



Environment and Transport related risks

JULY 2014

Growth, Environment and Transport Directorate Summary Risk Profile

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

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating
GET 01	Delivery of budget targets	15	10
GET 02	Health & Safety considerations	10	10
GET 03	Partner organisations/contractors not offering the required service	6	6
GET 04	Ash Dieback	12	9
GET 05	Severe weather	8	8

*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Corporate Register. Therefore there will be some 'gaps' between risk IDs.

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	GET 01	Risk Title	Delivery of budget targets				
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	Target Residual Likelihood	Target Residual Impact
Financial challenges facing services across the directorate. For example there are several legal challenges being disputed by KCC relating to past major highway projects and a number of services across the directorate rely on significant external funding, grants and partner contributions in order to provide their services. Demand for some services can also fluctuate.	There is a risk that budget targets are not met, including the risk of greater than planned for reduction or cessation of external funding and grants, or reduced income.	Insufficient budget or an overspend. Lack of funding to deliver key transport and waste improvements. Reputational damage. Overspend could impact on other parts of the Authority	Growth, Environment and Transport (GET) Directorate Management Team	Possible (3)	Major (5)	Unlikely (2)	Major (5)
Control Title			Control Owner				
Full participation in KCC Medium Term Financial Plan and financial monitoring processes.			Growth, Environment & Transport Directorate Management Team				
A 3-5 year forecast to incorporate future contracts and accepted various waste tonnage scenarios has been completed.			Roger Wilkin, Head of Waste Services				
Collaborative Planning is used for financial monitoring within services. DMT receive regular financial monitoring updates			GET Directorate Management Team				
External funding team in place to support KCC officers in exploring funding opportunities			Kevin Tilson, Finance Business Partner				
Financial forecasting and intelligence analysis through pre-application liaison and operator discussions by the planning applications group to gauge possible income levels			Sharon Thompson, Head of Planning Applications				
KCC officers regularly review progress of cases and monitor fee expenditure relating to major			John Farmer, Major Projects				

projects	Manager
Regular monitoring of fees through budget monitoring process	GET Directorate Management Team
Action Title	Action Owner
Ensure robust PIDs are in place for budget savings. Continuous monitoring to take place at DMTs	GET Management Team
Investigate innovative financial models to pay for key projects transport infrastructure	Paul Crick, Director of Environment, Planning and Enforcement:
Risk ID	Risk Title
GET 01	Delivery of budget targets continued;
Action Title	Action Owner
Monitoring and comparison of tonnages at Household Waste Recycling Centres following policy change	Roger Wilkin, Head of Waste Services:
Review to examine further ways of raising additional income e.g. through selling services, raising external funding etc.	Growth, Environment & Transport Divisional Management Teams

Risk ID	GET 02	Risk Title Health and Safety considerations				
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Services across the directorate need to pay due regard to potential Health and Safety issues due to the nature of the work they undertake	Risk of death or serious injury to the public, KCC staff or contractors where KCC fails to take all reasonable steps to prevent such an incident.	Distress to families concerned, legal action against the authority and reputational impact	Growth, Environment and Transport Directorate Management Team	Unlikely (2)	Major (5)	
				Target Residual Likelihood	Target Residual Impact	
				Unlikely (2)	Major (5)	
Control Title			Control Owner			
Highways – Crash remedial sites are identified and rectified			Tim Read, Head of Transportation:			
Environment Planning and Enforcement (EPE) Divisional Health and Safety group in place and meets quarterly and reports to Divisional Management Team			Environment, Planning and Enforcement Divisional Management Team			
To ensure recommendations of the independent Health and Safety review are monitored and improved as required			Roger Wilkin, Head of Waste Services			
Killed and Seriously injured (KSI) on roads data regularly analysed by the Highways Team and Education. Publicity and training campaigns delivered			Tim Read, Head of Transportation			
Lone working system operated by contact centre staff			GET Directorate Management Team and Chris Smith, Operations Manager Contact Point			

Regular testing for hazards e.g. tree surveys	GET Directorate Management Team	
Regular reporting of accident data and H&S updates to Senior Managers	GET Directorate Management Team	
Regular risk assessments of all Directorate sites and hazards	GET Directorate Management Team	
Risk ID GET 02	Risk Title Health and Safety considerations continued;	
Control Title	Control Owner	
Maintain sound Health and Safety systems at waste sites including reviewing accidents and near-misses	Roger Wilkin, Head of Waste Services	
Staff to follow Health and Safety legislation and guidance	GET Directorate Management Team	
Systems in place in Highways division to facilitate the agreed joint procedures through the CaRE and Kent Police partnerships.	Tim Read, Head of Transportation	
Action Title	Action Owner	Planned Completion Date
Ensure appropriate risk transfer through site management contracts that are due to commence on 1/11/2014	Roger Wilkin, Head of Waste Services	November 2014
Further H&S training planned through the KRP	Roger Wilkin, Head of Waste Services	July 2014

Risk ID	GET 03	Risk Title	Partner organisations/contractors not offering the required level of service			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
KCC – including services across the GET directorate work closely with partners and contractors to provide its services to the people of Kent	Partner organisations or contractors do not provide the required level of service to the public.	Efficient/good value for money/high quality services are not provided	Growth, Environment and Transport Directorate Management Team	Unlikely (2)	Significant (3)	
				Target Residual Likelihood	Target Residual Impact	
				Unlikely (2)	Significant (3)	
Control Title			Control Owner			
Enterprise to produce a monthly performance report showing QPM results			John Burr, Director Highways, Transportation and Waste			
All key partners have Business Continuity Plans, risk registers, performance management and governance arrangements in place.			John Burr, Director Highways, Transportation and Waste			
Service Level Agreements are put in place where services are provided by a third party			David Beaver, Commercial Manager			
Waste Management – robust contract management and client function			Roger Wilkin, Head of Waste Services			
Waste Management – Rigorous programme of pre-qualification checks on potential contractors to assure ability to deliver			Roger Wilkin, Head of Waste Services			
Home to School Transport – risk analyses conducted as part of individual contract arrangements with 3 rd parties			Stephen Pay, Transport Integration Manager			

