



KCC Corporate Risk Register

For Presentation to Environment and Transport Cabinet
Committee on 07/03/2023

Corporate Risk Register - Summary Risk Profile

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

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since July 2022
CRR0042	Border fluidity, infrastructure, and regulatory arrangements	High (25)	High (16)	↔
CRR0052	Impacts of Climate Change on KCC Services	High (25)	High (16)	↔
CRR0057	Home to School Transport	High (16)	Low (6)	NEW

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID	CRR0042	Risk Title	Border fluidity, infrastructure and regulatory arrangements			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Changes at the UK border with Europe means additional controls now exist on the movement of goods and people between the UK and the EU.	That changes in border customs, checking and processing routinely disrupt local communities and both the strategic and local road networks.	Significant slowdown in the existing flow of goods and people through the Kent Ports leads to long delays in accessing Dover Ports and Eurotunnel.	Simon Jones, Corporate Director GET	Very Likely (5)	Major (5)	
The UK Government and the EU have introduced new border controls and further changes are being introduced including the new Entry/Exit System (EES). KCC has been working with partners at a local and national level to assess potential implications for the county and prepare for various scenarios.	That the Government does not provide sufficient capital and revenue financial support to departments, agencies, local authorities and other infrastructure stakeholders necessary to address the necessary infrastructure, legislation and controls to ensure long term plan for frictionless border movements.	Impacts on major traffic routes as a result of Operation Brock and other mitigations for port delays and the consequential increase in local and pan-Kent road journey times, impacting on local residents and businesses.	Responsible Cabinet Member(s): David Brazier, Highways & Transport	Target Residual Likelihood Possible (4)	Target Residual Impact Serious (4)	
KCC is reliant on coherent, coordinated governance and information across Government to aid the Local Authority and partners locally in planning their contingency arrangements and responding appropriately.		Significant detrimental impact on county's economic competitiveness, attractiveness for inward investment and quality of life for Kent residents.	Mike Hill, Community & Regulatory Services			Timescale to Target 1-2 years
		Significant increase in imported goods subject to statutory checks by Trading Standards including consumer				

goods and animal feeds.
 Imported animals now subject to welfare checks at Border controls posts, breaches of welfare subject to investigation by Trading Standards. Shortages and delay may impact supply chains.

Control Title	Control Owner
KCC engagement with and support for the Kent Resilience Forum	Lisa Guthrie, Head of Kent Resilience Team
Regular engagement with senior colleagues in relevant Government Departments.	Simon Jones, Corporate Director GET
Several training exercises have taken place to prepare for various scenarios.	Simon Jones, Corporate Director, GET / Tony Harwood, Resilience and Emergencies Manager
KCC involvement in Operation Fennel Strategic and Tactical Groups (multi-agency planning groups for potential disruption at Port of Dover and Eurotunnel).	Simon Jones, Corporate Director GET
Operation Fennel strategic plan in place	Simon Jones, Corporate Director GET
KCC Cross Directorate Resilience Forum reviews latest situation regarding transition impacts	Tony Harwood, Resilience and Emergencies Manager
KCC contribution to multi-agency communications in the 'response' phase, and leadership of communications in the 'planning' and 'recovery' phases	Christina Starte, Head of Communications
KCC services are continually reviewing business continuity arrangements, taking potential scenarios into consideration (cross-reference to CRR0004), with co-ordination via Directorate Resilience Groups	Service Managers

KCC membership of the Delivery Models Operational Group and associated working groups such as Emergency Planning, Infrastructure etc.	Steve Rock, Head of Trading Standards	
Government funding applied for to support improving access to the borders.	Simon Jones, Corporate Director GET	
Recruited additional staff for Port Team and animal health officers to provide capacity.	Steve Rock, Head of Trading Standards	
Action Title	Action Owner	Planned Completion Date
Working with Government to develop short, medium and long-term plans for border resilience looking at infrastructure and technological solutions.	Simon Jones, Corporate Director GET	July 2023 (review)
Preparation for impact of implementation of EES system.	Simon Jones, Corporate Director GET	November 2023

