



KCC Corporate Risk Register

**CORPORATE RISKS OF RELEVANCE TO THE GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES
CABINET COMMITTEE**

SEPTEMBER 2014

Corporate Risks related to the Growth, Economic Development and Communities Cabinet Committee Summary Risk Profile

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

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating
CRR 3	Access to resources to aid economic growth and enabling infrastructure	12	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 CRR3	Risk Title	Access to resources to aid economic growth and enabling infrastructure				
<p>Source / Cause of Risk</p> <p>The Council seeks access to resources to develop the enabling infrastructure for economic growth and regeneration.</p> <p>However, in parts of Kent, there is a significant gap between the costs of the infrastructure required to support growth and the Council's ability to secure sufficient funds through s106 contributions, Community Infrastructure Levy and other growth levers to pay for it. This is especially the case in the east of the county.</p> <p>At the same time, Government funding for infrastructure (for example via the new Local Growth Fund) is limited and competitive and increasingly linked with the delivery of housing and employment outputs. Several local transport schemes proposed will require preparatory work without knowledge of funding allocation in order to deliver on time.</p>	<p>Risk Event</p> <p>Inability to secure sufficient contributions from development to support growth.</p> <p>Failure to attract sufficient funding via the Local Growth Fund and other public funds to both support the cost of infrastructure and aid economic growth and regeneration.</p>	<p>Consequence</p> <p>Key opportunities for growth missed.</p> <p>The Council finds it increasingly difficult to fund KCC services across Kent and deal with the impact of growth on communities.</p> <p>Kent becomes a less attractive location for inward investment and business</p> <p>Without growth the county residents will have less disposable income, face increased levels of unemployment and deprivation which could lead to heightened social and community tensions</p> <p>Our ability to deliver an enabling infrastructure becomes constrained</p>	<p>Risk Owner</p> <p>Mike Austerberry, Interim Corporate Director Growth, Environment and Transport</p> <p>Responsible Cabinet Member(s):</p> <p>Mark Dance, Economic Development</p>	<p>Current Likelihood</p> <p>Possible (3)</p> <p>Target Residual Likelihood</p> <p>Unlikely (2)</p>	<p>Current Impact</p> <p>Serious (4)</p> <p>Target Residual Impact</p> <p>Serious (4)</p>	
Control Title		Control Owner				
<i>Unlocking the Potential</i> being prepared as Kent and Medway growth strategy to secure future Government infrastructure funds		Barbara Cooper, Director Economic Development				
KCC's 20 year transport delivery plan, <i>Growth without Gridlock</i> sets out the key transport drivers for change which will help to facilitate and stimulate economic growth in the County. Implementation plan in place and regularly monitored.		Paul Crick, Director Environment Planning & Enforcement				
Key infrastructure is identified and planned for as part of District Local Plans and Infrastructure Delivery Plans.		Paul Crick, Director Environment Planning & Enforcement				
Environment Planning & Enforcement and Economic Development teams working with each individual District on composition of infrastructure plans including priorities for the CIL and Section 106 contributions, from which gaps can		Barbara Cooper, Director Economic Development / Paul Crick, Director				

be identified	Environment Planning & Enforcement
Coordinated approach in place between Development Investment Team and service directorates	Barbara Cooper, Director Economic Development
Dedicated team in Economic Development in place to lead on major sites across Kent.	Barbara Cooper, Director Economic Development
Economic Development SMT review of "critical" programmes/projects and review of KPIs to ensure continued appropriateness and relevance	Barbara Cooper, Director Economic Development
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer' Group	Barbara Cooper, Director Economic Development
Growth Deal allocation announced July 2014, allocating funds for specific identified schemes in Kent & Medway	Barbara Cooper, Director Economic Development
Action Title	Action Owner
Maintain coordinated dialogue with developers, Districts and KCC service directorates	Nigel Smith, Head of Development
Development of programme of transport interventions to deliver growth	Ann Carruthers, Transport Strategy Delivery Manager
	Planned Completion Date
	April 2015
	April 2015