Monitoring of outcomes from grants		Barbara Cooper, Director of Economic & Spatial Devt
Action Title	Action Owner	Planned Completion Date
Work closely with bus-operators to ensure delivery of the new Young Persons Travel Pass for 11-16 year olds.	David Hall, Deputy Director Highways and Transportation	September 2014
Monitoring of outcomes from grants	Barbara Cooper, Director Economic Development	September 2014

Risk ID	GET 04	Risk Title	Ash Dieback				
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	Target Residual Likelihood	Target Residual Impact
Instances of Ash Dieback (Chalara fraxinea) disease have been discovered within the county. The outbreak is not widespread and research during the last 12 months indicates that although it is still prevalent in certain parts of the County, the disease is not spreading at a rate that was anticipated.	There is a risk that significant numbers of ash trees may be affected by this disease in Kent.	Large areas of woodland and individual trees may become infected, but as the rate of spread is much slower than anticipated the impact on budgets and services is likely to be much less severe than originally anticipated.	Paul Crick, Director of Environment, Planning & Enforcement	Likely (4)	Significant (3)	Possible (3)	Significant (3)
Control Title			Control Owner				
Communication strategy presented to Strategic Co-ordination Group and published. In line with national plan.			Steve Terry, Kent Resilience Team Manager				
Ash Dieback summit held in Kent featuring national and International experts and other interested parties			Paul Crick, Director Environment, Planning and Enforcement				
Direct link set up between KCC, DEFRA, the Food and Environment Research Agency (FERA), Forestry Commission and local partners in Kent to ensure a consistent approach in dealing with the outbreak.			Paul Crick, Director Environment, Planning and Enforcement				
Interim bio-security precautions established and ratified by UK Chief Plant Health Officer			Paul Crick, Director Environment, Planning and Enforcement				
Interim chalera control plan published by DEFRA			Steve Terry, Kent Resilience Team Manager				
Local Strategic Co-ordinating Group established			Paul Crick, Director				

	Environment, Planning and Enforcement
“Managing Chalara Ash Dieback in Kent” guidance published and circulated/made available in web based format	Tony Harwood , Senior Resilience Officer
Multi agency “Gold” strategy developed to manage the response in Kent, agreed by all parties and published.	Paul Crick, Director Environment, Planning and Enforcement
Local multi-agency plan developed to implement the key actions in the local gold strategy and the Defra interim Chalara Control Plan.	Steve Terry, Kent Resilience Team Manager

Risk ID	GET 04	Risk Title	Ash Dieback continued;
Action Title		Action Owner	Planned Completion Date
Dynamic monitoring of Ash in prominent locations to take place to establish if there are any other current infections and identify early new cases		Steve Terry, Kent Resilience Team Manager	July 2014
Public Rights of Way staff and their network of Countryside Access wardens to look out for outbreaks on the footpath network		Kate Phillips, Countryside Partnerships Manager	July 2014
Further briefings anticipated to be delivered to Senior Managers and Members during 2014		Tony Harwood, Senior Resilience Officer:	October 2014

Risk ID	GET 05	Risk Title	Severe Weather				
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	Target Residual Likelihood	Target Residual Impact
Severe weather events. There have been more in the past few years	There is a risk that severe weather will have a significant impact on all Growth, Environment & Transport services, businesses and the Kent community.	Excessive damage/congestion/ closed roads following severe weather leading to disruption to the public of Kent including KCC staff. This in turn would impact on key services being delivered by KCC.	John Burr, Director Highways, Transportation and Waste and Paul Crick, Director Environment, Planning and Enforcement	Likely (4)	Moderate (2)	Likely (4)	Moderate (2)
Control Title			Control Owner				
Carry out a lessons learnt review after each winter			Andrew Loosemore, Head of Highway Operations				
Find and Fix programme now in place			Andrew Loosemore, Head of Highway Operations				
Support gained from the local community who undertake snow ploughing			Andrew Loosemore, Head of Highway Operations				
Local Emergency Plans agreed and published with districts/borough councils			Andrew Loosemore, Head of Highway Operations				
Priority salting routes agreed and published and plan to ensure salt bins are provided and filled			Andrew Loosemore, Head of Highway Operations				
Winter policy in place each year			Andrew Loosemore, Head of Highway Operations				

Working in partnership to deliver our Flood risk Management Plan	Liz Milne, Flood Risk & Natural Environment Manager
Specific events are monitored and reported on.	Carol Valentine, Highway Manager
Growth, Environment & Transport services are involved in the recovery efforts relating to the Christmas and New Year floods. The multi-agency Tactical Coordinating Group that oversees the management of recovery operations is chaired by the Flood Recovery Manager.	Jim Parris, Flood Recovery Manager

Risk ID	GET 05	Risk Title	Severe Weather continued;
Action Title		Action Owner	Planned Completion Date
Reviewing Business Continuity Plans		Growth, Environment & Transport Directorate Management Team	September 2014
Use Severe Weather Impacts Monitoring System (SWIMS) to support the Authority with its response to extreme events.		Sarah Anderson, Climate Change Programme Manager	September 2014
New severe weather policy to be introduced, including additional funds for repair to the highway network due to previous flood related damage.		Andrew Loosemore, Head of Highway Operations	July 2014