

From: Michael Payne, Cabinet Member for Highways and Transport
Susan Carey, Cabinet Member for Environment
Barbara Cooper, Corporate Director for Growth, Environment & Transport

To: Environment and Transport Cabinet Committee – 15 September 2020

Subject: **Risk Management: Growth, Environment and Transport Directorate**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This paper presents the strategic risks relating to the Environment and Transport Cabinet Committee, comprising of three risks featuring on the Corporate Risk Register for which the Corporate Director is the designated 'Risk Owner' on behalf of the Corporate Management Team; plus a summary of key risks from within the directorate.

Recommendation(s):

The Cabinet Committee is asked to consider and comment on the risks presented in this report.

1. Introduction

- 1.1 Risk management is a key element of the Council's internal control framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled.
- 1.2 Directorate risks are reported to Cabinet Committees annually and contain strategic or cross-cutting risks that potentially affect several functions across the Growth, Environment & Transport directorate, and often have wider potential interdependencies with other services across the Council and external parties.
- 1.3 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register.

- 1.4 The majority of these risks, or at least aspects of them, will have been discussed in depth at the relevant Cabinet Committee(s) throughout the year, demonstrating that risk considerations are embedded within core business.
- 1.5 The assessment scores given to individual risks help to prioritise risks in order to make clear which risks are most important to the Directorate and requires an understanding by senior managers of:
- The likelihood of each threat occurring.
 - The impact of each threat if it did occur.

The process adopted by KCC follows guidance provided to practitioners in the Management of Risk.

2. Growth, Environment and Transport led Corporate Risks

- 2.1 Given the unprecedented nature of the Coronavirus pandemic, it is unsurprising that there is increased risk exposure across the directorate. Many of the impacts are still to be fully understood and could have both short and longer-term effects.
- 2.2 The Corporate Director for the Growth, Environment and Transport directorate is the lead Director for three of the council's corporate risks. A brief summary of changes over the past year are outlined below, with full details contained in the risk register attached at appendix 1. Due to the fluid nature of the Coronavirus situation, the risks will require regular review throughout the coming months.

Risk Reference	Risk Description	Current Score	Target
CRR0004	Simultaneous Emergency Response, Resilience and Recovery	25 (High)	15 (Medium)
While there are robust controls in place for this risk, the level of risk was raised from 20 (High) to 25 (High) in July. This is to acknowledge the expected continued strain on council capacity and resources in the coming months, as we continue to run aspects of Covid-19 response and recovery in parallel, as well as standing up arrangements to prepare for the end of the UK/EU transition period in December 2020. This is in addition to any continuing work on the early 2020 flooding recovery and preparations for severe weather this winter.			

CRR0003	Securing resources to aid economic recovery and enabling infrastructure	High (20)	High (16)
The risk centres around three concerns, namely an inability to secure sufficient contributions from development to support growth; funders not recognising Kent priorities for investment; and / or a lack of resources to continuously shape and determine bids. The risk is being significantly revised as work takes place to fully understand both short and longer term Covid-19 impacts, as well as how the Authority can bid for and secure			

important funding in a timely fashion. KCC has led on work with the Kent and Medway Economic Partnership to produce a local Economic Renewal and Resilience Plan, setting out a framework for action for the next 18 months.

Responses are being prepared to the 'Planning for the Future' consultations on proposals for reform of the planning system in England.

CRR0042	Post UK/EU Transition border systems, infrastructure and regulatory arrangements	High (20)	Medium (12)
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KCC and its partners have been planning both to mitigate the challenges and exploit the opportunities of Brexit as we now move toward 'transition'. There is still much uncertainty, which inevitably means that planning continues for various scenarios. Partners are meeting regularly with HM Government representatives to discuss issues relating to border controls, traffic management, compliance and enforcement, passenger traffic etc. and are awaiting further information to aid traffic management planning.

This work is currently being done within existing resources and representations have been made to the Ministry for Housing, Communities and Local Government (MHCLG) regarding what funding will be available for local Resilience Forums and impacted local authorities going forward.

It is anticipated that the Government's *Smart Freight Service* will serve to improve border readiness, but it is necessary to plan for worse-case scenarios.

3. Growth, Environment and Transport Directorate risk profile

3.1 The current risks in the GET Directorate risk register are shown below. Risks are presented in order of significance (highest first).

