

From: Mark Dance, Cabinet Member for Economic Development  
Mike Hill, Cabinet Member for Community Services  
Barbara Cooper, Corporate Director for Growth, Environment & Transport

To: Growth, Economic Development and Communities Cabinet Committee – 14 April 2015

Subject: **Risk Management - Strategic Risk Register**

Classification: **Unrestricted**

**Past Pathway of Paper:** None

**Future Pathway of Paper:** None

**Electoral Division:** All

**Summary:** This paper presents the strategic risks relating to the Growth, Economic Development and Communities Cabinet Committee, in addition to a risk featuring on the Corporate Risk Register for which the Corporate Director is the designated 'Risk Owner'. The paper also explains the management process for review of key risks.

**Recommendation(s):**

The Cabinet Committee is asked to consider and comment on the risks presented.

**1. Introduction**

- 1.1 Directorate business plans are reported to Cabinet Committees each March / April as part of the Authority's business planning process. The plans include a high-level section relating to key directorate risks, which are set out in more detail in this paper.
- 1.2 Risk management is a key element of the Council's Internal Control Framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled. The process of developing the registers is therefore important in underpinning business planning, performance management and service procedures. Risks outlined in risk registers are taken into account in the development of the Internal Audit programme for the year.

- 1.3 Directorate risk registers are reported to Cabinet Committees annually, and contain strategic or cross-cutting risks that potentially affect several functions across the Growth, Environment & Transport directorate, and often have wider potential interdependencies with other services across the Council and external parties.
- 1.4 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register. The Corporate Director for Growth, Environment & Transport directorate is designated 'Risk Owner' for several corporate risks, one of which (CRR 3 – access to resources to aid economic growth and enabling infrastructure) is of relevance to this Committee and is presented for comment in appendix 1.
- 1.5 A standard reporting format is used to facilitate the gathering of consistent risk information and a 5x5 matrix is used to rank the scale of risk in terms of likelihood of occurrence and impact. Firstly the current level of risk is assessed, taking into account any controls already in place to mitigate the risk. If the current level of risk is deemed unacceptable, a 'target' risk level is set and further mitigating actions introduced with the aim of reducing the risk to a tolerable and realistic level.
- 1.6 The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action. Further information on KCC risk management methodologies can be found in the risk management guide on the KNet intranet site.

## **2. Financial Implications**

- 2.1 Many of the strategic risks outlined have financial consequences, which highlight the importance of effective identification, assessment, evaluation and management of risk to ensure optimum value for money.

## **3. Strategic Priorities and Policy Framework**

- 3.1 Risks highlighted in the risk registers relate to strategic priorities of the *Facing the Challenge* KCC transformation agenda and achievement of outcomes in KCC's Strategic Statement, as well as the delivery of statutory responsibilities.
- 3.2 The presentation of risk registers to Cabinet Committees is a requirement of the County Council's Risk Management Policy.

#### **4. Risks relating to the Growth, Environment & Transport directorate**

- 4.1 There are currently seven directorate risks featured on the Growth, Environment & Transport directorate risk register (appendix 2), none of which are rated as 'High'. One risk is currently being assessed relating to dependencies on ICT that affect key systems across the directorate. Many of the risks highlighted on the register are discussed implicitly as part of regular items to Cabinet Committees.
- 4.2 Since last reported to Cabinet Committee in September 2014, two risks have been assessed as increasing in severity (GET 03 – partner organisations / contractors not offering the required service; and GET 05 – response and resilience to severe weather incidents). New risks have been added relating to skills shortage and capacity issues to manage contracts and projects; and dependencies on ICT.
- 4.3 Inclusion of risks on this register does not necessarily mean there is a problem. On the contrary, it can give reassurance that they have been properly identified and are being managed proactively.
- 4.4 Monitoring & Review – risk registers should be regarded as 'living' documents to reflect the dynamic nature of risk management. Directorate Management Teams formally review their risk registers, including progress against mitigating actions, on a quarterly basis as a minimum, although individual risks can be identified and added to the register at any time. Key questions to be asked when reviewing risks are:
- Are the key risks still relevant?
  - Have some risks become issues?
  - Has anything occurred which could impact upon them?
  - Has the risk appetite or tolerance levels changed?
  - Are related performance / early warning indicators appropriate?
  - Are the controls in place effective?
  - Has the current risk level changed and if so is it decreasing or increasing?
  - Has the "target" level of risk been achieved?
  - If risk profiles are increasing what further actions might be needed?
  - If risk profiles are decreasing can controls be relaxed?
  - Are there risks that need to be discussed with or communicated to other functions across the Council or with other stakeholders?

