



CORPORATE RISK REGISTER

Corporate risks are managed by the Chief Officer Group with directorate support. Corporate risks are those than can be described as presenting a:

- Significant Council wide risk
- Significant risk specific to one directorate which could impact upon the Council as a whole
- Significant risk to the Council as part of working with external organisations or its role within the community

Summary of risks after mitigating actions

Total number of risks	15	
(June 2007: 24)		
High	0 (1)	
Medium	11 (16)	
Low	4 (7)	

Notes:

Italics and bold represent changes from June 2007.

Source is now classified as external or internal to the organisation.

Ref & Directorate Activity	COG Responsible Officer	Source & strategic business objective(s)	Risk	Mitigation	Ranking (5x5 matrix)		
					Impact	L'Hood	Risk
No.1 ALL	COG	<i>Downturn in economic environment (external)</i>	<i>Reduction in income from lower asset valuations, increased costs arising from higher interest rates. Possible difficulties in accessing funding for major projects.</i> <i>Reductions in, or changes to funding distribution of special grants.</i>	<ul style="list-style-type: none"> • Robust financial forecasting processes including MTFP • Financial monitoring systems • Capital strategy • Management action planning and monitoring • Lobbying, responding to government consultation to minimise redistributive impact to Kent. 	3	4	12
No.2 ALL	COG	<i>Business continuity threat, e.g. Major incident or accident (external)</i> <i>Pandemic event (external)</i>	<i>Vital supplies 'not getting through'. Vital support to vulnerable people threatened.</i> <i>High demand for post incident support.</i> <i>Temporary disruption to road/rail/air travel.</i>	<ul style="list-style-type: none"> • Business continuity plans under development during 2008/09 • KCC Emergency Planning procedure • Participation in Kent-wide cross agency emergency planning group • Intelligence gathering through Kent Resilience Forum • Regular 'exercises' 	4	3	12

Ref & Direct orate Activity	COG Responsible Officer	Source & strategic business objective(s)	Risk	Mitigation	Ranking (5x5 matrix)		
					Impact	L'Hood	Risk
No.3 CED	David Cockburn	Reliance on ICT solutions for provision of key services (internal/ external)	<p>Failure to maintain reliable ICT service and infrastructure improvements to support and underpin development of direct services.</p> <p>Growth in service demand – both internal and external demand</p> <p>Increased reliance on technology for core service delivery and extent of availability i.e. 24 X 7.</p> <p>Increased provision of services to the public – increased security threats.</p>	<ul style="list-style-type: none"> Establish and maintain enterprise architecture to identify business drivers for ICT strategy. Identify through MTFP process ICT investment requirements to support business change. ICT Board has identified key priorities for investment in line with funding constraints. Strategic initiatives to be cross referenced between <u>ALL</u> Directorates prior to implementation. <u>All</u> ICT investment to be aligned to strategic framework. Consistency of IT platform across KCC (Technology refresh programme). Proactive contract monitoring Partnership working arrangements 	4	3	12
No.4 ALL	Oliver Mills / Graham Badman	Demographic changes within Kent e.g. Aging population, asylum seekers, increasing numbers of disabled and LAC placements into Kent (external)	<p>Increasing number of LAC children and adult /older care people within Kent placing additional demands upon health care, education and other related services.</p> <p>Government funding fails to match increasing demand.</p> <p>Service transfers between public bodies not transparent/fully funded (eg learning Disability from NHS).</p> <p>Failure to modernise the services</p> <p>Under involvement in preventative services.</p> <p>Inflated costs in meeting demands due to market forces.</p> <p>Lack of affordable/suitable foster care provision due to competition from private agencies.</p>	<ul style="list-style-type: none"> Service reviews Response to CSR 2010 Primary Strategy Partnerships with other agencies etc In house service provision Developing better support systems for Foster carers and specialist carers Preventative Services Business Plan, Fostering Action PSA – reduce no. of LAC Multi-agency protocols regarding placement of children in Kent Close working with partners Contractual agreement to value of transfers. 	3	4	12
No. 5 CFE/ CMY/ KASS	Graham Badman/ Oliver Mills	Information sharing and cross agency working to provide services (internal)	<p>Insufficient information systems which lack co-ordination with other key users.</p> <p>Failure to share information between agencies which could lead to abuse or death of vulnerable children or adults</p>	<ul style="list-style-type: none"> Integrated systems in development Kent Safeguarding Board Common Assessment Framework in development Robust Preventative Strategy Multi-agency and consortia working Well trained, high calibre staff with clearly defined reporting structure. Lead professional in role in development Multi agency Child protection policies in place Multi- agency Board for ContactPoint, lead professional function and CAF in place Case Tracking audit and review of filing arrangements 	4	3	12

