

## APPENDIX 2: Draft Risk

### Risk Register - Corporate Risk Register

Current Risk Level Summary

Green 0 Amber 1 Red 0 Total 1

Current Risk Level Changes

0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	1
0	0	0	0	0	0
0	0	0	0	0	0

Risk Ref	CRR0069	Risk Title and Event			Assigned To	Last Review da	Next Review	
DRAFT RISK: Implementation of Local Government Reorganisation (LGR)					Amanda Beer		29/03/2026	
Insufficient capacity to deliver the transition within available resources and to time, alongside delivery of KCC’s Medium Term Financial Plan and ensuring service continuity.								
Lack of clarity regarding the legal responsibility for leading implementation until a Ministerial decision is made.								
Lack of clarity or agreement regarding the funding model, apportionment and costs, required to support LGR implementation.								
Disagreement regarding future service design of new local government structures e.g. shared services								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
On the 28th November 2025, business cases for LGR were submitted to government by local authorities, as per statutory invite. A KCC Strategic Business Case was developed through detailed internal analysis, independent financial modelling, and active participation in the joint Kent and Medway LGR process.	Quality of KCC service delivery impacted ahead of vesting day of successor authorities.	Medium		• Continued commitment from KCC to be open, pro-active and transparent while working with partner authorities as the LGR process evolves	David Whittle	Control		Medium
	Continuity of services impacted, before or during transition.	15 Major (5)		• Prioritisation of work to ensure key information required for LGR is ready accessible when required and of good quality e.g. asset registers.	David Whittle	Control		10 Major (5)
	Further strain on KCC finances.	Possible (3)		• Coordinated implementation planning within KCC and a consistent approach in the joint work.	David Whittle	Control		Unlikely (2)

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<p>This included a joint options appraisal (completed by KPMG on behalf of Kent Council Leaders) and through an internal options appraisal conducted by KCC.</p> <p>Options taken forward by partners all involve disaggregation of countywide services such as social care and highways, with recognised safety, service quality and resilience and financial concerns, and vulnerabilities inherent in any mitigating structures proposed (such as social care partnerships). There are particular concerns around how EU border-related pressures in Kent can be managed when key services are disaggregated, including managing the arrival of UAS children and traffic management, which require countywide coordination and scale.</p> <p>LGR preparation is happening while there</p>							
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<p>are continued financial and operating challenges for KCC and the local government sector (see CRR0009), and Government has stated that funding to support LGR must be found at local level.</p> <p>The timescales for implementation are ambitious for change of such scale and complexity and there is a significant dependency on the form of the Structural Change Order that will dictate how much of the implementation happens. There is precedent from Surrey that KCC may be required to lead the joint implementation work with other Kent and Medway councils, adding to capacity pressures and delivery complexity.</p> <p>Existing councils will not technically be decision makers for future service design and structures, this responsibility falls to the successor, unitary</p>						
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