



KCC Corporate Risk Register

GET-led Corporate Risks for presentation to Growth, Economic
Development and Communities Cabinet Committee
5th March 2024

Corporate Risk Register - Summary Risk Profile

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

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since Sep 2023	Timescale to Target (baseline summer 2022 unless otherwise stated).
CRR0003	Securing resources to aid economic recovery and enabling infrastructure	High (25)	High (16)	↔	3+ Years
CRR0042	Border fluidity, infrastructure, and regulatory arrangements	High (25)	High (20)	↔	1-2 Years
CRR0004	Simultaneous Emergency Response and Resilience	Medium (15)	Medium (15)	↔	At Target

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

Risk ID	CRR0003	Risk Title	Securing resources to aid economic recovery and enabling infrastructure			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>The economy in Kent & Medway has been impacted by the Covid pandemic, inflation and other world events, and the impacts could be disproportionate across the county (e.g., in coastal areas).</p> <p>To gain an understanding of the implications, an impact assessment has been conducted, which has led to the preparation of an Economic Framework for the county, which aims to act as a stimulus for improvement.</p> <p>The Council actively seeks to secure the resources/funding necessary to provide the infrastructure required to support growth, which often need to be bid for in very tight timescales and are increasingly subject to the drive to deliver economic impact, housing and employment outputs.</p> <p>At a local level there is often a significant gap between the overall costs of the infrastructure required and the Council's ability to secure sufficient funds through the current funding systems,</p>	<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> <p>Whilst future details and guidance are awaited regarding the new Levelling Up and Regeneration Bill from Central Government, this presents significant financial risk dependent upon emerging policy.</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 and business.</p> <p>Our ability to deliver an enabling infrastructure becomes constrained.</p> <p>Reputational risk associated with delayed delivery of infrastructure required.</p> <p>Additional revenue costs incurred due to infrastructure delays and operational costs increasing.</p>	<p>Simon Jones, Corporate Director Growth, Environment and Transport (GET)</p> <p>Responsible Cabinet Member(s): On behalf of Cabinet:</p> <p>Derek Murphy Economic Development</p>	<p>V. Likely (5)</p> <p>Target Residual Likelihood Likely (4)</p>	<p>Major (5)</p> <p>Target Residual Impact Serious (4)</p> <p>Timescale to Target 3+ years</p>	

<p>including Section 106 contributions, Community Infrastructure Levy and other growth levers.</p> <p>The Levelling Up and Regeneration Act introduces proposals to totally replace the existing 106 / CIL system with a new Infrastructure Levy. This may result in further risk for KCC.</p>	
Control Title	Control Owner
Multi-agency Kent and Medway Employment Task Force has been established.	David Smith, Economic Advisor (KCC lead)
Specific business support packages, including the Kent & Medway Business Fund, Economic Recovery and Resilience Plan, etc.	Steve Samson, Interim Head of Economy
Single Monitoring System (SMS) is used to track individual s106 planning obligations from the Council's initial request for developer contributions through the issue of invoice for payment.	Stephanie Holt-Castle, Director Growth and Communities.
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer Group	Steve Samson, Interim Head of Economy
Teams across the Growth, Environment and Transport directorate work with each individual Districts on composition of local infrastructure plans including priorities for the CIL and Section 106 contributions, to articulate needs for the demands on services.	Tom Marchant, Head of Strategic Development and Place
Government consultations on proposals for reform of the planning system in England considered and responded to.	Tom Marchant, Head of Strategic Development and Place
Monitoring of socio-economic data and trends and development of responses to changed economic trends	Steve Sansom, Interim Head of Economy

Responses are made to emerging Government Strategies	Stephanie Holt-Castle, Director of Growth and Communities	
The KCC Developer Contributions Guide has been updated and adopted	Tom Marchant, Head of Strategic Development and Place	
Infrastructure Mapping Platform being piloted in East Kent before countywide rollout, setting out the infrastructure needed to deliver planned growth.	Tom Marchant, Head of Strategic Development and Place	
Kent and Medway Economic Framework delivered against.	Steve Samson, Interim Head of Economy	
Action Title	Action Owner	Planned Completion Date
Kent Design Guide to be published – will influence and provide people with expectations and standards that we expect.	Simon Jones, Corporate Director GET	April 2024 (review)
Producing Local Transport Plan 5 and approval by County Council (draft plan for consultation)	Lee Burchill, Local Growth Fund Programme Manager	March 2024 (review)