Ref & Direct orate Activity	COG Responsible Officer	Source & strategic business objective(s)	Risk	Mitigation	Ranking (5x5 matrix)		
					Impact	L'Hood	Risk
No.6 ALL	COG	External assessment (internal)	Failure to retain excellent status from external assessments of corporate and service performance.	<ul style="list-style-type: none"> Experienced senior officers tasked with leading preparation Routine progress reporting on actions required to COG Detailed self evaluation against existing inspection framework Joint groups set up Work undertaken with partners to prepare for external assessment Children and Young People's Plan 	4	3	12
No. 7 ER/CMY	COG	Closure of access routes to France (external)	Operation Stack becomes a long standing feature due to prolonged industrial action or incident in Channel	<ul style="list-style-type: none"> Plan - Operation Stack Joint emergency planning arrangements Ongoing implementation and review 	2	5	10
No.8 All	CE/COG	Delivery of corporate strategy resulting in customer satisfaction and engagement (internal)	KCC becomes remote and fails to understand and/or meet the needs of the community. Failure to effectively communicate what we are doing. Failure to deliver commitments to meet public expectations. Loss of reputation	<ul style="list-style-type: none"> Management of corporate engagement Communications strategy Improved business planning strategy and in year monitoring Objectives reflected within business plans Business planning process aligned with risk management and audit planning Reassessment of planned outcomes to ensure alignment with required outcomes Kent Agreement 2 	3	3	9
No.9 KASS/ CFE	Oliver Mills / Graham Badman	Health Service Economy (external)	Delayed discharges increase. Resources moved out of 'prevention'. Delays in admissions for planned intervention. No guarantee that shift of funding from Acute to Community Services will happen. Mental Health readmission rates. Continuing debt and financial imbalance to KASS. Partnership funding for new clients. Practiced based commissioning Fit for the future.	<ul style="list-style-type: none"> Range of preventative projects Scrutiny of Health through Members overview PCT / PEC Reps Partnerships / joint working for Health Green paper for adults Joint commitment to PSA 2 Target on reducing emergency hospital admissions for older people Consideration of legal action regarding debt to ASD Help to reduce hospital admissions through possible involvement in Long Term Conditions Project with Health, Innovation Forum, telehealth and telecare projects and Brighter Futures Group (VCS) Joint Approach with Health of Director for Children Health for CFE Directorate Inclusion of Health in Children Trust arrangements 	2	4	8

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No.10 ER	Adam Wilkinson	Growth Agenda & need for regeneration: KCC Regeneration Strategy (internal)	Regeneration Strategy does not deliver clear regeneration objectives and targets. Activity lacks clear vision and KCC fails to play its part in managing the speed of development within growth areas and areas in need of regeneration. As a result failure to secure funding for key developments and projects	<ul style="list-style-type: none"> • pecialist team set up and restructure under way • Monitoring processes and reports to Members, COG & DST • Cross directorate working arrangements set up • Partnership Executive Boards • KCC Regeneration Board set up • High level KCC finance input • Extensive consultation with key partners 	4	2	8
No.11 All	COG	Income generation activity (internal)	Income generation objectives and actions damage Kent reputation within business community.	<ul style="list-style-type: none"> • Business case and risk analysis approval process • Effective communications strategy 	2	4	8
No.12 All	COG	Partnerships (internal)	Ineffective approach to the set up of management and governance arrangements result in failure to achieve desired outcomes	<ul style="list-style-type: none"> • Improved control environment to include financial management • Risk analysis for key partnerships, risk management training programme council wide • Formal control, monitoring and reporting mechanisms • Effective communication strategy 	3	2	6
No.13 CED	Geoff Wild	Corporate manslaughter/ Public Liability (internal)	Prosecution following injury to the public or employees due to poor health and safety policies, maintenance of assets and procedures etc.	<ul style="list-style-type: none"> • Health and safety policies, procedures, risk assessment and auditing • Auditing of key contractual arrangements, e.g. Kent Highways Services • Staff training • Management awareness 	3	2	6
No. 14 All	Amanda Beer	Significant loss of key staff (internal)	Inability to attract and retain employees with suitable skills, experience and behaviours to senior and key roles	<ul style="list-style-type: none"> • Delivery of Strategy for Staff • Staff care policy • Workforce strategy with private sector • Investment in training • More effective use of professional staffing resources on more complex issues • Succession planning 	2	2	4

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No.15 ER	Adam Wilkinson	Climate change (external)	Tidal surge in Channel combined with high winds causes flooding of low lying areas	<ul style="list-style-type: none"> Forecasting activity Emergency procedures for special events Business Continuity Planning Management of financial impact to include Bellwin scheme 	2	1	2

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Risk Ranking Matrix

Likelihood	Very likely	5	5 Low	10 Medium	15 Medium	20 High	25 High
	Likely	4	4 Low	8 Medium	12 Medium	16 High	20 High
	Possible	3	3 Low	6 Low	9 Medium	12 Medium	15 Medium
	Unlikely	2	2 Low	4 Low	6 Low	8 Medium	10 Medium
	Very Unlikely	1	1 Low	2 Low	3 Low	4 Low	5 Low
	RISK RATING MATRIX		1	2	3	4	5
		Minor	Moderate	Significant	Serious	Major	
		Impact					

Appendix A – Risks previously on register removed in May 2008 refresh

Risk	Ranking	Reason for removal
Impact of hypothecated funding	6	Outcome known and managed through financial planning
Alignment of CSR2007 with service demands	12	CSR2007 outcomes known and managed through financial planning
Key corporate objectives not delivered	4	Now included within risk no. 8 above
Depleting water supplies	6	Initially identified in drought of 2006, now addressed within risk no.15 above
Failure to meet public expectations	9	Included within risk no.8 above
Allington waste incinerator failure may undermine waste strategy	12	No longer perceived to be a strategic risk. Included and managed within ER risk register.
Failure to raise attainment and impact on skilled workforce	4	Included within risk no.8 above
Planning for asylum seeking services	12	Included within risk no.4 above
Placements within Kent from other areas	12	Included within risk no.4 above