Risk Reference	Risk Description	Current Score	Target
GT0020	Identification, planning and delivery of Medium-Term Financial Plan targets.	High (25)	Low (4)

The directorate is required to make its contribution to the challenging savings targets required by the council over the medium term. There is a reduced ability for the directorate to mitigate year-on-year, but the Directorate participates fully in financial monitoring processes and has developed savings and income proposals that have been fed into the MTFP. Key projects are overseen by the GET portfolio board where they are monitored. The risk rating has been increased to a maximum score of 25 (High) due to the impacts of Covid-19 on costs, income and savings targets, and uncertainty regarding Government funding, which will lead to challenging additional savings to be made from 2021-22 onwards.

GT0021	Internal services provided to the Directorate do not meet an acceptable standard	High (16)	Medium (9)
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The Directorate Management Team is continually liaising with KCC commissioners on any

issues that arise regarding performance of service providers (e.g. KCC Local Authority Trading Companies or outsourced services). This is in addition to liaising with corporate services to ensure they are able to provide expert advice at the right time.

GT0003	Directorate preparedness for, and management of, severe weather incidents	High (16)	Medium (9)
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This is a directorate-focused version of the corporate civil contingencies risk. The number of severe weather events affecting the county has increased in the past few years, which can have a significant impact on all GET services, businesses and the Kent community. Services within the directorate must continue to play an important role in planning for, responding to, and recovering from these events. Although the Directorate is satisfied that it has tried and tested mitigating actions in place to manage these events, the risk was raised earlier in the year to reflect the strain on resources, particularly financial, of increased severe weather events.

GT0008	Ash Dieback. Destruction of the Ash species and associated costs to KCC.	Medium (12)	Medium (9)
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Monitoring has shown that Ash Dieback has resurfaced and spread to parts of the County that had previously been unaffected. The degree of spread has caused concerns over the future of Ash trees in the County as well as cost implications regarding the management of the disease. Mitigations involve multi-agency monitoring and subsequent action as appropriate, as well as the publication of information to the general public.

GT0024	Information Governance. Management of personal data.	Medium (12)	Low (6)
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This risk replaced a previous Directorate risk relating to the implementation of the General Data Protection Regulations and relates to the management of increasing amounts of personal data within the Directorate. Mitigation primarily relates to training and learning of staff across the Directorate. More recently, the Coronavirus pandemic has meant that services have had to swiftly adapt to new operating models and new ways of working for staff, which introduces new risks that require careful management.

GT0019	Delivery of in-year budget targets.	Medium (12)	Low (4)
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At the time of most recent reporting to Cabinet, the GET directorate was forecasting a revenue variance excluding Covid-19 of +£0.9m, with forecast pressures of +£1.5m being partially offset by underspends of -£0.6m. This excluded Covid-19 related additional expenditure, lost income, unrealised savings and payments to support market sustainability, which are being considered as part of a budget discussion at County Council in September.

GT0001	Health, Safety and wellbeing considerations for public, contractors and staff	Medium (10)	Medium (10)
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During this year a greater focus has been on the welfare of our own staff, and a Health and Safety plan has been developed and is being implemented across the directorate.

The Coronavirus pandemic has introduced significant additional risk considerations in relation to the safe operation of the directorate’s services, many of which are ‘frontline’ in nature. This is in addition to potential impacts on workforce health, safety and wellbeing. These are being mitigated by regular risk assessments, taking specialist advice where necessary, and analysing directorate results of the recent KCC staff survey to look for learning points and development of actions.

GT0004	Skills shortage and capacity issues to apply for funding and manage contracts and projects	Medium (9)	Low (6)
<p>The GET Directorate needs to submit suitable business cases in order to bid successfully for funds and requires staff with the appropriate skill set to manage contracts, projects and for planning applications. It is possible that the Directorate would be unable to attract or retain suitably trained project managers as the private sector remains competitive in this area.</p> <p>A workforce strategy and action plan has been developed and is regularly reviewed, aiming to address key skills gaps. Emphasis has been placed on raising the standards of project management, while succession planning is another mitigation.</p>			

4. Key Divisional Risks

4.1 The Corporate and Directorate risks are underpinned by risks at a divisional level that are typically more operational in nature. The Directorate Management Team has regular oversight of significant divisional risks, which currently includes those relating to:

- Ensuring services continue to comply with significant policy changes at national level and meet service delivery standards in challenging financial context;
- Sufficiency of capital funding for highway asset management;
- Successful delivery of major projects and service transformation;
- Operational risks such as unplanned highway collapses, health and safety concerns in household waste recycling centres and making them ‘covid-secure’;
- Operational issues impacting on services after UK / EU transition period. (import notifications, planning, new legislation, disruption to Kent).

