

Summary of risks scoring 8 or 9 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 January 2024 - no change in scoring

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 January 2024 - no change in scoring

Algae on slipways and tidal pools 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 Thermo Plastic signage has been installed on slipways on the 20/06/2023 to warn the public of the dangers. The decision has also been taken to close the Westbrook West Slipway as a precaution. Weekly cleaning during the bathing season is now in force at both the slipways and tidal pools. Enforcement officers are patrolling tidal pools to reduce the likelihood of accidents. RNLI and other patrol staff are using tannoys and loud hailers to warn beach users of the dangers. D-fib training for patrol staff will take place and an extra life ring and defibrillator will be installed within the tidal pool zone. RLSS officers bay inspectors write all courses for training standards and are looking into writing a qualification just for our tidal pools. In February 2024 the current signage was upgraded further for the 2024 season.

Reviewed January 2024 - no change in scoring although some new mitigations in place please see above

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.

Score changed as a full time Emergency Planning/Business Continuity officer position should be created - Updated Nov 23

Score changed - A new SLA due to start in 2024 will not include part 3 (Link officer) The TDC Emergency Planning Officers responsibilities have increased, therefore reducing the resources afforded for Emergency Planning.

Tenant Health and Safety Total Score (4) Impact 4 Likelihood 1

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.

DEC 23 review - New BSA & Fire safety legislation in place + new requirements complied with. New role introduced - Building Safety Manager. New High Rise Living Group - resident consultation group talks about safety within their blocks. Capital works are being carried out to replace EWI and fire doors to improve the fire safety in the high rise blocks. New contract to be procured to replace fire doors within low rise flatted blocks

Reviewed January 2024 can be removed from the Annex

Local Plan Review Total Score (12) Impact 4 Likelihood 3

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.

Reviewed February 2024 - no change to scoring

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 the Central Government on the need for funding/investment or changes to infrastructure.

Reviewed February 2024 - no change to scoring

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.

Reviewed February 2024 - no change to scoring

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.

Dec 23 review - Building Safety Manager in place. an active High Rise Living resident group being consulted with. Monthly newsletters that include safety articles to educate residents

Reviewed January 2024 - no change to scoring

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 - This should be going out to tender late 2023 for implementation in the new financial April 2024

Reviewed January 2024 - no change to scoring

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 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. **16/01/2024** This issue tends to be a seasonal one., but with the current planning of Op Island and projects put in place by TCSP we expect multi agency responses to be immediate.

Reviewed January 2024 - no change to score but update above

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 2023 a fault on the hydraulic system of the Flap Gate was identified which required on site repairs and off site fabrication works. The specified work was completed in October 2023. Further preventative works were commissioned in October 2023 and are anticipated to be completed early in March 2024..

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 January 2024 - no change in score - update above on progress

The Council Chamber camera system now only has one functioning camera. If this fails then streaming of Council meetings will need to cease. Total score (9) Impact 3 Likelihood 3

There is no identified budget to replace the current system and as such there is no mitigation

possible. The cameras are now 25 years old and considered "end of life" by the company servicing them. In addition the microphone system is also based on software that is also out of support. It would not be possible to only replace the cameras. The situation is further complicated by the ongoing situation with the offices and whether we remain or relocate as this will have a significant impact on any potential replacement equipment.

Risk reviewed February 2024 - no change to scoring

Winter Gardens Total Score (9) Impact 3 Likelihood 3

Continuing deterioration inside the building, increasing costs of any internal repairs and remediation. Increased public concern as building is high profile, loss of credibility in council action. Suspect boarding found in backstage areas, during air sampling tests, possible asbestos containing material. If additional funding is not identified the building is at risk. In addition to this the recent changes for Insurance Underwriter poses a risk that the new insurer may have different requirements for vacant property security. The longer the asset remains unoccupied, the more this risk increases.

Risk reviewed January 2024 - no change to scoring

Vehicle Reliability total score (9) Impact 3 Likelihood 3

Majority of HGV fleet replaced in 2021. Everything else now on a 7 year replacement programme. However there are still some vehicles in daily use which need to be replaced as they are over the 7 years. Cleansing vehicles scheduled to be replaced next year are coming to the end of their working life.

