the democratic process 	Halse, Adrian	Matt Sanham, Corporate Finance Manager following departure of previous owner. (See below for change in Control Measure / Description)
00291 Review options for improving competency of chairmanship/vice-chairmanship posts	Review options for requiring chairman ship/vice-chairmanship posts to be restricted to those who have been on a chairmanship training	<ul style="list-style-type: none"> • R06.04: Difficulties faced by members in the administration of the council 	Boyle, Steve	Glenn Back, Democratic Services Manager - Decision - Steve Boyle
00330 Maintain up-to-date Business Continuity plan.	<p>RI04.08: Maintain up-to-date Business Continuity Plan.</p> <p>Supports multiple objectives; Audit Rec. AU1597.04</p>	<ul style="list-style-type: none"> • R04.08: Business Continuity planning failure 	Halse, Adrian	Helan Wing, Corporate Resource Officer following departure of previous owner

Change in Owner for Business as Usual Control Measures (BAU)

Control measure	Description	Risk	Owner	New Owner
BAU0069 Facilitate effective performance management processes	Facilitate effective performance management processes (including tracking of contextual/activity data for early warning)	<ul style="list-style-type: none"> R08.01: Service failure or closure 	Halse, Adrian	Nicola Walker, Technical Finance Manager following departure of previous owner
BAU0128 Spot check on manager use of regular policy updates	Spot check on manager use of regular policy updates that provide early warning of legislative changes.	<ul style="list-style-type: none"> R07.02: Staff capability issues 	Halse, Adrian	Nicola Walker, Technical Finance Manager following departure of previous owner
BAU0022 Develop corporate plan in the knowledge of contextual demands	Develop corporate plan in the knowledge of contextual demands	<ul style="list-style-type: none"> R09.03: Changes in Thanet's demography not considered in planning 	Halse, Adrian	Nicola Walker, Technical Finance Manager following departure of previous owner
BAU0086 Maintain project management process and ensure compliance	Maintain project management process and ensure compliance	<ul style="list-style-type: none"> R09.01: Major project failure (e.g. Dreamland, Margate Housing Intervention) 	Halse, Adrian	Nicola Walker, Technical Finance Manager following departure of previous owner
BAU0108 Regular reporting of business performance to the public	Regular reporting of business performance to the public	<ul style="list-style-type: none"> R05.02: Customer expectations/ demands cannot be met by the council 	Halse, Adrian	Nicola Walker, Technical Finance Manager following departure of previous owner
BAU0052 Ensure programme of review and testing of business continuity plan	Ensure programme of review and testing of business continuity plan which includes shared service partners.	<ul style="list-style-type: none"> R04.08: Business Continuity planning failure 	Halse, Adrian	Helan Wing, Corporate Resource Officer following departure of previous owner
BAU0136 Provide performance/progress challenge on main partnerships	Use the performance board and directorate management meetings to challenge on the progress/ performance of the main partnerships though the year, checking that two way dialogue is taking place between TDC lead and partners.	<ul style="list-style-type: none"> R03.02: Partnerships fail to deliver because of the way that they are run 	Halse, Adrian	Paul Cook, Director of Corporate Resources following departure of previous owner
BAU0041 Ensure corporate plan objectives are clearly publicised for the general public.	Ensure corporate plan objectives are clearly publicised for the general public.	<ul style="list-style-type: none"> R05.02: Customer expectations/ demands cannot be met by the council 	Halse, Adrian	Hannah Thorpe, PR & Publicity Manager following departure of previous owner
BAU0097 Provide refresh training on business continuity.	Provide refresh training on business continuity.	<ul style="list-style-type: none"> R04.08: Business Continuity planning failure 	Halse, Adrian	Helan Wing, Corporate Resource Officer following departure of previous owner

Change in Control Measure / Description

Existing Control measure	Existing Description	Risk	Owner	Change in CM/Description
00269 Ensure that budget consultation for 2015-16 supports the identification of priorities for the new Corporate plan.	Ensure that budget consultation for 2015-16 supports the identification of priorities for the new Corporate plan.	<ul style="list-style-type: none"> • R01.02: Unforeseen situations undermine MTFP validity • R02.01: Focus on short term priorities creates long term budget problems • R04.04: Difficulties in prioritisation • R06.03: Public disengagement from the democratic process 	Sanham, Matt	<p>CM: 00269 Ensure that budget consultation for 2015-16 informs new Corporate plan.</p> <p>Description: Ensure that budget review group identifies Corporate Plan Priorities.</p>

