

Summary of risks scoring 8 or more after mitigation

1. Current risks

Burial space Total Score (9) Impact 3 Likelihood 3

Capacity at Margate Cemetery is reducing.

The team has immediate mitigating actions in place to support this and the council is also actively searching for and considering options for adding new cemetery capacity in Margate.

Reviewed 16/06/23

Crematorium Building (8) Impact 2 Likelihood 4

We need to get a surveyor out to assess the roof and also the skylights - potential capital bid for new repairs - budget constraints just for the survey- action DT speak to Chris Petrou regarding freeing budget for the survey Reviewed 16/06/23

Algae on slipways Total Score (9) Impact 3 Likelihood 3

Algae grows rapidly on smooth surfaces covered by the sea at high tide and exposed at low tide and is slippery when wet.

A contractor is in place to clean the slipways and additional signage will be provided to warn those accessing the slipways

Provide additional signage to warn the public that wet surfaces, particularly with green slime on them can be slippery. To mitigate the risk entirely access points would need to be closed or the cleaning schedule extended at a cost of approximately £200,000 a year. 10k signage budget allocated for updated warning signs Message on slipways now been agreed and also proposed closure of Barnes Crapark Slipway to pedestrians due to a number of incidents

Updated 23/06/23 - no change in scoring although some mitigations in place

Major emergency Total Score (9) Impact 3 Likelihood 3

A major emergency is an event or situation which threatens serious damage to human welfare. Training in this area has reduced as a result of the Brexit and Covid-19 emergencies.

The council has emergency planning preparedness in place through the partnership with the Kent Resilience Team and this area needs to continue to be resourced. No Change

Tenant Health and Safety Total Score (8) Impact 4 Likelihood 2

The occurrence of a significant incident leading to injury or death of a TDC tenant or tenants and the New Fire Safety Legislation and Building Safety Act.

New Health and Safety Policies have been adopted and there is routine monitoring and reporting in place, including quarterly to Cabinet. It's a standing item on the Corporate Health and Safety Committee agenda. There is an experienced, trained and well resourced team in place and Action plan progress is monitored. **No change reviewed 30th June 2023**

Local Plan Review Total Score (8) Impact 4 Likelihood 2

A delay in the process would mean that we do not have a sound plan in place. The current plan has weight in decision making but this will diminish over time, particularly in relation to housing numbers.

There is a Local Plan Cabinet Advisory Group in place to review progress. **No change reviewed 30th June 2023**

Lack of Investment in Infrastructure Total Score (8) Impact 4 Likelihood 2

There is a risk of key infrastructure projects not being prioritised, which could impact on future economic development in the district.

Mitigating action include:

- Ensuring TDC has high level representation at relevant key meetings.
- Providing regular briefings to partners on requirements, including engagement on Infrastructure Delivery Plan.
- Identification of external funding streams and joined up corporate working on funding bids.
- A proactive approach to finding and retaining strategic partners.
- Take all available opportunities to engage with the Central Gov't on the need for funding/investment or changes to infrastructure. **No change**

Slow delivery of housing Total Score (9) Impact 3 Likelihood 3

There is a risk to the achievement of the required delivery of housing in the district, as determined by the Housing Delivery test. This affects the supply of new housing, plus undermining plan housing targets, meaning the weight given to the plan is diminished and increases the threat of development in inappropriate locations. Plus impact of slow housing market due to interest rate rises.

This is mitigated by:

- Complete annual development monitoring and monitoring of implementation of Infrastructure Delivery Plan.
- Close working with developers to build understanding of barriers to development.
- Seek funding as appropriate.
- Housing Delivery Test Action Plan published.
- New Housing Strategy adopted and published. **No change reviewed 30th June 2023**

Building safety legislation Total Score (8) Impact 4 Likelihood 2

Ability to meet the new legislation (employing the right people, improving data integrity and obtaining data needed on buildings).

Building Safety Policy to be adopted, team roles and responsibilities to be clarified including training for key staff and legislation to be kept under review. **No change reviewed 30th June 2023**

Temporary Agency Staff Provision Total Score (9) Impact 3 Likelihood 3

Difficult to identify and retain temporary staff in Operational Services.

A gap analysis is being reviewed, to consider service changes and capacity required and an agency tender is to be awarded again in February 2023 **No change June 2023**

Anti social behaviour 'hot spots' within the district Total score (9) Impact 3 Likelihood 3

Tactical groups in place for each 'hot spot' location. Multi agency approach to all hot spot areas and commissioned services for detached work in place. Apply for funding each year. **17/10/2022** Commissioned service due to end within a few months - early applying for funding to start immediately to allow continuation of service. **11/01/2023** No change to mitigation or risk since the last review **13/06/2023** Commissioned service has ended due to removal of funding. Community team working alongside the Community Safety Partnership and Multi-agency Task Force to reduce ASB in hot spot areas. ASB increases during the summer periods across the foreshores and train stations. TDC not have foreshore enforcement officers in place in preparation for this increase in negative behaviour **Reviewed 13th June 2023**

Flap Gate Hydraulic RAM failures Total score (8) Impact 4 Likelihood 2

The inner harbour has a set of two lock gates (flap + Mitre gate) One of these is closed when the sea level is at 3.6m and reopened again at the same.

If this is not done the tidal height could drop to as low as 0.2m causing boats and pontoons to land on the sea bed. The estimated cost of this would be in excess of £20 million.

In 2018 Flap gate was refurbished

Nov 21 East side RAM of flap gate failed and sent off for service. At the same time West was removed and sent for inspection. This caused the flap gate to be Inoperable.

