

Appendix 1 - Growth, Environment and Transport Led Corporate Risks

Risk Register - Corporate Risk Register

Current Risk Level Summary

Green	0	Amber	1	Red	2	Total	3
Current Risk Level Changes							

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

Risk Ref	CRR0003	Risk Title and Event	Assigned To	Last Review da	Next Review			
		Securing resources to aid economic growth and enabling infrastructure	Simon Jones	30/01/2026	30/04/2026			
		<p>The inability to secure sufficient funding, including contributions from development, to deliver the infrastructure necessary to support growth may require gap funding in order for KCC to fulfil its statutory duties.</p> <p>Deferral of developer contributions and/or elongated planning consents leads to delayed or compromised infrastructure.</p>						
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>The economy in Kent & Medway has been impacted by various global events, and the impacts could be disproportionate across the county (e.g. in coastal areas).</p> <p>The Kent & Medway Economic Framework was developed and aims to act as a stimulus for sustainable and inclusive economic growth.</p> <p>The Council actively seeks to secure the resources/funding necessary to provide the infrastructure and programmes required to support growth, but these are often difficult to secure.</p> <p>At a local level there is often a significant gap between the</p>	<p>Key opportunities for growth missed.</p> <p>The Council finds it increasingly difficult to fund services and match-fund infrastructure across Kent and fully mitigate the overall impact of housing growth on KCC services and therefore communities.</p> <p>Kent becomes a less attractive location for inward investment, business and tourism.</p> <p>Our ability to deliver an enabling infrastructure becomes constrained.</p> <p>Reputational risk associated with delayed delivery of infrastructure required.</p>	High		<ul style="list-style-type: none"> Kent Design Guide to be refreshed to ensure consistency with national policy and legislation supporting the delivery of high-quality design in new development. Local Transport Plan 5 approved by County Council and due to commence. Multi-agency Kent and Medway Employment Task Force continues to operate to tackle skills gaps, evidenced by the Local Skills Improvement Plan and support current and future labour market needs through developing the 'Get Kent & Medway Working Plan' and delivering the new 'Connect to Work' and 'Skills Bootcamps' programmes to help reduce economic inactivity and support local employers to tackle skills gaps. 	<p>Tom Marchant</p> <p>Lee Burchill</p> <p>Steve Samson</p>	<p>A -Accepted</p> <p>Control</p> <p>Control</p>	<p>31/03/2026</p>	High
		20					16	
		Major (5)					Serious (4)	
		Likely (4)					Likely (4)	

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<p>overall costs of the infrastructure required and the Council's ability to secure sufficient funds through the current funding systems, including Section 106 contributions, Community Infrastructure Levy and other growth levers.</p> <p>Government spending restraint and evolving priorities may result in essential infrastructure programmes being delayed or cancelled.</p> <p>Central Government is now targeting funding for local growth programmes at Mayoral Combined Authority areas rather than counties. This now presents a significant risk of lack of financial resource for several years to support economic development activity in Kent & Medway, with the county being excluded from government funding resources.</p> <p>The challenge is becoming more acute with organisations such as Visit Kent and Locate in Kent going into liquidation due to significant cuts in public funding over the years.</p>	<p>Additional revenue costs incurred due to infrastructure delays and operational costs increasing.</p>			<ul style="list-style-type: none"> • Kent & Medway Economic Framework Work continues the implementation plan for the Kent & Medway Framework with KCC, KMEP subgroups and local stakeholders for taking forward the ambitions and action areas set out in the framework including developing a prioritised economic and infrastructure projects pipeline (as part of an emerging Local Growth Plan) to focus and secure future funding resource and inform government of priorities. A new round of Growing Places Fund (capital loans) is being prepared to support projects that contribute to economic growth with a view to launching a first call for projects during 2026-27. • Specific business support packages, including the Kent & Medway Business Fund, Recover Pivot & Scale, Kent & Medway Growth Hub signposting, advice and events etc. • Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board, Kent Developer Group, KMEP Sector Groups, Team Kent work etc. • Kent & Medway Economic Framework Implementation Plan progressed. • Monitoring of socio-economic data and trends and development of responses to changed economic trends through Kent & Medway Economic Dashboard and new KMEP work stream data sets. • Work to deliver and grow new in-house visitor economy and inward investment services to continue to promote the county to visitors, to attract businesses to the county and bring in additional revenue for local companies. Regular contract monitoring and reporting to ensure businesses are supported. 	<p>Steve Samson</p> <p>Steve Samson</p> <p>Steve Samson</p> <p>Steve Samson</p> <p>Steve Samson</p> <p>Steve Samson</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		
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Risk Register - Corporate Risk Register