## 5. Recommendation

### **Recommendation:**

**The Growth, Economic Development and Communities Cabinet Committee** is asked to consider and comment on the directorate risk register and relevant corporate risk outlined in appendices 1 and 2.

## 6. Background Documents

6.1 KCC Risk Management Policy and guidance on KNet intranet site.

## 7. Contact details

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**KCC Corporate Risk Register**

**CORPORATE RISKS LED BY OFFICERS IN THE GROWTH ENVIRONMENT & TRANSPORT DIRECTORATE**

**Corporate Risks led by Officers in the Growth Environment & Transport Directorate  
Summary Risk Profile**

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

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating
CRR 3	Access to resources to aid economic growth and enabling infrastructure	12	8

\*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Corporate Register. Therefore there will be some 'gaps' between risk IDs.

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					
<b>Likelihood</b>	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
<b>Impact</b>	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID	CRR3	Risk Title	Access to resources to aid economic growth and enabling infrastructure			
<b>Source / Cause of Risk</b>		<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>
<p>The Council seeks access to resources to develop the enabling infrastructure for economic growth and regeneration.</p> <p>However, in parts of Kent, there is a significant gap between the costs of the infrastructure required to support growth and the Council's ability to secure sufficient funds through s106 contributions, Community Infrastructure Levy and other growth levers to pay for it. This is especially the case in the east of the county.</p> <p>At the same time, Government funding for infrastructure (for example via the new Local Growth Fund) is limited and competitive and increasingly linked with the delivery of housing and employment outputs. Several local transport schemes proposed will require preparatory work without knowledge of funding allocation in order to deliver on time.</p>		<p>Inability to secure sufficient contributions from development to support growth.</p> <p>Failure to attract sufficient funding via the Local Growth Fund and other public funds to both support the cost of infrastructure and aid economic growth and regeneration.</p>	<p>Key opportunities for growth missed.</p> <p>The Council finds it increasingly difficult to fund KCC services across Kent and deal with the impact of growth on communities.</p> <p>Kent becomes a less attractive location for inward investment and business.</p> <p>Without growth the county residents will have less disposable income, face increased levels of unemployment and deprivation which could lead to heightened social and community tensions.</p> <p>Our ability to deliver an enabling infrastructure becomes constrained.</p>	<p>Barbara Cooper, Corporate Director Growth, Environment and Transport</p> <p><b>Responsible Cabinet Member(s):</b></p> <p>Mark Dance, Economic Development</p>	<p>Possible (3)</p> <p><b>Target Residual Likelihood</b></p> <p>Unlikely (2)</p>	<p>Serious (4)</p> <p><b>Target Residual Impact</b></p> <p>Serious (4)</p>
<b>Control Title</b>					<b>Control Owner</b>	
<i>Unlocking the Potential</i> prepared as Kent and Medway growth strategy to secure future Government infrastructure funds					David Smith, Director Economic Development	
KCC's 20 year transport delivery plan, <i>Growth without Gridlock</i> sets out the key transport drivers for change which will help to facilitate and stimulate economic growth in the County. Implementation plan in place and regularly monitored.					Paul Crick, Director Environment Planning & Enforcement	
Key infrastructure is identified and planned for as part of District Local Plans and Infrastructure Delivery Plans, plus work has been commissioned to develop a Growth and Infrastructure Framework for Kent & Medway.					Paul Crick, Director Environment Planning & Enforcement	
Environment Planning & Enforcement and Economic Development teams working with each individual District on composition of infrastructure plans including priorities for the CIL and Section 106 contributions, from which gaps can be identified					David Smith, Director Economic Development / Paul Crick, Director Environment Planning &	

		Enforcement
Coordinated approach in place between Development Investment Team and service directorates		David Smith, Director Economic Development
Dedicated team in Economic Development in place to lead on major sites across Kent.		David Smith, Director Economic Development
Economic Development SMT review of “critical” programmes/projects and review of KPIs to ensure continued appropriateness and relevance		David Smith, Director Economic Development
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer’ Group		David Smith, Director Economic Development
Growth Deal allocation announced, July 2014, allocating funds for specific identified schemes in Kent and Medway		Ross Gill, Economic Strategy & Policy Manager
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Maintain coordinated dialogue with developers, Districts and KCC service directorates	Nigel Smith, Head of Development	April 2015 (review)
Development & delivery of programme of transport interventions to deliver growth to utilise first round of Local Growth Fund monies	Ann Carruthers, Head of Strategic Planning and Policy	April 2015
Development of Growth and Infrastructure Framework for Kent & Medway – to set out infrastructure requirements to support growth across Kent to 2031	David Smith, Director Economic Development	May 2015





