

APPENDIX 1 - 2025 02 12 CRR0003 & CRR0042

Risk Register - Corporate Risk Register

Current Risk Level Summary

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

0	0	0	0	0	0
0	0	0	0	0	2
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0

Risk Ref	CRR0003	Risk Title and Event	Assigned To	Last Review date	Next Review			
		Securing resources to aid economic growth and enabling infrastructure	Simon Jones	17/01/2025	17/04/2025			
<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. 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 the Covid pandemic, inflation and other world events, and the impacts could be disproportionate across the county (e.g., in coastal areas). 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. 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</p>	<p>Key opportunities for growth missed.</p>	High		<ul style="list-style-type: none"> Make use of KCC's new role as Accountable Body for the Kent & Medway Functional Economic Area (post LEP landscape) and potential future transition to a Strategic Authority to liaise with key government departments to make the case for specific funding allocations to tackle barriers to growth. 	Steve Samson	A -Accepted	High	
	<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>	20 Major (5)			<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. 	Tom Marchant	A -Accepted	16
	<p>Kent becomes a less attractive location for inward investment and business.</p>	Likely (4)			<ul style="list-style-type: none"> Local Transport Plan 5 approved by County Council and due to commence. 	Lee Burchill	Control	Serious (4)
	<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>	Likely (4)			<ul style="list-style-type: none"> Multi-agency Kent and Medway Employment Task Force continues to operate to tackle skills gaps and support current and future labour market needs. New 'Connect to Work' and possible 'Skills Bootcamps' programme to help reduce economic inactivity and support local employers to tackle skills gaps. 	Steve Samson	Control	Likely (4)
						31/03/2025		

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<p>drive to deliver economic impact, housing and employment outputs. 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, including Section 106 contributions, Community Infrastructure Levy and other growth levers. Government spending cuts and evolving priorities may result in essential infrastructure programmes being delayed or cancelled. Central Government has recently indicated that it is minded to cease funding for post-LEP responsibilities in 25-26 and much new funding for growth programmes is being targeted at MCA areas rather than counties - this presents a risk of short-term lack of financial resource to support economic development activity in any period prior to devolution being implemented in Kent & Medway.</p>			<ul style="list-style-type: none"> • 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 <p>A Phase 1 implementation plan has been implemented for Kent & Medway Framework with KMEP sub groups 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 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 25-26.</p> <ul style="list-style-type: none"> • 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. • New contracts put in place to support the visitor economy and inward investment services 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>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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			<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"> • Government consultations on proposals for reform of the planning system in England considered and responded to, including the pending 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"> • 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		
			<ul style="list-style-type: none"> • Regular dialogue with government departments and responses made to emerging Government strategies. 	Stephanie Holt-Castle	Control		

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Risk Ref	CRR0042	Risk Title and Event	Assigned To	Last Review da	Next Review		
		Border fluidity, infrastructure and resilience	Simon Jones	20/01/2025	20/04/2025		
<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 and other infrastructure stakeholders necessary 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
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.	Significant slowdown in the existing flow of goods and people through the Kent Ports leads to long delays in accessing the Port of Dover and Eurotunnel.	High 20 Major (5) Likely (4)		<ul style="list-style-type: none"> Preparation for impacts of two separate but interconnected schemes that will affect non-EU citizens travelling to most EU countries; implementation of the EU Entry/Exit System (EES) system and the EU European Travel Information and Authorisation System (ETIAS). 	Andy Jeffery	A -Accepted	Medium 12 Serious (4) Possible (3)
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).	Impacts on strategic traffic routes 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.			<ul style="list-style-type: none"> KCC contributes to the Kent & Medway Resilience Forum Operation Fennel strategic plan Working with Government to develop short, medium and long-term plans for border resilience looking at infrastructure and technological solutions. 	Toby	Control	
KCC has been working with partners at a local and national level to assess potential implications for the county and prepare for various scenarios.	Significant detrimental impact on the county's economic competitiveness, attractiveness for inward investment and quality of life for Kent residents.			<ul style="list-style-type: none"> Regular presentations to Cabinet Committee on potential impacts relating to people and goods. Regular engagement with senior colleagues in relevant Government Departments. 	Simon Jones	Control	
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	Significant increase in imported goods subject to statutory checks by Trading Standards including consumer goods and animal feeds.			<ul style="list-style-type: none"> Several training exercises have taken place to prepare for various scenarios and to ensure staff competency is maintained, including Exercise Barra and Exercise Jura. 	Simon Jones Andy Jeffery	Control	
	Imported animals now subject to welfare checks at Border controls posts, breaches of welfare subject to investigation by			<ul style="list-style-type: none"> KCC are leading on the Kent and Medway Resilience Forum which undertakes EES planning work. Government funding to support improving access to the borders. 	Andy Jeffery Andy Jeffery	Control	

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<p>appropriately.</p> <p>KCC continues to work with KMRF partners and government in anticipation of the new implementation date for EES. This is dependent on revised EU legislation allowing for a phased introduction of the levels of checks over a period of several months, anticipated to begin at some point between May & November 2025.</p>	<p>Trading Standards.</p> <p>Shortages and delay may impact supply chains.</p> <p>Interruption and effect on business services, both statutory and discretionary, such as: Adult's and children's social care workers being able to reach necessary areas.</p> <p>Care homes in the affected areas. Officers and Community Wardens working in affected areas and those officers who live in affected areas but deliver face to face services.</p> <p>Critical infrastructure including schools, KCC buildings and other KCC responsible areas.</p>			<ul style="list-style-type: none"> • KCC are part of the KMRF EES Strategic and Tactical Planning Groups (multi agency planning groups for potential disruption at Port of Dover and Eurotunnel). These groups plan work across KMRF to prepare for the impacts of EES and KCC lead on this work. • A KCC EES planning structure has been implemented which manages EES on behalf of CDRF. • Regular and ongoing testing and review of internal KCC business continuity and response plans • KCC contribution to multi-agency communications in the 'response' phase, and leadership of communications in the 'planning' and 'recovery' phases • KCC services are continually reviewing business continuity arrangements, taking potential scenarios into consideration, with co-ordination via Directorate Resilience Group. 	<p>Andy Jeffery</p> <p>Andy Jeffery</p> <p>Andy Jeffery</p> <p>Christina Starte</p> <p>Service Managers</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		
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