

APPENDIX 3: Corporate Risk Register – Timescales to Target Risk Ratings

Work-in-progress subject to collective CMT and Cabinet Member discussions

Low = 1-6 Medium = 8-15 High =16-25

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating	Timescale to Target
CRR0001	Safeguarding – protecting vulnerable children	Medium (15)	Medium (15)	At target
<p>Risk response is Treat</p> <p>A recent Ofsted inspection has deemed services for the protection of vulnerable children as good with an overall effectiveness of Outstanding. This external verification is an indication that the risk in this area has reduced, although there is some further work planned to treat the outstanding matter of caseloads, for which within 1 year is a realistic timescale.</p>				
CRR0002	Safeguarding – protecting adults at risk	High (20)	Medium (15)	1-2 years
<p>Risk response is Treat</p> <p>A quality assurance framework has been developed and is ready to go live in the coming months, to aid analysis and evidence quality of practice. At the end of February 2022 safeguarding teams were realigned into four locality teams moving away from the previous specialisms, to improve the safeguarding pathway. The rest of the locality model is due to be implemented towards the end of 2022, which is expected to lead to further improvements in safeguarding practice. The Kent and Medway Adults Safeguarding Board have developed a strategic plan for 2022-2025 to support the achievement of the overall ambitions.</p>				
CRR0003	Securing resources to aid economic recovery and enabling infrastructure	High (20)	High (16)	3+ years
<p>Risk Response is to Treat.</p> <p>The medium-term timescale reflects the time it will take to introduce, but more importantly, embed the necessary relevant strategies, policies etc.</p>				

CRR0004	Simultaneous Emergency Response and Resilience	High (20)	Medium (15)	3+ years
<p>Risk response is Treat</p> <p>The controls continue to be implemented however there continues to be pressure on resources with the ongoing response requirements which are resourced from KCC, as well as pushing 'business as usual' forward.</p>				
CRR0009	Future financial and operating environment for local government	High (20)	High (16)	1-2 years
<p>Risk response is Treat</p> <p>There has been a recent Government commitment to a 2-year spending review for local government, although the medium-term picture is still unclear and therefore difficult to state a timescale to achieve target at this point. The one-year settlement previously received means greater risk.</p>				
CRR0010	Provision for Unaccompanied Asylum-Seeking Children (UASC)	Medium (9)	Low (6)	Within 1 year
<p>Risk response is Treat</p> <p>A protocol agreement between KCC and the Home Office has enabled the council to better plan for new UASC arrivals within an agreed number. A long-term solution to the replacement of the Reception Centres is still being sought but is achievable within one year.</p>				
CRR0014	Technological resilience and information security threats	High (20)	High (16)	1-2 years
<p>Risk response is Treat</p> <p>A plan is being developed to bring risk to target level (risk will always be high and changes all the time - hence high target) by gradual and incremental improvements over the next 1-2 years. Of key importance are the robustness and continual reviewing of controls, with constant work required to keep pace with the threat. Changes have been made with our key supplier to support the approach to the security environment management.</p>				

CRR0015	Managing and working with the social care market	High (25)	Medium (15)	3+ years
<p>Risk response is Treat</p> <p>The recently approved Adult Social Care Strategy 2022-2027 sets out the future direction of travel, as well as development of our commissioning strategy with underpinning delivery plans to support, grow and develop the market in line with strategic direction</p>				
CRR0039	Information Governance	High (20)	Medium (12)	TBC
Timescale to target to be discussed at next Corporate Information Governance Group meeting 27/07.				
CRR0042	Border fluidity, infrastructure and regulatory arrangements	High (20)	High (16)	1-2 years
Initial timescale response given by GET DMT.				
CRR0044	High Needs Funding shortfall (<i>risk to be merged with CRR0047</i>)	High (20)	High (16)	3+ years
<p>Risk response is Treat</p> <p>KCC are in discussions with the DfE to gain access to the Safety Valve funding to meet some of the High Needs Funding (HNF) shortfall. These discussions need to conclude in the coming months. This will require a firm commitment to change and to delivering better value for money and will be a three-year plan.</p>				
CRR0045	Maintaining effective governance and decision making in a challenging financial and operating environment for local government	Medium (10)	Low (5)	TBC
CRR0047	Adequacy of support for children with Special Educational Needs and Disabilities (SEND) – response to Written Statement of Action (<i>risk to be merged with CRR0044</i>)	High (20)	Medium (10)	3+ years
<p>Risk response is Treat</p> <p>This risk is linked to CRR0044 and requires both a redesign and re-configuration of the SEN service. This is currently underway and</p>				

will form the basis from which the HNF requirements of the Safety Valve programme will be met.				
CRR0049	Fraud and Error	Medium (10)	Low (5)	TBC
Risk response is Treat.				
CRR0050	CBRNE incidents, communicable diseases and incidents with a public health implication – KCC response to and recovery from the impacts of the Covid-19 public health emergency	High (20)	Medium (15)	1-2 years
Risk response is Treat. The pandemic was a global emergency and disasters management and aftermath recovery shows that the period of recovery has a long tail.				
CRR0051	Supporting the workforce transition to hybrid working (<i>target level of risk previously raised from 8 to 12</i>)	High (16)	Medium (12)	Within 1 year
Risk response is Treat				
CRR0052	Impacts of Climate Change on KCC Services	High (20)	High (16)	3+ years
CRR0053	Capital Programme affordability	High (25)	High (16)	3+ years
Inflation is having a disproportionate impact on the capital programme.				
CRR0054	Supply Chain and market factors	High (20)	TBC	1-2 years
Risk response is Treat Visibility and access to data across KCC is essential to enable us to treat and mitigate this risk. Directorates are required to populate the central contract register and commissioning pipeline in order for to ensure all information is captured in the first instance. The Commissioning Standards and templates provide information and consideration about sub-contracting arrangements and proportional treatment of risk and reward. Greater emphasis is required on upstream and downstream supply chains within contracts and across KCC to look at trends and cost implications to help reduce costs, improve and maintain logistical arrangements and improve and / or maintain efficiency and collective organisational targets and priorities.				