**GROWTH, ENVIRONMENT AND TRANSPORT DIRECTORATE RISK REGISTER**

**MARCH 2015**

## Summary Risk Profile

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

Risk No.*	Risk Title	Current Risk Rating	Change since July 2014	Target Risk Rating
GET 01	Delivery of budgets targets	15	↔	10
GET 02	Health & Safety considerations	10	↔	10
GET 03	Partner organisations/contractors not offering the required level of service	9	↑	6
GET 04	Ash Dieback	12	↔	9
GET 05	Response and resilience to severe weather incidents	15	↔	8
GET 08	Skills shortage and capacity issues to manage contracts and projects	12	NEW	6
GET 09 (DRAFT)	Loss of ICT systems	TBC	NEW	TBC

\*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Directorate Register. Therefore there will be some 'gaps' between risk IDs.

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					
<b>Likelihood</b>	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
<b>Impact</b>	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

<b>Risk ID</b>	<b>GET 01</b>	<b>Risk Title</b>	<b>Delivery of budget targets 2015/16</b>			
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
Financial challenges facing services across the directorate. For example a number of services across the directorate rely on significant external funding, grants and partner contributions in order to provide their services. Demand for some services can also fluctuate.	There is a risk that budget targets are not met, including the risk of greater than planned for reduction or cessation of external funding and grants, or reduced funding.	Insufficient budget or an overspend. Lack of funding to deliver key transport and waste improvements. Reputational damage. Overspend could impact on other parts of the Authority.	GET Directorate Management Team	Possible (3)	Major (5)	
				<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>	
				Unlikely (2)	Major (5)	
<b>Control Title</b>			<b>Control Owner</b>			
Regular monitoring of fees through budget process.			GET Directorate Management Team			
Financial forecasting and intelligence analysis through pre-application liaison and operator discussions by the planning applications group to gauge possible income levels.			Sharon Thompson, Head of Planning Applications			
External funding team in place to support KCC officers in identifying and accessing external funding in line with strategic outcomes.			Katie Stewart, Deputy Director, Economic Devt / Ron Moyes, Head of International Affairs			
A 3-5 year forecast to incorporate future contracts and accepted various waste tonnage scenarios has been completed.			Roger Wilkin, Interim Director of Highways, Transportation & Waste			
KCC Officers regularly review progress of cases and monitor fee expenditure relating to major projects			John Farmer, Major Projects Manager			
Collaborative Planning is used for financial monitoring within services. DMT receive regular financial monitoring updates			GET Directorate Management Team			
Full participation in KCC Medium Term Financial Plan and financial monitoring processes.			GET Directorate Management Team			
Innovative financial models investigated to pay for key projects transport infrastructure			Paul Crick, Director Environment, Planning & Enforcement			

<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Service redesign being planned and delivered across the directorate.	GET Directorate Management Team	31 <sup>st</sup> March 2016
Transport Review – consideration of business case	Phil Lightowler, Head of Public Transport	October 2015
Libraries Registration & Archives Trust proposal – outcome of public consultation	Angela Slaven, Interim Head Libraries, Registration & Archives	June 2015
Ensure robust scrutiny of Waste contract	Roger Wilkin, Interim Director Highways, Transportation & Waste	October 2015 (review)

Risk ID	GET 02	Risk Title	Health & Safety considerations			
<b>Source / Cause of risk</b>		<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>
Services across the directorate need to pay due regard to potential Health and Safety issues due to the nature of the work they undertake.		There is a risk of death, or serious injury to the public, KCC staff or contractors, where KCC fails to take all reasonable steps to prevent such an incident.	Distress to families concerned, possible legal action against the authority and reputational damage.	GET Directorate Management Team	Unlikely (2)	Major (5)
					<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>
					Unlikely (2)	Major (5)
<b>Control Title</b>				<b>Control Owner</b>		
Maintain sound Health and Safety systems at waste sites including reviewing accidents and near-misses.				Roger Wilkin, Interim Director, Highways, Transportation & Waste		
Staff to follow Health and Safety legislation and guidance				GET Directorate Management Team		
Regular reporting of accident data and H&S updates to Senior managers.				GET Directorate Management Team		
Regular risk assessments of all Directorate sites and hazards				GET Directorate Management Team		
Lone working system operated by contact centre staff				Christopher Smith, Head of Contact Centre/GET Directorate Management Team		
EPE Divisional Health and Safety group in place and meets quarterly and reports to Divisional Management Team.				EPE Divisional Management Team		
Systems in place in Highways division to facilitate the agreed joint procedures through the CaRe and Kent Police partnerships				Tim Read, Head of Transportation		
Killed and Seriously injured (KSI) on roads data regularly analysed by the Highways Team and Education. Publicity and training campaigns delivered.				Tim Read, Head of Transportation		
Highways - Crash remedial sites are identified and rectified.				Tim Read, Head of Transportation		
Regular testing for hazards e.g. tree surveys.				GET Directorate Management Team		
To ensure recommendations of the independent Health and Safety review are monitored and improved as required				Roger Wilkin, Interim Director Highways, Transportation & Waste		

