

APPENDIX 2: KCC Local Government Reorganisation Interim Risk Register

RISK	MITIGATION	Indicative rating (High / Medium / Low)
Workforce: Leadership and management capacity is overstretched, with expectations to ensure services continue to run effectively for residents within financial constraints, while preparing for safe and legal transition of services for Vesting Day and delivering pre-existing change and other essential reforms required by Government. Continuity and / or quality of KCC services is impacted by the “distraction” of LGR.	Strategic Partner commissioned. While this is for the joint programme, it will in part aid KCC capacity and provide expertise where necessary in targeted areas. Prioritisation of existing KCC change activity to see what can be stopped or not started.	H
Service Design: Disaggregation risk – risk of failure to appropriately plan and prepare key KCC services for safe transition on Vesting Day. Potential for loss of accountability for decision-making, safeguarding risks, and failure to meet statutory timescales. Fragmentation of oversight during transition and beyond.	-Service Complexity Assessments conducted to provide a starting point for joint implementation and service design work, based on the information provided. Analysis of disaggregation complexity conducted, with potential consequences highlighted and recommended actions and next steps outlined. -Awareness of any relevant Government guidance. -Sharing of intelligence with other local authorities. -Phased disaggregation or temporary shared arrangement if needed (although decisions not in KCC’s gift)	H

Service Design: Risk that services are required to be disaggregated and then reaggregated if there is no Strategic Authority status for Kent by Vesting Day.	-Mitigation suggestion to hold services as a shared service until the Strategic Authority is formed.	TBC
Communications: Lack of understanding amongst staff regarding the LGR process and its implications, leading to confusion or statements made based on assumptions rather than fact.	Regular briefings to senior managers and responsibility to cascade key messages. Dedicated area for LGR on KCC's intranet site for sharing of the latest information.	M
Workforce: Staffing recruitment and retention. Risk that due to uncertainty, staff look take up posts in authorities that are not involved in current LGR processes; which have already been through them and are recruiting for permanent posts; or move out of the local government sector entirely. Recruitment to key roles is impacted by LGR.	Clear messaging on the LGR process and communicate the local approach to staff transfer to successor authorities as soon as decided. Highlight potential opportunities arising for staff.	M
Workforce: Potential for impacts on morale (positive or negative) and wellbeing due to the uncertainty over future arrangements and job security. Potential for some staff to disengage if they are looking to exit at some point during the transition process.	-Close monitoring of key data sets e.g. Staff survey results, absence data. -Monitoring of qualitative feedback e.g. escalation through management chains of aggregated impacts across teams.	M
Financial: In-year (2026-27) funding from government grant does not materialise. KCC (with other councils) have to make up the shortfall.		Low

Financial: Joint programme costs escalate beyond government grant and KCC (with other councils) have to make up the shortfall. Use of reserves or borrowing to meet the costs to cover KCC share of implementation costs.	To be taken into consideration as part of the 2027/28 budget setting process.	TBC
Financial: Risk that delivery of savings for 2027/28 are impacted by LGR, with a number of savings options requiring decisions by Joint Committees / shadow authority representatives from early 2027 onwards.	Risk to be taken into consideration during 2027/28 budget setting process.	TBC
Information Governance: Risk that due to significant information sharing, data analysis, system transition and movement of records between organisations, there is the risk of unauthorised access, inappropriate disclosure, data loss, poor data quality, cyber vulnerabilities or failure to comply with data protection legislation. This could lead to safeguarding failures, service disruption, legal challenge, regulatory action, financial penalties and reputational damage	Ensuring existing controls remain effective, as well as close working with partners on data protection and information security matters building up to, and during transition. Identification of critical systems, datasets and interfaces that support service delivery and statutory functions. Agreement of future approaches to system ownership, access, data migration, governance and ongoing support arrangements that maintains continuity of service Determine where shared systems, records and information-sharing arrangements will need to continue across organisational boundaries.	M

Assets: Risk of fragmentation of assets (some specialist and not evenly distributed across the county) that currently support countywide delivery models. Opportunities to use combined county and district asset portfolios.	Clear mapping of KCC assets to share, including identifying which assets are critical to future service models and resilience: aligning asset decisions with service design, transformation and investment priorities; and determining where shared, strategic or cross-boundary asset arrangements are needed.	TBC
Governance and Decision Making: Risk that Joint Committees do not function effectively, impacting on decision making relating to future service design of KCC services, as Joint Committees are the primary route to democratic accountability.		TBC
Contracts: Countywide, long-term and complex contracts and frameworks are common Transformation is 'LGR-proofing' some new contracts, but there are risks where end dates fall around vesting day and there needs to be careful management of complex novation.	Agreeing a corporate approach to transitional commissioning and novation; identifying where joint or transitional arrangements are needed to maintain continuity; and ensuring service design is informed by market capacity and market-shaping requirements.	TBC