



KCC Corporate Risk Register

GET-led Corporate Risks for presentation to Environment and
Transport Committee
7th 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).
CRR0042	Border fluidity, infrastructure, and regulatory arrangements	High (25)	High (20)	↔	1-2 Years
CRR0052	Adaptation of KCC Services to Climate Change impacts	High (25)	High (16)	↔	3+ Years

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	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	CRR0052	Risk Title	Adaptation of KCC Services to Climate Change impacts			
Source / Cause of risk Impacts of Climate Change, particularly in relation to extreme weather events on KCC and the services KCC provides or commissions.	Risk Event Adverse impacts on KCC services – buildings (loss of stranded assets), staff (sickness and lower productivity), service users, and the public.	<p data-bbox="1070 320 1406 531">Consequence Sustained deterioration of public health and increasing health inequalities across the county.</p> <p data-bbox="1070 568 1406 770">Economic impacts from asset destruction / deterioration, service disruption and recovery costs of extreme weather events.</p> <p data-bbox="1070 807 1406 1142">Degradation and loss of Kent's key ecosystems, impacting the health and viability of our natural environment/protected areas and Kent's ability to effectively mitigate and adapt to climate change.</p> <p data-bbox="1070 1179 1406 1345">Negative impact on Kent economy and wellbeing of Kent residents. Inability to keep public safe and</p>	<p data-bbox="1406 320 1630 435">Risk Owner On behalf of CMT:</p> <p data-bbox="1406 472 1630 675">Simon Jones Corporate Director, Growth Environment and Transport</p> <p data-bbox="1406 871 1630 1074">Responsible Cabinet Member Robert Thomas, Environment</p>	<p data-bbox="1630 320 1888 435">Current Likelihood Very Likely (5)</p> <p data-bbox="1630 504 1888 647">Target Residual Likelihood Likely (4)</p>	<p data-bbox="1888 320 2078 435">Current Impact Major (5)</p> <p data-bbox="1888 504 2078 647">Target Residual Impact Serious (4)</p> <p data-bbox="1888 700 2078 807">Timescale to Target 3+ years</p>	

	moving around the network. Reputational damage due to customer dissatisfaction.	
Control Title		Control Owner
Environmental risk to be built into project work.		Tom Marchant, Head of Strategic Development and Place
Kent Environment Strategy – actions re emissions reduction, travel, air quality – outputs – link to Net Zero 2050		Matthew Smyth, Director of Environment and Circular Economy
<i>Framing Kent's Future</i> Priority regarding Environment Step Change		Matt Smyth, Director of Environment and Circular Economy
ISO 14001 accreditation (the international standard for Environmental Management Systems) implemented and maintained		Matthew Williams, Sustainable Estates Programme Manager
Estate rationalisation and building in additional measures to reduce emissions.		Rebecca Spore, Director of Infrastructure
Action Title	Action Owner	Planned Completion Date
Revised KCC Adaptation Strategy being developed	Matt Smyth, Director of Environment and Circular Economy	April 2024