5. Recommendation

The Cabinet Committee is asked to **consider** and **comment** on the risks presented in this report.

6. Background Documents

6.1 KCC Risk Management Policy and associated risk management toolkit on KNet intranet site. <http://knet/ourcouncil/Management-guides/Pages/MG2-managing-risk.aspx>

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APPENDIX 1

KCC Corporate Risk Register: GET-led Corporate Risks

**AUGUST 2020 – FOR PRESENTATION TO ENVIRONMENT & TRANSPORT CABINET
COMMITTEE – 15th SEPTEMBER 2020**

Corporate Risk Register - Summary Risk Profile

Low = 1-6	Medium = 8-15	High =16-25
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Risk No.	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since Jan 2020
CRR0004	Simultaneous emergency response, recovery and resilience	High (25)	Medium (15)	↑
CRR0003	Securing resources to aid economic recovery and enabling infrastructure	High (20)	High (16)	↑
CRR0042	Post-Transition UK/EU border systems, infrastructure and regulatory arrangements	High (20)	Medium (12)	Revised Risk

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	CRR0004	Risk Title	Simultaneous Emergency Response, Recovery and Resilience			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>The Council, along with other Category 1 Responders in the County, has a legal duty to establish and deliver containment actions and contingency plans to reduce the likelihood and impact of major incidents and emergencies.</p> <p>This includes responses associated with the Government's Counter-terrorism Strategy (CONTEST) 2018.</p> <p>Ensuring that the Council works effectively with partners to respond to, and recover from, emergencies and service interruption is becoming increasingly important in light of recent national and international security threats, severe weather incidents, threats of 'cyber attacks' and uncertainties around implications of the future UK/EU relationship.</p> <p>The response to, and recovery from the Coronavirus pandemic is</p>	<p>Failure to deliver suitable planning measures, respond to and manage these events when they occur.</p> <p>Critical services are unprepared or have ineffective emergency and business continuity plans and associated activities.</p> <p>Lack of resilience in the supply chain hampers effective response to incidents.</p> <p>Focus on Coronavirus response and recovery and post UK/EU transition contingency planning means less opportunity to progress other aspects of emergencies and resilience agenda.</p> <p>Future wave(s) of pandemic put further strain on capacity and resource.</p>	<p>Potential increased harm or loss of life if response is not effective.</p> <p>Serious threat to delivery of critical services.</p> <p>Increased financial cost in terms of damage control and insurance costs.</p> <p>Adverse effect on local businesses and the Kent economy.</p> <p>Possible public unrest and significant reputational damage.</p> <p>Legal actions and intervention for failure to fulfill KCC's obligations under the Civil Contingencies Act or other associated legislation.</p>	<p>On behalf of CMT: Barbara Cooper, Corporate Director Growth, Environment & Transport (GET)</p> <p>Responsible Cabinet Member(s): On behalf of Cabinet: Mike Hill, Community & Regulatory Services Susan Carey,</p>	<p>V. Likely (5)</p> <p>Target Residual Likelihood Possible (3)</p>	<p>Major (5)</p> <p>Target Residual Impact Major (5)</p>	

putting significant strain on organisational capacity and resources.	Environment
Control Title	Control Owner
Legally required multi-agency Kent Resilience Forum in place, with work driven by risk and impact based on Kent's Community Risk Register. Includes sub-groups relating to Health and Severe Weather	Mike Overbeke, Head of Public Protection (for Kent Resilience Team Activity)
The Director of Public Health works through local resilience Forumsforums to ensure effective and tested plans are in place for the wider health sector to protect the local population from risks to public health	Andrew Scott-Clark, Director of Public Health
Management of financial impact to include Bellwin scheme	Cath Head, Head of Finance (Operations)
Implementation of Kent's Climate Adaptation Action Plan	Christine Wissink, Interim Head of Sustainable Business and Communities
Local multi-agency flood response plans in place for each district / borough in Kent, in addition to overarching flood response plan for Kent	Lisa Guthrie, KCC Manager, Kent Resilience Team
On-going programme of review relating to ICT Disaster Recovery and Business Continuity arrangements. ICT resilience improvements are embedded as part of the ICT Transformation Programme	Andrew Cole, Head of ICT Strategy and Commissioning
Kent Resilience Team in place bringing together personnel from KCC, Kent Police and Kent Fire and Rescue Service in an integrated and co-located team to deliver enhanced emergency planning and business continuity in Kent	Mike Overbeke, Head of Public Protection
Multi-Agency recovery structures are in place at the Strategic and Tactical levels & working effectively over the short term	Stephanie Holt-Castle, Interim Director Environment Planning