Risk Control Measures Withdrawn - TCA/BAU

Control measure	Description	Risk	Owner	Reason
00250 Develop a clear understanding of member priorities and communicate this to organisation and its stakeholders	Develop a clear understanding of member priorities and communicate this to organisation and its stakeholders	<ul style="list-style-type: none"> • R04.04: Difficulties in prioritisation 	Homer, Madeline	CM withdrawn as monthly meetings have always taken place with local MPs and it is proposed to move this TCA to BAU.
00257 Develop an annual prioritisation process	Develop an annual prioritisation processes that ensures consistency between the corporate plan, service plans and strategic objectives.	<ul style="list-style-type: none"> • R04.04: Difficulties in prioritisation 	Halse, Adrian	CM withdrawn as this will be built in as part of the corporate plan process.
00247 Consider opportunities for reducing service costs through a programme of service reviews.	Consider opportunities for reducing service costs through a programme of service reviews.	<ul style="list-style-type: none"> • R06.01: Problems caused by central government policies or practices 	Cook, Paul	CM withdrawn as decision was made not to pursue this method of achieving savings. Management Accountants work with services as business partners to identify savings in line with any reviews managers are undertaking.
00281 Introduce new standards regime (following Council decision)	Introduce new standards regime (following Council decision)	<ul style="list-style-type: none"> • R06.04: Difficulties faced by members in the administration of the council 	Back, Glenn	CM withdrawn as new TCA created 'Ensure regular meeting of the Constitutional Review Working Party'. This WP meets four times a year, and is the mechanism that is set up to address standards issues.

Control measure	Description	Risk	Owner	Reason
00279 Identify reactive services where tracking of work capacity indicators would be beneficial	Identify reactive services where tracking of work capacity indicators would be beneficial (a form of contextual indicator) and set these indicators up in InPhase.	<ul style="list-style-type: none"> • R07.01: Staff capacity issues • R08.01: Service failure or closure 	Halse, Adrian	CM withdrawn to enable the Business Analyst to focus on activities which he has taken on now the Policy & Business Planning Manager has left TDC. Resources in the section are reduced and will be reviewed in the New Year.
00274 Establish a project risk register	Establish a project risk register	<ul style="list-style-type: none"> • R09.01: Major project failure (e.g. Dreamland, Margate Housing Intervention) 	Halse, Adrian	CM withdrawn and new BAU created as major project risk registers are held for all projects over £1.5m

New Control Measures - TCA/BAU

Control measure	Description	Risk	Owner	Reason
BAU0139 Develop a clear understanding of member priorities and communicate this	Develop a clear understanding of member priorities and communicate this to organisation and its stakeholders	<ul style="list-style-type: none"> • R04.04: Difficulties in prioritisation 	Homer, Madeline	Supersedes TCA 00250 Develop a clear understanding of member priorities and communicate this to organisation and its stakeholders
BAU0138 Ensure that major project risk registers are maintained for all projects over £1.5m	Ensure that major project risk registers are maintained for all projects over £1.5m	<ul style="list-style-type: none"> • R09.01: Major project failure (e.g. Dreamland, Margate Housing Intervention) 	Walker, Nicola	Supersedes TCA 00274 Establish a project risk register
Ensure regular meetings of the Constitutional Review Working Party	Ensure regular meeting of the Constitutional Review Working Party to address standards issue.	<ul style="list-style-type: none"> • R06.04: Difficulties faced by members in the administration of the council 	Back, Glenn	Supersedes TCA 00281 Introduce new standards regime (following Council decision)

Section 4

Officer List with Designation

Owner	Designation	Notes
Askew, Louise	Economic Development Manager	
Back, Glenn	Democratic Services Officer	
Boyle, Steven	Legal Services Manager	
Brown, Robert	Maritime Operations Manager	
Cassell, Martyn	Community Safety and Leisure Manager	
Chadwick, Sophie	Customer Contact and Engagement Manager	
Chantrill-Smith, Robin	Civil Enforcement Manager	
Cook, Carol	Policy Officer	
Cook, Paul	Director of Corporate Resources/Head of Financial Services	
Crowley, Edwina	Head of Economic Development and Asset Management	
Fitt, Colin	Head of Built Environment	
Greenway, Charlie	HR Business Partner	
Halse, Adrian	Policy and Business Planning Manager	Left the authority Oct 2014
Homer, Madeline	Acting Chief Executive/Director of Community Services	
Humber, Mike	Technical Services Manager	
McGonigal, Sue	Chief Executive	Risks and CMs reassigned to M Homer
Mohammed, Ismail	Strategic Planning Manager	
Paton, Karen	Strategic Procurement Manager	
Sanham, Matthew	Corporate Finance Manager	
Seed, Mark	Director of Operational Services	
Sproates, Morgan	Environmental Protection Manager	
Tebbett, Stephen	Business Analyst	
Thomas, Simon	Planning Manager	
Thorpe, Hannah	PR and Publicity Manager	
Tinley, Carolyn	Facilities Manager	
Waite, Gavin	Head of Operational Services	
Walker, Nicola	Technical Finance Manager	
Wenham, Tanya	Head of Housing	
Wing, Helan	Corporate Resource Officer	

Wingate, Justine	Communications Manager	
Woodgate, Simon	Cemeteries and Crematorium Registrar	