Action Title	Action Owner	Planned Completion Date
Health & Safety audit commissioned to incorporate all waste sites run by new contractor	Roger Wilkin, Interim Director Highways, Transportation & Waste	June 2015
Ensure Health & Safety records from waste contractors are captured.	Roger Wilkin, Interim Director Highways, Transportation & Waste	June 2015
Further H&S training planned through the Kent Resource Partnership (KRP)	Roger Wilkin, Interim Director Highways, Transportation & Waste	31 <sup>st</sup> March 2015

Risk ID	GET 03	Risk Title	Partner Organisations/contractors not offering the required level of service.				
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>
KCC - including services across the GET directorate, work closely with partners and contractors to provide its services to the people of Kent	Partner organisations or contractors do not provide the required level of service to the public.	Efficient/good value for money/high quality services are not provided.	GET Directorate Management Team	Possible (3)	Significant (3)	Unlikely (2)	Significant (3)
<b>Control Title</b>				<b>Control Owner</b>			
Waste management - robust contract management and client function.				Roger Wilkin, Interim Director Highways, Transportation & Waste			
Waste Management - Rigorous programme of pre-qualification checks on potential contractors to assure ability to deliver.				Roger Wilkin, Interim Director Highways, Transportation & Waste			
Service Level Agreements are put in place where services are provided by a third party.				David Beaver, Commercial Manager			
Amey to produce a monthly performance report showing QPM results.				Roger Wilkin, Interim Director Highways, Transportation & Waste			
Partners have business continuity plans, risk registers, performance management and governance arrangements in place				Roger Wilkin, Interim Director Highways, Transportation & Waste			
Monitoring of outcomes from Regional Growth Fund loans.				David Smith, Director Economic Development			
Transport Integration - risk analysis conducted as part of individual contract arrangements with third parties				Stephen Pay, Transport Integration Manager			
<b>Action Title</b>		<b>Action Owner</b>		<b>Planned Completion Date</b>			
Ensure robust monitoring and enforcement of improvement plan with highways contractor		Roger Wilkin, Interim Director of Highways, Transportation & Waste		June 2015 (review)			
Strengthen approach to managing contracts across the directorate		Growth, Environment & Transport Directorate Management Team		March 2016 (review)			

<b>Risk ID</b>	<b>GET 04</b>	<b>Risk Title</b>	<b>Ash Dieback</b>			
<b>Source / Cause of risk</b>		<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>
Instances of Ash Dieback (Hymenoscyphus fraxineus) disease have been discovered within the county. The outbreak is not widespread and research during the last 12 months indicates that although it is still prevalent in the east of the County, the disease is not spreading at a rate that was anticipated.		There is a risk that significant numbers of ash trees may be affected by this disease in Kent. Ash is the most widespread tree species in Kent.	Large areas of woodland and individual trees may become infected, but as the rate of spread is much slower than anticipated the impact on budgets and services is likely to be much less severe than originally anticipated.	Paul Crick, Director Environment Planning & Enforcement	Likely (4)	Significant (3)
					<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>
					Possible (3)	Significant (3)
<b>Control Title</b>				<b>Control Owner</b>		
Local Strategic Co-ordinating Group established.				Ann Carruthers, Head of Strategic Planning & Policy / Paul Crick, Director Environment Planning & Enforcement		
Interim bio-security precautions established and ratified by UK Chief Plant Health Officer				Ann Carruthers, Head of Strategic Planning & Policy / Paul Crick, Director Environment Planning & Enforcement		
Interim Hymenoscyphus fraxineus control Plan published by DEFRA				Mike Overbeke, Head of Public Protection		
Multi-agency "Gold" strategy developed to manage the response in Kent, agreed by all parties and published.				Ann Carruthers, Head of Strategic Planning & Policy / Paul Crick, Director Environment Planning & Enforcement		
Direct link set up between KCC, DEFRA, the Food and Environment Research Agency (FERA), Forestry Commission and local partners in Kent to ensure a consistent approach in dealing with the outbreak.				Mike Overbeke, Head of Public Protection / Paul Crick, Director Environment Planning & Enforcement		
Ash Dieback summit held in Kent, featuring national and International experts and other interested parties.				Ann Carruthers, Head of Strategic Planning & Policy / Paul Crick, Director Environment Planning & Enforcement		
Local multi-agency plan developed to implement the key actions in the local gold strategy and the Defra interim				Mike Overbeke, Head of Public		