Risk ID	CRR0042	Risk Title	Border fluidity, infrastructure and regulatory arrangements			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
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.	That changes in border customs, checking and processing routinely disrupt local communities and both the strategic and local road networks.	Significant slowdown in the existing flow of goods and people through the Kent Ports leads to long delays in accessing Dover Ports and Eurotunnel.	Simon Jones, Corporate Director GET	Very Likely (5)	Major (5)	
The UK Government and the EU have introduced new border controls and further changes are being introduced including the new Entry/Exit System (EES). KCC has been working with partners at a local and national level to assess potential implications for the county and prepare for various scenarios.	That the Government does not provide sufficient capital and revenue financial support to departments, agencies, local authorities and other infrastructure stakeholders necessary to address the necessary infrastructure, legislation and controls to ensure a long-term plan for frictionless border movements.	Impacts on major traffic routes as a result of Operation Brock and other mitigations for port delays and the consequential increase in local and pan-Kent Road journey times, impacting on local residents and businesses.	Responsible Cabinet Member(s): Neil Baker, Highways & Transport Clair Bell, Community & Regulatory Services	Target Residual Likelihood Very Likely (5)	Target Residual Impact Serious (4)	Timescale to Target 1-2 years
KCC is reliant on coherent, coordinated governance and information across Government to aid the Local Authority and partners locally in planning their contingency arrangements and responding appropriately.		Significant detrimental impact on county's economic competitiveness, attractiveness for inward investment and quality of life for Kent residents.				
		Significant increase in imported goods subject				

to statutory checks by Trading Standards including consumer goods and animal feeds.

Imported animals now subject to welfare checks at Border controls posts, breaches of welfare subject to investigation by Trading Standards. Shortages and delay may impact supply chains.

Control Title	Control Owner
KCC engagement with and support for the Kent and Medway Resilience Forum	Andy Jeffery, Head of KCC Resilience and Emergency Planning Service
Regular engagement with senior colleagues in relevant Government Departments.	Simon Jones, Corporate Director GET
Several training courses and exercises have taken place to prepare for various scenarios.	Toby Howe, Highways & Transport Strategic Resilience Manager / Andy Jeffery, Head of KCC Resilience and Emergency Planning Service
KCC involvement in Operation Fennel Strategic and Tactical Groups (multi-agency planning groups for potential disruption at Port of Dover and Eurotunnel).	Simon Jones, Corporate Director GET
Operation Fennel strategic plan in place.	Simon Jones, Corporate Director GET
KCC Cross Directorate Resilience Forum reviews latest situation regarding transition impacts.	Andy Jeffery, Head of KCC Resilience and Emergency

		Planning Service
KCC contribution to multi-agency communications in the 'response' phase, and leadership of communications in the 'planning' and 'recovery' phases.		Christina Starte, Head of Communications
KCC services are continually reviewing business continuity arrangements, taking potential scenarios into consideration (cross-reference to CRR0004), with co-ordination via Directorate Resilience Groups		Service Managers
KCC membership of the Delivery Models Operational Group and associated working groups such as Emergency Planning, Infrastructure etc.		Steve Rock, Head of Trading Standards
Government funding to support improving access to the borders.		Simon Jones, Corporate Director GET
Recruited additional staff for Port Team and animal health officers to provide capacity.		Steve Rock, Head of Trading Standards
Action Title	Action Owner	Planned Completion / Review Date
Working with Government to develop short, medium and long-term plans for border resilience looking at infrastructure and technological solutions.	Simon Jones, Corporate Director GET	April 2024 (review)
Preparation for impacts - two separate but interconnected schemes that will affect non-EU citizens travelling to most EU countries; of the EU Entry/Exit System (EES) and the EU European Travel Information and Authorisation System (ETIAS).	Simon Jones, Corporate Director GET	April 2024 (review)