Risk ID	CRR0052	Risk Title	Impacts of Climate Change on KCC services			
Source / Cause of risk Impacts of Climate Change, particularly in relation to extreme weather events on KCC and the services KCC provides or commissions.	Risk Event Continually increasing costs of dealing with the impacts of climate change on assets and services. Adverse impacts on KCC services – buildings (loss of stranded assets), staff (sickness and lower productivity), service users, and the public.	Consequence Loss of life, sustained deterioration of public health and increasing health inequalities across the county. Economic impacts from asset destruction / deterioration, service disruption and recovery costs of extreme weather events. Degradation and loss of Kent's key ecosystems, impacting the health and viability of our natural environment/protected areas and Kent's ability to effectively mitigate and adapt to climate change. Negative impact on Kent economy and wellbeing of Kent residents. Inability to keep public safe and moving around the network. Reputational damage due to customer dissatisfaction.	Risk Owner On behalf of CMT: Simon Jones Corporate Director, Growth Environment and Transport Responsible Cabinet Member Susan Carey Cabinet Member for Environment	Current Likelihood Very Likely (5) Target Residual Likelihood Likely (4)	Current Impact Major (5) Target Residual Impact Serious (4) Timescale to Target 3+ years	

Control Title	Control Owner	
Environmental risk to be built into project work.	Tom Marchant, Head of Strategic Planning and Policy	
Kent Environment Strategy – actions re emissions reduction, travel, air quality – outputs – link to Net Zero 2050	Helen Shulver, Interim Head of Sustainable Business and Communities	
Strategic Statement – Priority 3 re: Environment	Matt Smyth, Director of Environment and Waste	
ISO 14001 accreditation (the international standard for Environmental Management Systems) implemented and maintained	Matthew Williams, Sustainable Estates Programme Manager	
Estate rationalisation and building in additional measures to reduce emissions	Rebecca Spore, Director of Infrastructure	
Action Title	Action Owner	Planned Completion Date
Net Zero 2030 target – action plan for KCC Annual Report	Helen Shulver, Interim Head of Sustainable Business and Communities	March 2023 (review)
Adaptation Programme actions - Kent wide plan e.g. building differently, active travel, farming practices, flood management, partnership working – 2050 target.	Helen Shulver, Interim Head of Sustainable Business and Communities	March 2023 (review)

Risk ID	CRR0057	Risk Title	Home to School Transport – <i>Seeing Sarah Hammond on 24/02</i>			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Home to School transport is available for SEND children with specific criteria in place. This requires close collaboration between services across the Council to ensure children are assessed and contractual arrangements for transport are put in place and communicated in a timely manner. There are multiple points of Governance across multiple business delivery points and multiple directorates.	Capacity risk of insufficient vehicles to take assessed children to school, along with lack of available drivers in driver/taxi sector.	Not meeting statutory duties or fulfilling parent / carer expectations regarding provision of appropriate access to education for all children.	Sarah Hammond, Corporate Director CYPE	Likely (4)	Serious (4)	
	Financial risk due to increased financial pressures and increased costs for service providers, with a forecast overspend in this financial year.	Implications on demand for school places.	Simon Jones, Corporate Director GET	Target Residual Likelihood	Target Residual Impact	
	Increased pressure on Officer time in relation to demand for school places.	Reputational damage if children not provided with transport in sufficient timescales.		Unlikely (2)	Significant (3)	
As children transition between schools, there are additional pressure points where schools and parents need to keep the Local Authority up to date of any changes to ensure the relevant teams are aware of new applicants and/or changes to current arrangements in sufficient time.		Reputational risk linked to insufficient communications and expectation management.	Responsible Cabinet Member(s): Rory Love, Education & Skills David Brazier, Highways and Transportation			Timescale to Target 1-3 years
Early Help and Care Plan (EHCP) numbers are currently rising across Kent (link to						

CRR0056), putting additional demand on resources and capacity in the market.		
Control Title		Control Owner
Home to School Transport Board in place, chaired by Cabinet Member for Education and Skills.		Christine McInnes, Director of Education / Philip Lightowler, Transportation
Increase in resource within the relevant teams.		Simon Jones. Corporate Director GET
Ongoing identification work of all children with an EHCP, currently open to social work or early help, who have not applied for transport. The relevant social workers due to contact all parents to offer support.		Sarah Hammond, Corporate Director CYPE
Action Title	Action Owner	Planned Completion Date
Implementation of management action plan coming out of Internal Audit Review of SEN Transport, overseen by Governance and Audit Committee	Sarah Hammond, Corporate Director CYPE / Simon Jones, Corporate Director GET / Ben Watts, General Counsel	March 2023 (review)
Work to improve inclusion and for more children to be educated in their local school, including Accelerated Progress Plan and Safety Valve work.	Sarah Hammond, Corporate Director CYPE	March 2023 (review)
Review findings and respond to Home To School Transport Policy and Post 16 Transport Policy Statement consultations	Sarah Hammond, Corporate Director CYPE	January 2023 (review)
Automation of the process where possible, including consideration of implementation of Travel Service Optimiser (TSO)	Simon Jones. Corporate Director GET / Sarah Hammond, Corporate Director CYPE	April 2023 (review)