			<ul style="list-style-type: none"> • Lobbying government through the Kent & Medway Economic Partnership and other stakeholders to highlight Kent & Medway's exclusion from Growth programmes and funding. 	Steve Samson	Control		
			<ul style="list-style-type: none"> • Ensure that KCC continues to take a strategic leadership role for the Kent & Medway Functional Economic Area and to liaise with key government departments to make the case for specific resource allocations to tackle barriers to growth in Kent (& Medway) despite Kent not being part of the Devolution Priority Programme. 	Steve Samson	Control		
			<ul style="list-style-type: none"> • Teams across the Growth, Environment and Transport directorate work with each individual District on the preparation of an Infrastructure Delivery Plan including priorities for spending CIL receipts (where applicable) and Section 106 contributions to mitigate the impact of growth on County Council infrastructure and services. 	Tom Marchant	Control		
			<ul style="list-style-type: none"> • Respond to Government consultations on proposals to reform the planning system in England, including the measures set out within the Planning and Infrastructure Act and its provisions relating to the new duty to prepare Spatial Development Strategies. 	Tom Marchant	Control		
			<ul style="list-style-type: none"> • Infrastructure Mapping Platform has been successfully piloted in East Kent and will now be delivered across Kent and Medway setting out the infrastructure needed to deliver planned growth. 	Tom Marchant	Control		
			<ul style="list-style-type: none"> • The KCC Developer Contributions Guide has been updated and adopted. 	Tom Marchant	Control		
			<ul style="list-style-type: none"> • Regular dialogue with government departments. 	Stephanie Holt-Castle	Control		

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			<ul style="list-style-type: none">MasterGov (DEF Software) is used to track developer contributions from the Council's initial request for developer contributions through to the issue of invoice for payment and provides the evidence base to support the annual preparation of the Infrastructure Funding Statement.	Stephanie Holt-Castle	Control		
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Risk Register - Corporate Risk Register

Risk Ref	CRR0052	Risk Title and Event	Assigned To	Last Review da	Next Review		
		Adaptation of KCC services to the impacts of a changing climate	Simon Jones	25/11/2025	25/02/2026		
<p>There is a risk that a failure to adapt KCC services to a changing climate leads to adverse impacts on and increased costs to the Council, as a result of damage to or loss of physical and financial assets, staff sickness and lower productivity, transport disruption, and others.</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
<p>Seasonal weather events and increased severe weather incidents, including periods of prolonged dry weather and a lack of water and increased risks of flooding during periods of high rainfall.</p> <p>A lack of adaptation by the Council services (including those delivered and commissioned by KCC) to a changing climate as a result of inadequate planning and a lack of resourcing.</p>	<p>KCC bears significant financial costs due to the destruction/deterioration of its assets and services.</p> <p>Services responsible for the safety and wellbeing of staff and the general public are placed under greater demand for their services, resulting in greater expenditure and lower productivity.</p> <p>Kent's residents experience a decline in the quality of services that KCC provides across the county, leading to customer dissatisfaction and reputational damage.</p>	<p>High 16 Serious (4) Likely (4)</p>		<ul style="list-style-type: none"> Delivery of the KCC Climate Change Adaptation Plan (including service level climate change adaptation risks and incorporating climate adaptation into project and BAU activity delivery, etc.). 	Liz Milne	Control	<p>Medium 12 Serious (4) Possible (3)</p>
				<ul style="list-style-type: none"> Building environmental risks into KCC project work and the delivery of the KCC Environment Plan. 	Helen Shulver	Control	
				<ul style="list-style-type: none"> The KCC Strategic Statement focuses on adapting to changes in our weather, stronger environmental stewardship, visible improvements and a focus on the resident. 	Matthew Smyth	Control	
				<ul style="list-style-type: none"> Delivery of various strategies, including the Kent Environment Strategy, Energy and Low Emissions Strategy, Local Nature Recovery Strategy and Water Resources Plan. 	Matthew Smyth	Control	
				<ul style="list-style-type: none"> Estate rationalisation and building in additional measures to reduce the risk of impact from a changing climate. 	Rebecca Spore	Control	
				<ul style="list-style-type: none"> ISO 14001 accreditation (the international standard for Environmental Management Systems) implemented and maintained 	Matthew Williams	Control	