	& Enforcement (EPE)
KCC and local Kent Resilience Forum partners have tested preparedness for chemical, biological, radiological, nuclear and explosives (CBRNE) incidents and communicable disease outbreaks in line with national requirements	Andrew Scott-Clark, Director Public Health / Stephanie Holt-Castle, Interim Director EPE
Emergency planning training rolled out at strategic, tactical and operational levels. KCC Resilience Programme in place to deliver further training opportunities and exercises regularly conducted to test different elements of KCC emergency and business continuity arrangements with partners	Stephanie Holt-Castle, Interim Director EPE
Updated and expanded Duty and Recovery Director rota introduced	Stephanie Holt-Castle, Interim Director EPE
KCC Business Continuity Management Policy and overarching Business Continuity Plan in place, underpinned by business continuity plans at service level	Stephanie Holt-Castle, Interim Director EPE
Prevent Duty Delivery Board established to oversee the activity of the Kent Channel Panel, co-ordinate Prevent activity across the County and report to other relevant strategic bodies in the county	Richard Smith, Interim Corporate Director ASCH
KCC Strategic Prevent Lead is a member of the Covid-19 District Recovery Cell and disseminates appropriate protective security advice and online tension monitoring reports	Nick Wilkinson, Prevent and Channel Strategic Manager
Kent Channel panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism) established at district and borough level	Nick Wilkinson, Prevent and Channel Strategic Manager
Ongoing development of a PREVENT counter-terrorism risk assessment	Nick Wilkinson, Prevent and Channel Strategic Manager
Quality Assurance approach introduced for business continuity plans to emphasise service accountability. This includes the testing of interdependencies between KCC business continuity plans and those of 3 rd parties	Stephanie Holt-Castle, Interim Director EPE
Fire Safety Guidance provided by KCC reviewed and updated	Flavio Walker, Head of Health & Safety
Local procedures have been and are being continually reviewed and refined for occasions the national threat level increases to critical. This includes an update of the Corporate Business Continuity Plan	Stephanie Holt-Castle, Interim Director EPE

New approach to Business Continuity Governance arrangements implemented, to enable increased focus on directorate issues and complement KCC's cross-directorate Resilience group	Stephanie Holt-Castle, Interim Director EPE	
Review of Kent Resilience Forum Local Authorities Emergency Planning group's mutual aid arrangements with District Councils and other councils across the region undertaken	Lisa Guthrie, KCC Manager, Kent Resilience Team	
KCC has a Major Emergency Plan that is refreshed regularly	Tony Harwood, Resilience and Emergencies Manager	
Action Title	Action Owner	Planned Completion Date
Response to, and recovery from, Coronavirus pandemic being managed, both at KCC level and with partners	Andrew Scott-Clark, Director Public Health / Barbara Cooper, Corporate Director GET / David Whittle, Director SPRCA	Ongoing
Continued preparations for implications of future UK/EU relationship in relation to border friction, regulatory change etc. (cross reference to CRR0042)	Barbara Cooper, Corporate Director GET	Ongoing
Implement a work programme to deliver Kent County Council compliance with the Radiation (Emergency Preparedness and Public Information) Regulations 2019, including amendments to the Dungeness Offsite Emergency Plan	Tony Harwood, Resilience and Emergencies Manager	September 2020
Ensure KRF and KCC Command and Control structures planned and in place to deal with simultaneous events	Barbara Cooper, Corporate Director GET / Stephanie Holt-Castle, Interim Director EPE	October 2020

Risk ID	CRR0003	Risk Title	Securing resources to aid economic recovery and enabling infrastructure			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>The Coronavirus pandemic is impacting on the economy in Kent & Medway. This is likely to become more severe in the latter part of 2020, particularly as the Govt furlough scheme ends, and the impacts, such as on employment levels, could be disproportionate across the county (e.g. in coastal areas).</p> <p>To gain an understanding of the implications, an impact assessment has been conducted, which has led to the preparation and launch of an 18-month local economic renewal and resilience plan, which aims to act as a stimulus for improvement.</p> <p>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 drive to deliver economic impact, housing</p>	<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.</p>	<p>Key opportunities for growth missed.</p>	<p>Barbara Cooper,</p>	<p>V. Likely (5)</p>	<p>Serious (4)</p>	
	<p>Deferral of developer contributions and / or elongated planning consents leads to delayed or compromised infrastructure.</p>	<p>The Council finds it increasingly difficult to fund services across Kent and fully mitigate the overall impact of housing growth on KCC services and, therefore communities.</p> <p>Kent becomes a less attractive location for inward investment and business.</p> <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</p>	<p>Corporate Director Growth, Environment and Transport (GET)</p>	<p>Responsible Cabinet Member(s): On behalf of Cabinet Mike Whiting, Economic Development</p>	<p>Target Residual Likelihood Likely (4)</p>	<p>Target Residual Impact Serious (4)</p>