Hymenoscyphus fraxineus Control Plan	Protection / Paul Crick, Director Environment Planning & Enforcement
Communication Strategy presented to Strategic Co-ordination Group and published. In line with National Plan.	Mike Overbeke, Head of Public Protection / Paul Crick, Director Environment, Planning & Enforcement
"Managing Chalara Ash Dieback in Kent" guidance published and circulated/made available in web based format.	Tony Harwood, Resilience & Emergencies Manager
Briefings provided to CMT, Cabinet re the current position of spread and risk to KCC services	Ann Carruthers, Head of Strategic Planning & Policy / Paul Crick, Director Environment, Planning & Enforcement
Dynamic monitoring of Forestry Commission outbreak mapping taking place	Tony Harwood, Resilience & Emergencies Manager
Public Rights of Way staff and their network of Countryside Partnerships, Country Parks and Access Wardens to look out for outbreaks across Kent	Kate Phillips, Countryside Partnerships Manager
<b>Action Title</b>	<b>Action Owner</b>
Further briefings anticipated to be delivered to Senior Management and Members during 2015	Tony Harwood, Resilience & Emergencies Manager
	<b>Planned Completion Date</b>
	31 <sup>st</sup> October 2015

Risk ID	GET 05	Risk Title	Response and Resilience to Severe Weather incidents				
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>
The number of severe weather events affecting the county has increased in the past few years, which can have a significant impact on all GET services, businesses and the Kent community. A number of services within the directorate play an important role in planning for, and responding to, these events.	Failure by key services to deliver suitable planning measures, respond to and manage these events when they occur.	Excessive damage/congestion/ closed roads following severe weather leading to disruption to the public of Kent including KCC staff. This in turn would impact on key services being delivered by the directorate and reputational damage for KCC if responses are judged to be inadequate.	Paul Crick, Director Environment Planning & Enforcement  John Burr, Director Highways, Transportation & Waste	Very Likely (5)	Significant (3)	Likely (4)	Moderate (2)
<b>Control Title</b>			<b>Control Owner</b>				
Winter Policy in place each year			Andrew Loosemore, Head of Highways Operations				
Support gained from the local community who undertake snow ploughing			Andrew Loosemore, Head of Highways Operations				
Priority salting routes agreed and published and plan to ensure salt bins are provided and filled			Andrew Loosemore, Head of Highways Operations				
Local Emergency Plans agreed and published with districts/borough councils.			Andrew Loosemore, Head of Highways Operations				
Carry out a lessons learnt review after each winter			Andrew Loosemore Andrew Loosemore, Head of Highways Operations				
Growth, Environment and Transport services are involved in the recovery efforts relating to the Christmas and New Year floods. The multi-agency Tactical Coordinating Group that oversees the management of recovery operations is chaired by the Flood Recovery Manager.			Paul Crick, Director Environment, Planning & Enforcement				
Training is available and being rolled out at strategic, tactical and operational level			Tony Harwood, Resilience & Emergencies Manager / Ann Carruthers, Head of Strategic Planning & Policy				

