

Summary of risks scoring 8 or 9 after mitigation

1. Current risks

Governance (8) (Impact 4, Likelihood 2) Current/Emerging/Future

Statutory Recommendations were received from the external auditors, Grant Thornton, in relation to governance matters and an extraordinary Council meeting agreed the recommendations.

Following the appointment of an Independent Monitoring Officer in December 2021 to address Grant Thornton's concerns, his recommendations were approved at the May 2022 Council meeting.

A new interim Chief Executive was subsequently appointed on 14 July 2022, whose remit it is to review and implement the recommendations of the Independent Monitoring Officer.

A timetable for delivery of those actions has been drawn up and progress has been made against a number of those actions. Therefore, the risk to Governance has been reduced accordingly.

Manston Road Depot Building (8) (Impact 4 Likelihood 2) Current/Emerging/Future

Manston Road Depot is pivotal to the delivery of Recycling, Waste Collection and Street Cleansing as well as various ancillary services. The site is dated and in need of investment in order to future proof for an ongoing and improved service delivery model. This will mean investment is required in the short to medium term in order to safeguard this operation and allow for review. Without this necessary investment in the site, there is a significant risk of disruptions to the statutory provision of waste and recycling services.

This became more evident when the new Environment Agency regulatory officer appointed to Manston Road Depot visited on 21 October and raised concerns regarding the site. A follow up visit was undertaken by the Environment Agency on 26 June, during this visit the improvements to the arrangements at Manston Road were noted and there was recognition of the positive steps taken to date. A plan is now in place to implement the required remaining improvements and mitigate these risks moving forward, for which a budget was agreed in February of this year by Council.

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.

No change

Crematorium Building (8) Impact 2 Likelihood 4

A surveyor is required to assess the roof and skylights. Budget proposals to fund this via the capital programme are being explored.

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 signs have been provided to warn the public. The decision has also been taken to close the Westbrook West Slipway as a precaution.

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

Updated 15/09/23 - Weekly cleaning through the summer at Margate and Walpole tidal pools.

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 (KRT) and this area needs to continue to be resourced.

Update 15/09/23 - The KRT has recently been restructured to reflect the greatly reduced resources they have in the organisation. Following this restructure the KRT are no longer able to support district councils in the same way that they have done in the past or as detailed in the KRT/TDC SLA. The new KRT SLA will not include a dedicated link officer & district councils will be required to pick up some duties that were previously undertaken by the KCC/KRT; to address this it has been proposed that additional emergency planning resources are included in the imminent Technical Services restructure.

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 September 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 September 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 actions 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 Central Government 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 September 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.

No change June 2023

Anti social behaviour (ASB) 'hotspots within the district Total score (9) Impact 3 Likelihood 3

Each year Thanet sees an increase in anti-social behaviour, this increase tends to be linked with the summer months and predominantly on the local beaches. The council previously received funding to commission a service to help alleviate the impact of ASB, unfortunately this funding is no longer available. The council recognised enforcement officers were required to support the reduction of ASB on the beaches, these were put in place late June. The enforcement officers will patrol the foreshores and have the power to issue fixed penalty notices. Throughout the year there is a multi-agency approach to tackling ASB, the number of agencies increasing over the summer months due to the increase of negative behaviour.

Reviewed 13th June 2023

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

At Ramsgate Harbour there are two 'dock gate' systems which control the water level in the Inner Basin, these are known as the Flap Gate and the Mitre Gates. The gates are all located in a formed channel through the Crosswall between the Inner and Outer Basins which affords vessel access.

Either the Flap Gate or the Mitre Gates may be used to control and retain water in the Inner Basin over a low tide cycle and together the gate systems offer a high level of system resilience.

In March a fault on the hydraulic system of the Flap Gate was identified which requires on site repairs and off site fabrication works. It is anticipated that this work will be complete by the end of October.

Although this issue reduces the overall resilience of this important infrastructure at Ramsgate Harbour, the Mitre Gates will continue to be operated on each tide to control the water level in the Inner Basin until the Flap Gate is returned to service.

Reviewed September 2023

First Aid Risk Assessments Total Score (9) Impact 3 Likelihood 3

A first aid risk assessment is not in place for all sites and the Council currently is not fulfilling the number of first aiders required and recognised by the risk assessments already undertaken.

This lack of first aiders goes hand in hand with the Flexible Working Policy as it has a direct impact on the number of first aiders within the office at any given time.

Departmental managers have now been instructed to carry out a first aid risk assessment for their respective areas.

New September 2023

Property Compliance Total Score (9) Impact 3 Likelihood 3

This relates to the risk of a significant incident impacting on the health and safety of council employees, tenants and visitors to council owned buildings.

Health and Safety reporting is a standing item on the agenda for the council's Corporate Health and Safety Committee and new indicators are being developed. Officers are developing a new corporate health and safety compliance policy for its corporate estate, and are in the process of realigning the responsibilities for the completion of risk assessments and the allocation of actions to ensure an improved level of compliance. We are also introducing new arrangements for the auditing of risk assessments and action plans to provide greater assurance. Key indicators of the level of compliance will be included within corporate performance reporting to Overview and Scrutiny Committee and Cabinet.

There remains work to be done to improve the level of compliance across the corporate estate and the Asset Compliance Officer, within the Property Service, is leading on developing a detailed action plan.

New September 2023

2. Emerging risks

Clock House total score (9) Impact 3 likelihood 3

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.
Significant damage to the building provides a risk to the value of works to the building, without being able to get in and complete urgent works.
Delays in ending the lease arrangements will impact on the National Lottery Heritage Fund application

Reviewed September 2023

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

A project is ongoing to renew and upgrade one of the council's back office systems 'M3' used by a number of different council departments. The existing system is supported up until the end of the financial year so there is pressure to prioritise this activity. The Digital team is working with the relevant departments to scope out the specification for the new system and to progress the procurement process.

Reviewed September 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 September 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.

A work around has been agreed using an old server until the replacement system is procured. If the server fails, it could mean that some online forms have to be manually added into M3 for a short period of time.

This has been communicated to the relevant service managers and the risk of this highlighted.

TAM System Replacement Total Score (9) Impact 3 Likelihood 3

The main Health & Safety Management system TAM is due to be switched off in March 2024 and therefore a replacement system has to be implemented by this date.

The proposed system replacement is Google and the project's importance was escalated to CMT in September 2023.

There are two actions as part of the project replacement, the replacement of the system itself to be undertaken by Strategy & Transformation and an analysis of the risk of system change over to Google to be monitored corporately.

New September 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.

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.

No change September 2023