

# **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 August 2024 - no changes**

### **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 August 2024 - no changes**

### **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.

#### **Mitigations**

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 August 2024 - no changes**

### **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.

#### **Mitigations**

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 - 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.

Risk Reviewed August 2024 - see above

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

The previous Government had legislated for changes to the way Local Plans are prepared; and published revisions to the NPPF, including changes to the housing “standard method”. The new Government is proposing further changes to all these aspects of Plan-making. However, substantial parts of the relevant Regs and guidance have yet to be published. All these factors are causing delays to the Plan-making process.

#### **Mitigations**

Making a Plan under transitional arrangements is generally to be avoided, and it is therefore the intention to move the Local Plan forward into the new Plan-making system in a timely manner. The Council has joined a Plan-making group led by the Planning Advisory Service, and also seeks advice at key points from Counsel. [updated 9-8-24]

Reviewed August 2024 - no changes 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 August 2024 - no changes to scoring

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

That developers are not helped to get on site and work their way through viability and CSR coherently so that the building can start. Failure of Housing Delivery test, affecting supply of new housing plus undermining plan housing targets, meaning weight given to plan diminished and threat of development in inappropriate locations.

Impact of adverse decision making.

Impact of slow housing market, due to interest rate rises.

#### **Mitigations**

Additional resources in the housing strategy team were appointed. Complete annual development monitoring and monitoring of implementation of Infrastructure Delivery Plan. Lapse rate is low, under construction high and completion low, suggesting sites are started and not finished. Close working with developers to build understanding of barriers to development. Seek funding as appropriate. Review of national policy relating to housing delivery. Housing Delivery Test Action Plan published. New Housing Strategy adopted and published. Presumption Statement work by Policy team to argue presumption not applicable. Work to review conditions imposed on housing developments.

Reviewed August 2024 - no changes 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).

#### **Mitigations**

Review of current fire safety policy to ensure BSA incorporated  
Review team structure to clarify responsibilities and lead officers.

Keep legislation under review.

Provide training opportunities for key staff.

Prepare templates for Building Safety cases.

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

Procure software that is bespoke to creating the building safety case and proving the report

Reviewed August 2024 - no changes to scoring

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

Difficult to identify and retain temporary staff in Operational Services.

#### **Mitigations**

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 August 2024 - no changes to score as Risk Register not updated due to staff absence

**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 August 2024 - no change to scoring

**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.

**Mitigations**

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 August 2024 - no change to scoring

**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. Officers are working on a star chamber bid for funding a replacement system in the 25/26 financial year. The Star Chamber process will start in July Reviewed 10 June 2024.

Risk reviewed Aug 2024 - no change to scoring although mitigations have moved on

**Winter Gardens Total Score (9) Impact 3 Likelihood 3**

The building continues to deteriorate internally, leading to increased costs for repairs and remediation. Public concern is growing due to the high-profile nature of the property, which also risks the council's credibility. Furthermore, recent changes in our insurance underwriter may result in new security requirements for vacant properties, increasing the risk the longer the asset remains unoccupied. Due to the extended period of vacancy, our insurance coverage is now limited to £5m with a £250k excess.

**Mitigations**

Funding has been requested for material sampling, and air sampling has been completed, revealing no significant risk.

Access is controlled by Estates, but they cannot mitigate the extended vacancy period as this depends on offers from operators and impending approval for granting a long lease to a new operator.

The property has been cleared of all removable contents, but dampness and leaks persist due to lack of use and air circulation. Twice daily external visits and Weekly internal visits and response protocols for alarm callouts are in place. However, funding is depleting to continue with the increased levels of added security.

Risk reviewed August 2024 - no change to scoring - updated mitigations

### **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 August 2024 - no changes to score as Risk Register not updated due to staff absence

### **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 August 2024 - no changes to scoring

### **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.

Reviewed August 2024 - no changes to scoring

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

Deterioration of the buildings impacting on their listed status, creating damage that is getting more expensive to repair, providing a risk to volunteers and the public.