The mitre gate is now the sole working gate meaning there is no redundancy. Any failure here would cause the level in the inner mariner to drop to dangerous levels.

Dec 22 Flap gate hydraulics were reinstalled and working correctly

April 23 Flap gate failed again reduced back to sole gate operation

May 23- After dredging in inner harbour flints were dislodged and got wedged in mitre gate preventing proper closure. Divers cleared debris and gates closed again

Presently solely reliant on ongoing operation of the Mitre gate system to retain water in the inner basin.

August '22 - Flap gate recommissioning anticipated for mid September 2022;

October '22 - Procurement, Service and fabrication delays; recommissioning now anticipated mid-November 2022.

Dec 22 Flap Gate Recommissioned

April 23- Flap gate out of action, divers complete full inspection of Mitre Gate for correct operation and sustainability

May 23- Engaged contracting company to oversee refurbishment project to help maintain timeline and ensure standards are maintained **Reviewed 11th June 2023**

2. Emerging risks

Clock House total score (9) Impact 3 likelihood 3

Leaseholder continues to stall on handing back the lease.
Significant, costly damage to the building.
Need to take legal action
Delays will impact the National Lottery Heritage Fund application

Clear and firm negotiation through the leaseholders legal team.
End date set ahead of considering legal action within the council's powers.
Continued engagement with National Lottery Heritage Fund on the current position. **Reviewed April 2023**

NEC M3 Desupport Total score (8) Impact 4 likelihood 2

The supplier, NEC, has served de-support notice on the 1st April 2023 for the M3 System which we use corporately across a number of service areas. The risk is that we will not have any support for a system that we use to store and process sensitive data. The system is on premise and will not necessarily fail. However, if there are any issues that we cannot resolve in the use of the system, then the supplier will not be able to assist. We would need to continue patching and updating the servers for security reasons, an update could cause issues with the system for which we would not be supported. The supplier will also stop any further development of the system so as legislative requirements change, we may not be able to meet them within the confines of the system.
The notice period of desupport is expected to be 12 months.

- The Digital Team has been engaging with NEC to keep informed about the desupport notice to plan next steps and review options with the supplier around extended support or any other implications.
- A paper is being presented to CMT to agree on the options available, i.e. procurement and project to replace M3.
- The M3 System needs to be replaced within a 12 month period. Project being fully scoped and resources considered to achieve this.
- The PIF and System specification have already been largely completed and are just awaiting sign off to move to the next stage.
- CMT has signed off on the next steps to move this project and the PIF has now been signed off by Finance. This is being prioritised and planning to award a contract by August 2023 in order to replace the M3 system at the earliest opportunity.
- We have also confirmed with the incumbent supplier that whilst support will be stopped from April 2024, we can technically continue using the system unsupported. **Reviewed 27th June 2023**

Parishing of Margate Charter Trustees Total Score (9) Impact 3 Likelihood 3

Potential risk of delay due to resources required to undertake the review, especially if there was an overlap with any electoral review the Council is asked to undertake by the Local Government Boundary Commission for England.

Once the Charter Trustees have submitted their petition mitigation measures will be identified to support this. **Reviewed 19th June 2023**

New online forms package not compatible with M3 Total Score (9) Impact 3 Likelihood 3

One of the council's internal corporate systems M3 (used by a number of frontline services) is due to be decommissioned and a new system will be rolled out. Until the new system is in place, the old M3 system will not be compatible with the council's new online forms package. This means that teams who still rely on M3 will need to manually input data collated from web forms until a new system is in place. **No change Reviewed June 2023**

The affected teams are aware and alternative arrangements are being considered.

FMS Project - Civica Shared Service Total score (9) Impact 3 Likelihood 3

The Shared Service contract with Civica is not being renewed. The service will likely come back in house to either shared service model or individual council hosting. The contract will end in 2025 but will be relevant for impact much sooner, The thoughts around this are to do with key stakeholders and if the change in Service has an impact on key staff members. Current timescales, dependent on supplier, could be up to 16 months to go live. Estimating Nov 2024. The loss of key stakeholders would have a significant impact. Reflecting on this can we change to a 3 for impact = 9

Considering specific finance functions such as Accounts Receivable sooner.

Reviewed 27th June 2023

Industrial Action - Total score (9) Impact 3 Likelihood 3

Increase in union membership and the discontent around pay which has been further impacted by the cost of living crisis continues to highlight the possibility of strike action across the council in the very near future.

Improved working relations with the union through Employee Council and HR meetings and ensure an appropriate forum for discussion of key HR matters. The council agreed a minimum start point for pay negotiations in 2024 is 4% and potential roll out of a new salary scale will not see any staff detrimented and as such all staff would receive a slight pay increase depending on where they are currently within salary scale **Reviewed June 2023**

3. Future Risks

Manston Airport - public protection roles Total Score (9) Impact 3 Likelihood 3

Following the granting of the DCO, the expected opening date of cargo hub operation is 2025 and, depending on the nature of imports, TDC will need to provide Port Health authority Public Protection officers based on required volumes of inspections.

Engagement with airport operators will be undertaken to determine opening dates, level and nature of imports anticipated, including countries of origin. Staffing budget and new staff will be required to undertake this role. **No change**

HAVS monitoring Total score (9) Impact 3 Likelihood 3

To monitor staff vibration levels to make sure the staff stay within their EAV/ELV levels, this is to reduce over exposure and to make sure rotation is in constant use. - issues with resolution and unclear diagnosis from OH

This is ongoing, data is constantly in use throughout the use of vibrating tools, this is looked at on a daily basis, and staff are regularly monitored. If issues arise we act accordingly to resolve this issue the best way we can. **Updated 27th June 2023**