Risk ID	CRR0004	Risk Title	Simultaneous Emergency Response, Recovery and Resilience			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>The County Council, along with other Category 1 Responders, has a legal duty to undertake risk assessment and planning to reduce the likelihood and impact of major incidents and emergencies.</p> <p>This includes responses associated with the Government's Counter-terrorism Strategy (CONTEST).</p> <p>Ensuring that the Council works effectively with partners to plan for, respond to, and recover from, emergencies and service disruptions is becoming increasingly important, informed by accelerating climate change linked severe weather impacts, national and international security threats, severe weather incidents, 'cyber attacks' and uncertainties around implications of the future UK/EU relationship.</p>	<p>Potential for failure of relevant planning, response and recovery contingencies when confronted by the complexity and scale of multiple emergencies. Critical services could be unprepared or have ineffective emergency and business continuity plans which would inhibit their ability to cope with simultaneous emergencies.</p> <p>Disruption to supply chain could negatively impact corporate business continuity and effective response to incidents.</p>	<p>Potential increased harm or loss of life if response is not effective.</p> <p>Serious threat to delivery of critical services.</p> <p>Significant harm to the natural and built environment of Kent.</p> <p>Increased financial cost in terms of recovery and insurance costs.</p> <p>Damage and disruption to local businesses and the Kent economy.</p> <p>Potential for public unrest and reputational damage.</p> <p>Legal actions and intervention for failure to fulfill KCC's obligations under the Civil Contingencies</p>	<p>On behalf of CMT: Rebecca Spore, Director of Infrastructure</p> <p>Responsible Cabinet Member(s): On behalf of Cabinet: Clair Bell, Community & Regulatory Services</p>	<p>Possible (3)</p> <p>Target Residual Likelihood Possible (3)</p>	<p>Major (5)</p> <p>Major (5)</p> <p>Timescale to Target At Target</p>	

	Act and/or other associated legislation.
Control Title	Control Owner
Management of financial impact to include Bellwin scheme.	Cath Head, Head of Finance (Operations)
KCC provides staff to the Kent Resilience Team to drive the planning workstreams as part of the Kent & Medway Resilience Forum	Andy Jeffery, Head of Resilience and Emergency Planning.
On-going programme of review relating to ICT Disaster Recovery and Business Continuity arrangements. ICT resilience improvements are embedded as part of the ICT Transformation Programme.	Dave Lindsay, Interim Head of ICT Strategy and Commissioning
KCC works with internal colleagues and Kent and Medway Resilience Forum partners to assess risks affecting the county of Kent. This includes horizon scanning work to identify new risks.	Andy Jeffery, Head of Resilience and Emergency Planning.
KCC maintains emergency response plans and develops capabilities in order to effectively respond to incidents affecting Kent.	Andy Jeffery, Head of Resilience and Emergency Planning.
KCC trains staff with emergency response roles in order that they are competent to respond on behalf of KCC during incidents	Andy Jeffery, Head of Resilience and Emergency Planning.
KCC regularly tests its response plans and capabilities to ensure that they are fit for purpose.	Andy Jeffery, Head of Resilience and Emergency Planning.
KCC proactively identifies lessons arising from incidents and exercises and ensures that the learning is implemented in its planning processes.	Andy Jeffery, Head of Resilience and Emergency Planning.
KCC maintains corporate and service level business continuity plans to maintain business as usual services during incidents affecting the operation of the Authority.	Service Managers/ Andy Jeffery, Head of Resilience and Emergency Planning.

Kent & Medway Prevent Duty Delivery Board established (chaired by KCC) to oversee the activity of the Kent Channel Panel, co-ordinate Prevent activity across the County and report to other relevant strategic bodies in the county.	Richard Smith, Corporate Director ASCH	
Action Title	Action Owner	Planned Completion Date
Following redesign of Emergency Planning functions, recruitment to vacant posts.	Andy Jeffery, Head of Resilience and Emergency Planning.	April 2024 (review)