4 x 12 tonne vehicles delivered and 1 x 26 tonne, new head of cleansing appointed 26/01/24

Reviewed January 2024 - no change to scoring

Governance total score (8) Impact 4 Likelihood 2

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.

Reviewed Ingrid Brown (Head of Legal and Democracy & Monitoring Officer) February 2024 - agreed

New risk

Very vulnerable residents in secure tenancies Total Score (8) Impact 4 Likelihood 2

Many clients from the housing registers have complex needs, including mental health, addiction and disability related needs. Often chaotic lifestyles will lead to increased instances of ASB/DV/rent arrears/hoarding. This affects the quality of the tenant and the lives of others in the neighbourhood and requires expert resources that are not available through 3rd sector or other support agencies

Look to employ officers that have the time and skill to address some of the complex needs we are experiencing. Look to find a budget through expansion of the team or restructure.

Risk reviewed January 2024

New Risk

Margate Museum and Tudor House Total score (9) Impact 3 Likelihood 3

Margate Museum and Tudor House are owned by TDC but managed by the Margate Museums Trust.

The council has previously negotiated an agreement with the Margate Museum Trust to cover the day-to-day management of the buildings and the safeguarding of the artefacts. This agreement has never been completed and has no formal status. As a result, TDC has inadequate control mechanisms in place to manage risks relating to the security of the artefacts or the health and safety of trustees, volunteers or visitors. In addition, both buildings are listed and have significant heritage value. They are in need of repair and will further deteriorate if repairs are not completed.

The council has commissioned a review of the governance arrangements and management opportunities for its Museums, including Margate Museum and Tudor House. A condition survey of the buildings has also been completed. This will help inform decision making.

To reduce the level of risk the Tudor House has been closed to the public, however trustees and volunteers currently still have access.

Risk reviewed February 2024

2. Emerging risks

Clock House total score (9) Impact 3 likelihood 2

Ending the lease arrangements with the Clock House is still being negotiated
There is significant damage to the building.

Delays in ending the lease arrangements will impact on the National Lottery Heritage Fund application

There is continued clear negotiation through the leaseholders legal team.

Continued engagement with National Lottery Heritage Fund on the current Position. Surrender of the lease for the Clock House in Ramsgate Royal Harbour will soon be concluded and they will be in the Council's possession

Reviewed Nov 23 no change as yet but due to lease coming back into TDC possession this may change in next cycle -

Update Jan 2024 - the lease has now been surrendered back to TDC - this is now back in the possession of TDC and the risk has dropped so this will be removed from the Annex

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 a procurement exercise is expected to start shortly.

Reviewed February 2024 - no change to scoring

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 given web forms until a new system is in place.

CMT has signed off 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.

Reviewed February 2024 - no change to scoring but has been updated

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

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

The high inflation environment and consequent cost of living crisis, combined with an increase in union membership, has increased 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. In September a 5.75% offer was agreed with GMB and Unison which formally closed the pay dispute and risk of industrial action at that time. Following negotiations and pay review implementation GMB confirmed they would further review pay for Drivers, Loaders & Cleansing Operatives in April 24.

Reviewed January 2024 - no changes to scoring

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.

Reviewed January 2024 - no change to risk scoring

New risk Jan 2024

Delivery of Regeneration project timescales Total score (9) Impact 3 Likelihood 3

As the programmes are developing there is a risk to the timescale for delivery for the projects, and those projects that have other external funding e.g. National Lottery Heritage Fund, which has its own timescales. Although the introduction of the Pathfinder Simplification Pilot is positive for the programme, it has delayed some of the decision making. Setting up a new Partnership Board will take some time in terms of engaging them in decision making.

Funding will need to be reprofiled to take into account the Pilot and the time extension to LUF projects.

Continual engagement with the Department for Levelling Up, Housing and Communities on the timescales.

Use of the council's freedoms and flexibilities for the programme

Engagement with National Lottery Heritage Fund in relation to phasing of relevant projects. Simplification Pathfinder Pilot provides an extra year for the delivery of the FHSF and LUF programmes, however profiling spend is challenging with the delays in commissioning external services to develop the final projects.

Risk Reviewed January 2024