Risk Register - Corporate Risk Register

Risk Ref	CRR0042	Risk Title and Event	Assigned To	Last Review da	Next Review			
		Border fluidity, infrastructure and resilience	Simon Jones	08/12/2025	08/03/2026			
<p>That changes in border customs, checking and processing routinely disrupt local communities and both the strategic and local road networks.</p> <p>That the Government does not provide sufficient capital and revenue financial support to departments, agencies, local authorities, infrastructure stakeholders and responding agencies required to address the necessary infrastructure, legislation and controls to ensure a long term plan for frictionless border movements.</p>								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk	
<p>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.</p> <p>The UK Government and the EU have introduced new border controls and further changes are being introduced including the new Entry/Exit System (EES) and European Travel Information and Authorisation system (ETIAS).</p> <p>KCC has been working with partners at a local and national level to assess potential implications for the county and prepare for various scenarios.</p> <p>KCC is reliant on coherent, coordinated governance and information across Government to aid the Kent & Medway Resilience Forum (KMRF) locally in planning our contingency arrangements</p>	<p>Significant slowdown in the existing flow of goods and people through border controls leads to long delays at Port of Dover and Eurotunnel.</p>	<p>Medium</p> <p>9</p> <p>Significant (3)</p> <p>Possible (3)</p>		<ul style="list-style-type: none"> Update elected members regularly, including committee briefings. Engagement with Government departments at a strategic level, regarding EES and long-term border resilience. Work with KMRF partner agencies to update & maintain multi-agency plans & capabilities relating to border disruption. Established an internal meeting structure, linked to the Cross Directorate Resilience Forum, to ensure KCC is prepared for EES implementation, including business continuity. Ensure the KCC Resilience Training & Exercising Programme covers the testing of EES plans / capabilities. Work with Government departments to secure funding to support EES preparations / response. Coordinate planning & preparations for EES implementation with KMRF partners, in KCC's role as lead agency for EES (planning & response). Work with central Government, National Highways, and ports to develop short, medium and long term plans & capabilities for border resilience, including infrastructure and technological solutions. 	<p>Simon Jones</p> <p>Simon Jones</p> <p>Andy Jeffery</p> <p>Andy Jeffery</p> <p>Andy Jeffery</p> <p>Andy Jeffery</p> <p>Andy Jeffery</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>	<p>Low</p> <p>6</p> <p>Significant (3)</p> <p>Unlikely (2)</p>	
		<p>Impacts on the strategic & local road networks as a result of Operation Brock and other traffic management measures, leading to an increase in local and pan Kent road journey times, impacting communities and businesses.</p>						
		<p>Significant detrimental impact on the county's economic competitiveness, attractiveness for inward investment and quality of life for Kent residents.</p> <p>Shortages and delays may impact local / national supply chains.</p> <p>Interruption and effect on business services, both statutory and discretionary, such as:</p> <ul style="list-style-type: none"> Adult's / children's social care staff making visits in 						

