From: Linden Kemkaran, Leader of the Council

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To: Devolution and Local Government Reorganisation Cabinet Committee

Date: 08 September 2026

Subject: KCC Risk Update

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary:
This paper presents the latest version of the KCC corporate risk relating to local government reorganisation (LGR), as well as an interim KCC risk register for LGR. Links to pre-existing organisational risks are also outlined.

Recommendation(s):
The Cabinet Committee is asked to **CONSIDER**, **COMMENT** and **NOTE** the risks presented.

1. Introduction

1.1 This Committee provides a dedicated space for discussion regarding the Local Government Reorganisation (LGR) process in Kent and Medway, including implications from a KCC perspective. A draft corporate risk was presented to this Committee in March, giving a high-level overview of key risks from KCC's perspective, with an acknowledgment that the LGR risks would need to be covered in more detail going forward. The latest version of this corporate risk is attached at appendix 1.

1.2 Now that the ministerial decision has been made and option 4b selected, an interim LGR risk register has been developed, highlighting a number of significant risks identified so far from KCC's perspective. The register has been derived from a variety of sources, including KCC officers through the Risk and Delivery Assurance Team's engagement with them; outputs from the Service Complexity Assessment work; as well as scanning of risks highlighted by other areas also going through the LGR process.

1.3 The register is interim in its nature. As implementation progresses, interdependencies with day-to-day service risks will be brought out, which will lead to an integration into KCC's mainstream risk registers at corporate, directorate and divisional / service level up until Vesting Day. Those overseeing delivery of services will play a critical role in helping to clarify the risks that feed into the relevant risk registers. The central Risk & Delivery Assurance function will oversee and report on risks relating to LGR regularly, highlighting trends and patterns as the picture evolves.

1.4 The risks have been assigned indicative High / Medium / Low ratings rather than more detailed assessments of likelihood and impact at this stage. This is because the level of risk and risk responses may be affected by decisions not yet taken, or where further information is required. This position can be reviewed after the initial round of service design discussions.

1.5 The risks in the interim LGR register are those that are KCC's responsibility to mitigate through the LGR process, or at least until Joint Committees are formed, depending on the nature of any decisions required to mitigate risks.

2. Impact on existing KCC Corporate Risk Register

2.1. The LGR implementation process will have various impacts on KCC's existing corporate risk profile. The Corporate Risk Register, while being updated as and when significant changes occur, is subject to a more formal annual refresh each autumn. During the upcoming refresh, a key theme during conversations with Corporate Management Team and Cabinet Members will be whether or how LGR may be, or is, impacting on the existing risks, as well as any new risks or opportunities being introduced.

2.2 One pertinent example relates to the existing corporate risk relating to capacity and capability of the workforce. Cross-referencing to the interim LGR risk register highlights leadership and management capacity as a key risk, as well as recruitment and retention concerns, both of which need to be factored into future assessments of this risk.

3. Recommendation

Recommendation:

The Devolution and Local Government Reorganisation Cabinet Committee is asked to **CONSIDER, COMMENT** and **NOTE** on the draft corporate risks presented.

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