



2025 01 24 Energy & Climate Change Risk Register

Risk Register - Energy and Climate Change

Current Risk Level Summary
Current Risk Level Changes

| | | | | | | | |
|-------|---|-------|---|-----|---|-------|---|
| Green | 0 | Amber | 4 | Red | 2 | Total | 6 |
| | | | | | | | |

| | | | | |
|---|---|---|---|---|
| 0 | 0 | 0 | 0 | 1 |
| 0 | 0 | 1 | 1 | 0 |
| 0 | 0 | 1 | 0 | 2 |
| 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 0 |

| Risk Ref | ECC0006 | Risk Title and Event | | | | Assigned To | Last Review da | Next Review | |
|---|--|----------------------|-----------------------|--|------------|---|----------------|---------------|------------|
| Net Zero reserve funding | | | | | | is insufficient to fund actions on the Net Zero Strategy. | | Helen Shulver | 26/02/2025 |
| insufficient financial resources will not enable the delivery of the Net Zero Strategy in the 2030 timeline | | | | | | | | | |
| Cause | Consequence | Current Risk | Previous Current Risk | Control / Action | | Control / Action | Target Date | Target Risk | |
| The KCC debt ceiling currently prohibits taking on more debt (required) to fund projects. Access to public funding schemes / green finance is not possible without investment from KCC. | Net zero target is not achieved within the agreed timeframe. Opportunities to benefit from national match-funded schemes are missed. The cost of achieving net zero increase as well as potential future costs associated with the upkeep of KCC's estate. Associated reputational cost associated with failing to meet Net Zero commitment. | High | | • The revised 2024-25 capital budget includes specific amounts for delivering Net Zero 2030. | Ben Hudson | Control | | High | |
| | | 25 | | | | | | 20 | |
| | | Major (5) | | | | | | Major (5) | |
| | | Very Likely (5) | | | | | | Likely (4) | |
| Review Comments | | | | | | | | | |

Growth, Environment and Risk Register - Energy and Climate Change

| Risk Ref | ECC0007 | Risk Title and Event | | | Assigned To | Last Review da | Next Review | |
|---|--|---------------------------------|-----------------------|---|---------------|------------------|-------------|---|
| County council elections lead to a change in political leadership or membership at KCC. | | | | | Helen Shulver | | 26/02/2025 | |
| There is a risk that a change in political leadership/membership negatively affects delivery of the Net Zero strategy, rolling back on targets. | | | | | | | | |
| Cause | Consequence | Current Risk | Previous Current Risk | Control / Action | | Control / Action | Target Date | Target Risk |
| County council elections could lead to a change in political leadership or membership at KCC. | Targets are rolled back or removed. Plans are diminished, further delayed or dissolved. Delivery teams are reduced / made redundant. | High | | • Ensure that the narrative towards and updates made to Net Zero Strategy are agreeable across a range of political perspectives. | | Ben Hudson | A -Proposed | 31/03/2025 |
| | | 16 Serious (4) Likely (4) | | • Continued communication with KCC members | | Matthew Smyth | Control | Medium 12 Significant (3) Likely (4) |
| Review Comments | | | | | | | | |

Growth, Environment and
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| Risk Ref | ECC0008 | Risk Title and Event | | | Assigned To | Last Review da | Next Review | |
|---|---|----------------------|-----------------------|---|---------------|------------------|-------------|--------------|
| Progress already made towards achieving Net Zero by 2030 is not built upon, as a result of a lack of resource. | | | | | Helen Shulver | | 26/02/2025 | |
| There is a risk that existing progress made towards reaching Net Zero actions is undermined by future decisions, such as changing target dates. | | | | | | | | |
| Cause | Consequence | Current Risk | Previous Current Risk | Control / Action | | Control / Action | Target Date | Target Risk |
| Progress already made towards achieving Net Zero by 2030 is not built upon, as a result of a lack of resource. | Contracts requesting suppliers to meet KCC Net Zero targets are undermined. Changes would need to be made to contracts requirements, or KCC would have to accept reputational risk of asking for demands from suppliers that they themselves will not be able to meet. Potential impact of relationships with suppliers, affecting future procurement rounds. | Medium | | • Continue to work with suppliers to ensure that net zero is considered, along with other aspects of social value, in the award of contracts. | Clare Maynard | Control | | Medium |
| | | 15 | | | | | | 15 |
| | | Major (5) | | | | | | Major (5) |
| | | Possible (3) | | | | | | Possible (3) |
| Review Comments | | | | | | | | |