Potential risks arising from water on the electricity boards.

The Margate museum has been taken back and is currently closed which will have a negative impact on the town and the council's reputation.

#### **Mitigations**

The Regeneration Team has commissioned a review of the governance arrangements and management opportunities for the Museums which have been completed and will inform next steps.

A high level condition survey of the buildings has been completed. This will help inform decision making. Although it is expected that a second heritage survey may be required. Regeneration is considering commissioning a heritage significance statement to support any further funding bids and decision making.

The Margate Museum has been taken back from the Trust and is currently closed whilst the Property Team considers the compliance requirements for the building.

The Tudor House has been closed to the public, however volunteers are still going in the building on their own.

Updated 31/07/2024

Reviewed August 2024 - no changes to scoringLA

#### **NEW RISK**

### **Repairs, maintenance and voids contract re tender Total Score (8) Impact 2 Likelihood 4**

This contract is currently awarded to Mears - due to expire in March 2025. We must procure the right contract and ensure the award is in time for any mobilisation period required. failure to do so would mean that we would be outside of contract & therefore non compliant with standing orders, putting the service at risk.

#### **Mitigations**

3rd party consultant that is expert in this area contracted to lead on the re-procurement campaign. stage 1 of procurement to start in Jan 2024 to allow enough time for a 2 stage exercise that will attract the most contractors to bid. time permitted for extensive workshopping to build the spec. consultation with residents throughout the process

May 24 update - stage 1 complete. 6 submissions for lot 1 and 7 for lot 2. The procurement is progressing well with no current delays to the programme

Reviewed August 2024 New risk

## NEW RISK

### **Entry/Exit System (EES) Total Score (8) Impact 2 Likelihood 4**

Prior to a first crossing, all third-country nationals must register for the system, which includes providing biometric data such as a facial photograph and fingerprint identification. Loss of the strategic road network on the approach to the portals (M20 / M2 corridors), Loss of a port / port capacity

#### **Mitigations**

Continue to engage with the national contingency planning through Strategic and Tactical Coordinating groups, workshops and exercises.

Ensure that Business Continuity Plans are updated with a view on EES (and other emerging risks)

Reviewed August 2024 New risk

## NEW RISK

### **Channel failure:Total Score (8) Impact 4 Likelihood 2**

Much of the council's communication is now digitally led  
The Communications Team is heavily reliant on digital channels including the council's own website and its social media channels. The risk is that if one of the channels has an outage/ crashes - particularly during an emergency - our ability to transmit important information directly to residents and stakeholders would be severely curtailed.

#### **Mitigations**

The council's website is cloud hosted and as part of our contract requires 99.9% up time. Risks around this are picked up as part of the Digital Risk Register. We do need to ensure our business continuity plan is updated to identify potential other more traditional means of communication in the event of any digital points of failure. This would include activity such as direct mail to properties, using the media to share any key messages, posters and notices in public places and relying on the support from other community group networks. This will be picked up in the new disaster recovery plan led by ICT and Digital.

Reviewed August 2024 New risk



## NEW RISK

### **Sailors church and smack boy structural concerns: Total Score (9) Impact 3 Likelihood 3**

Around Ramsgate Royal Harbour are a number of Listed buildings. Due to a prolonged period of low maintenance and the harsh maritime environment recent surveys have identified structural concerns and dangers to safe occupancy. The cost to make these buildings safe is close to £1m. No action has been taken and the building continues to deteriorate at a rapid pace

#### **Mitigations**

Highlighted to council, looking into relocating tenants from building and investigating structural surveys/ works

Jan 24 the building will go to the property working group to decide on future works and funding.

Jan 24 initial works carried out to reduce deterioration i.e. fixing roof leaks, windows, etc.