Business Continuity Plans are kept under constant review	Tony Harwood, Resilience & Emergencies Manager / Ann Carruthers, Head of Strategic Planning & Policy	
Emergency Conditions reserve has been replenished due to receipt of Government funding	Mike Overbeke, Head of Public Protection	
Local Flood Risk Strategy delivered and Flood Risk Management Plan in place	Tony Harwood, Resilience & Emergencies Manager	
Senior Management on-call rota devised and now in place	Paul Crick, Director Environment Planning & Enforcement	
Severe Weather Impacts Monitoring System (SWIMS) now in use to support the Authority with its response to extreme events	Carolyn McKenzie, Head of Sustainable Business and Communities	
Operation Loki Business Continuity Exercise conducted,	Tony Harwood, Resilience & Emergencies Manager	
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Recommendations from the Winter Flooding Plan to be delivered	Mike Overbeke, Head of Public Protection / Sarah Anderson, Flood Risk and Natural Environment Manager	31 <sup>st</sup> March 2016
Conduct regular exercises and rehearsal of BC plans – where there would be significant impact on welfare or business reputation	Tony Harwood, Resilience & Emergencies Manager	31 <sup>st</sup> March 2016

Risk ID	GET 08	Risk Title	Skills shortage and capacity issues to manage contracts and projects			
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
Funding has been received to deliver major infrastructure projects. The funding is being administered by Essex CC (on behalf of the South East Local Enterprise Partnership), and detailed business cases are required to be completed to obtain the funding through Essex CC.	There is a risk that KCC will be unable to satisfactorily submit suitable business cases and manage the projects due to a shortage of staff with the appropriate skill set within KCC. In addition it is possible that the Authority will be unable to attract suitably trained project managers as the private sector remains competitive in this area.	Funding may not be forthcoming if suitable business cases are not presented, however, even when the funding has been received, the major projects may not be managed appropriately leading to possible delays or difficulties with the funding arrangements. This could impact on the Authority's reputation and even lead to the Authority having to return some of the funding to Central Government.	GET Directorate Management Team	Likely (4)	Significant (3)	
				<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>	
				Unlikely (2)	Significant (3)	
<b>Control Title</b>			<b>Control Owner</b>			
An Organisational Development Plan has been prepared in order to develop talents within the Authority and to deliver suitable training to staff			GET Directorate Management Team			
Growth, Environment & Transport Portfolio Board established to monitor key risks and issues			Barbara Cooper, Corporate Director Growth, Environment & Transport			
Local Growth Fund Project and Steering Group established			Mary Gillett, Major Projects Planning Manager			
Workforce planning exercise conducted with Highways, Transportation & Waste division to identify gaps in relation to critical roles and recommendations for action and next steps			Roger Wilkin, Interim Director Highways, Transportation & Waste			
<b>Action Title</b>		<b>Action Owner</b>	<b>Planned Completion Date</b>			
Consultation is taking place with Amey to establish if they have sufficient suitably trained staff to take on project management roles		Roger Wilkin, Interim Director Highways, Transportation & Waste	30 <sup>th</sup> June 2015			
Deliver an Institute of Civil Engineers (ICE) –accredited civil engineering graduate scheme.		Roger Wilkin, Interim Director Highways, Transportation & Waste	30 <sup>th</sup> September 2015			
Incorporate workforce planning issues into the Enforcement, Planning &		Paul Crick, Director Environment, Planning	30 <sup>th</sup> September 2015			



<b>Risk ID</b>	<b>GET09 (DRAFT)</b>	<b>Risk Title</b>	<b>Loss of ICT systems (risk assessment in progress)</b>			
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
In order to improve the efficiency of the services within the Directorate a number of ICT systems have been developed that in time have become critical to the delivery of the services. Systems such as WAMS, SWIMS, Citrix, Atrium, Spydus, CaRa, RON, CALM and CAMS all rely on KCC or external partners. In addition the new telephone system is reliant upon having a working internet system in order to operate.	There is a risk that an incident may take place that will impact on the operation of one or more of our critical systems causing a disruption or suspension of the services affected.	Depending upon the nature of the disruption it is possible that the public of Kent will be affected and it would result in a delay in our service delivery. This would have an impact on the reputation of the Authority and in an extreme example could impact on the safety of the public.	Barbara Cooper, Corporate Director GET  GET Directorate Management Team	TBC	TBC	
				<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>	
				TBC	TBC	
<b>Control Title</b>			<b>Control Owner</b>			
Business Continuity Plans are in place and highlight critical systems			GET Directorate Management Team			
Information backed up daily by ICT and back-ups held off-site			GET Directorate Management Team			
<b>Action Title</b>		<b>Action Owner</b>	<b>Planned Completion Date</b>			
Discussions with ICT around the options to ensure that Atrium can continue to run on PAB machines		Sharon Thompson, Head of Planning Applications	31 <sup>st</sup> March 2015			
Make revisions to Business Continuity Plans to reflect changes to Divisional Management Team		Paul Crick, Director Environment Planning & Enforcement	31 <sup>st</sup> March 2015			