Growth, Environment and

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| Risk Ref | ECC0009 | Risk Title and Event | | | | Assigned To | Last Review da | Next Review | |
|--|--|---|-----------------------|---|--|------------------|----------------|-------------|---|
| A lack of progress made towards the Net Zero Strategy makes carbon offsetting an increasingly popular option to theoretically reach Net Zero. | | | | | | Helen Shulver | | 26/02/2025 | |
| There is a risk that carbon-offsetting will be preferred over actions to reduce emissions, due to a lack of understanding over Net Zero. | | | | | | | | | |
| Cause | Consequence | Current Risk | Previous Current Risk | Control / Action | | Control / Action | Target Date | Target Risk | |
| A lack of progress made towards the Net Zero Strategy makes carbon offsetting an increasingly popular option to theoretically reach Net Zero by the target year. | KCC spends money on carbon offsets over actions in the Net Zero action plan. Net Zero is still not reached, despite substantial costly payments. Co-benefits achieved through implementing actions are not realised, and KCC continues to emit carbon emissions, rather than reducing them. Large-scale offsetting emissions attracts criticism and damages KCC's reputation. This risk can also be considered a Financial risk. | Medium 15 Major (5) Possible (3) | | • Continue to monitor the potential cost associated with meeting Net Zero commitments through offsetting. | | Ben Hudson | Control | | Medium 15 Major (5) Possible (3) |
| Review Comments | | | | | | | | | |

Growth, Environment and

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| Risk Ref | ECC0010 | Risk Title and Event | | | | Assigned To | Last Review da | Next Review | | |
|--|--|----------------------|--|--|-----------------------|------------------|----------------|------------------|-------------|-----------------|
| A lack of progress is made towards the current Net Zero target in the required timeframe (2030). | | | | | | Helen Shulver | | 26/02/2025 | | |
| The agreed timeframe of delivering Net Zero is unachievable. | | | | | | | | | | |
| Cause | | Consequence | | Current Risk | Previous Current Risk | Control / Action | | Control / Action | Target Date | Target Risk |
| A lack of progress (or no progress at all) is made towards the current Net Zero target in the required timeframe (2030) for various reasons. | Unachievable end date is pushed back. KCC forced to publicly announce change in delivery timeframe, public backlash. Kent districts and other partners follow suit, impacting delivery of ELES and net zero at a national level. | Medium | | • Make adjustments to the Net Zero Strategy to allow for flexibility over the 2030 timeframe. • Continue to communicate internally and externally, with boroughs and districts the risks and challenges of net zero | Ben Hudson | A -Accepted | 31/03/2025 | Medium | | |
| | | 12 | | | | | | | 9 | |
| | | Significant (3) | | | | | | | | Significant (3) |
| | | Likely (4) | | | Ben Hudson | Control | | Possible (3) | | |
| Review Comments | | | | | | | | | | |

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| Risk Ref | ECC0001 | Risk Title and Event | | | Assigned To | Last Review da | Next Review | |
|--|---|---|-----------------------|--|------------------|------------------|-------------|--------------------|
| Achievement of ISO 14001 | | | | | Matthew Williams | 17/12/2024 | 17/03/2025 | |
| KCC is unable to meet the requirements of the ISO 14001 standard. | | | | | | | | |
| Cause | Consequence | Current Risk | Previous Current Risk | Control / Action | | Control / Action | Target Date | Target Risk |
| Work practises fall short of the documented standards or processes. Communication around issues, non-conformances or rectification requirements fails | Reputational impact of losing accreditation. | Medium | | • Increased the auditing capacity of the organisation looking for new auditors across KCC | Matthew Williams | A -Proposed | | Low |
| | Environmental damage caused by the organisations operation. | 9 Significant (3) | | • Provide clear roles and responsibilities for all groups involved in KCC Environmental Management system | Matthew Williams | A -Proposed | | Significant (3) |
| | | Possible (3) | | • Establish a new BSI auditing platform to reduce the timeframe required to audit, and enable people to carry audits out on the go | Matthew Williams | A -Proposed | | Unlikely (2) |
| Review Comments | | Risk remains the same, preparations are now on-going for the upcoming audit in February. A more detailed update of that will be available once ISO audit is complete. 17/12/2024 | | | | | | |