Mar- Fire risk assessment carried out on two buildings as whole, structural assessment of the walkway carried out. Reviewing works and will action recommendations

May 24- Sea cadets have been informed not to use walkway and harbour looking at re housing them

July24- Sea cadets are being re-housed in the terminal building, only one tenant remains who is moving out by September. HM has arranged for some emergency works to be carried out to make the building safe- there is no budget for this works

Reviewed August 2024 New risk

## NEW RISK

### **Underinsurance on HRA and Estates Properties Total Score (9) Impact 3 Likelihood 3**

We run a risk of being underinsured due to poor maintenance and valuations not being completed so we are then seen as being deliberately underinsured - this could mean that claims costs are not covered - we would be subject to higher excesses and higher premiums and also could be subject to averages which means that full claims costs are not met in the future

#### **Mitigations**

To work with TLS and Estates on this - I need to send a questionnaire out to both teams asking for their assurances how they are tackling these issues and also then to devise a plan so the mitigation on these risks is still in its infancy

Reviewed August 2024 New risk

## 2. Emerging risks

### NEW RISK

#### **Engagement Barriers Total Score (9) Impact 3 Likelihood 3**

Policy development is reliant on the proactive and timely buy-in of key individuals including but not limited to those on each policy working group. An emerging risk has been identified that work related time pressures on key individuals can hold up policy development and potentially affect the meeting of key deadlines. A related risk is the absence of key individuals during the policy development/sign off process.

#### **Mitigations**

Policy Manager and Head of Strategy and Transformation have explained to CMT the importance of engagement in policy development. In the event of key figure absence the Policy Manager would work with HoS to determine an alternative route/individual to expedite the process.

Reviewed August 2024 New risk

### NEW RISK

#### **Influx of newbuild properties into HRA housing stock to be let as social housing Total Score (9) Impact 3 Likelihood 3**

Accepting properties with technologies or higher spec assets internally than we would usually deal with  
Pressure on lettings - could jeopardise the void turnaround target for current housing stock  
Risk income flow from rent due to 8 week delay on obtaining rental income from UC claims

#### **Mitigations**

New process with strategy team to ensure consultation on potential procurement opportunities.  
Phased approach to taking properties into management to ensure minimal impact on TLS BAU operations.

Reviewed August 2024 New risk

### NEW RISK

#### **VMWare Licence Renewal Total score (8) Impact 4 likelihood 2**

The VMWare licence renewal date is 23/11/24. If the renewal date is missed Broadcom could charge us reinstatement fees. We could lose VMWare Support and we would be

unable to Upgrade or patch VMWare software.

### **Mitigations**

Talking with Procurement, PIF being completed. Quotations requested from Supplier, but currently unable to be provided

**New risk to the Annex Aug 2024**

### **NEW RISK**

#### **Empty Properties and when tenants hand back the keys Total Score (9) Impact 3 Likelihood 3**

Properties left with services still "live". Heating/lighting and water services need to be isolated to prevent energy costs and potential damage from frost/ice etc: this is a potential fire risk with unattended live electrical circuits. Water damage should pipework freeze and expand joints, leading to burst pipes and flooding. Unable to re-let to potential tenants, causing loss of revenue and additional repair costs. Insurance claims possible, inadequate cover from our insurers.

### **Mitigations**

Create protocol whereas all properties becoming vacant have compliance inspection and all but necessary services (excl fire/alarms) are isolated. Adopt KP form for vacant property handover

**New risk to the Annex Aug 2024**

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

The supplier, NEC, has served desupport 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.

### **Mitigations**

- 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 August 2024 - no changes to scoring

### **3. Future Risks**

#### **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 August 2024 - no changes to scoring

#### **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

Reviewed August 2024 - no changes to scoring

#### **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 August 2024 - no changes to scoring

### **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.

Challenges from internal resources also have the potential to cause delays to the programme.

#### **Mitigations**

Continual engagement with the Ministry of Housing, Communities and Local Government on the timescales.

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

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.

Updated 31/07/2024

**Reviewed August 2024 - no changes to scoring LA**