<p>and employment outputs.</p> <p>EU structural funds are set to be replaced by UK funds, with further detail awaited.</p> <p>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 S106 contributions, Community Infrastructure Levy and other growth levers.</p>	<p>infrastructure delays e.g. Home to school transport costs</p>
Control Title	Control Owner
<p>Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer Group</p>	<p>David Smith, Director Economic Development</p>
<p>Strong engagement with South East LEP and its Local Industrial Strategy with central Government to ensure that KCC is in a strong position to secure resources from future funding rounds</p>	<p>David Smith, Director Economic Development</p>
<p>Teams across the Growth, Environment and Transport directorate work with each individual District on composition of local infrastructure plans including priorities for the CIL and Section 106 contributions, to articulate needs for the demands on services</p>	<p>Nigel Smith, Head of Development / Stephanie Holt-Castle, Interim Director EPE</p>
<p>Growth and Infrastructure Framework for Kent and Medway sets out the infrastructure needed to deliver planned growth</p>	<p>Stephanie Holt-Castle, Interim Director Environment Planning & Enforcement (EPE)</p>
<p>Single Monitoring System (SMS) is used to track individual s106 planning obligations from the Council's initial request for developer contributions through to the issue of invoice for payment.</p>	<p>Economic Development / EPE</p>

Local Transport Plan 4 produced and approved by County Council	Tom Marchant, Head of Strategic Planning & Policy	
Officers are working on bids to secure funding as appropriate, including Local Growth Fund, Housing Infrastructure Fund, Major Roads Network	Lee Burchill, Local Growth Fund Manager / Joe Ratcliffe, Transport Strategy Manager	
Kent and Medway Renewal and Resilience Plan Economic Impacts Evidence Base sets out a high-level assessment of the impacts of the Covid-19 crisis on the Kent and Medway economy to inform the Renewal and Resilience Plan for the next 12-18 months.	Rachel Kennard, Chief Analyst, KCC	
Action Title	Action Owner	Planned Completion / Review Date
Set up of a multi-agency Kent and Medway Employment Task Force	David Smith, Director Economic Development (KCC lead)	September 2020
Re-launch of Kent & Medway Business Fund and launch of the KMBF Recovery Fund and the KMBF Capital Growth Fund, with full applications for loans due in September 2020. A second round of funding is dependent on availability of funding.	David Smith, Director Economic Development (KCC lead)	October 2020
<p>Contribute to implementation of the Kent and Medway Economic Partnership's local Economic Renewal and Resilience Plan, key delivery principles of which are:</p> <ul style="list-style-type: none"> • Greener Futures (building a sustainable, lower carbon economy) • Open and Productive (supporting long term productivity growth in an economy that welcomes investment and trade) • Better Opportunities, Fairer Chances (ensuring that people are supported through recession and stand to gain from a more resilient 	David Smith, Director Economic Development (KCC lead)	December 2021

economy in the return to growth).		
Assess potential implications and respond to Government consultations on proposals for reform of the planning system in England.	Tom Marchant, Head of Strategic Planning and Policy	October 2020
Identification of a pipeline of projects for potential funding announcements	David Smith, Director Economic Development	November 2020
Establishment of Infrastructure First Group, covering areas such as local plans, s106/ CIL and overview of larger planning applications etc.	Tom Marchant, Head of Strategic Planning & Policy	October 2020

Risk ID	CRR0042	Risk Title	Post Transition period border systems, infrastructure and regulatory arrangements			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
On 1 January 2021 the transition period with the European Union will end, and the United Kingdom will operate a full, external border as a sovereign nation. This means that controls will be placed on the movement of goods between Great Britain and the EU.	That agreement on the future relationship between the UK and the EU is not reached by the end of the 'transition period' leading to immediate third country status for the UK after 31 st December 2020	Significant slowdown in the existing flow of goods and people through the Kent Ports leads to long delays in accessing Dover Ports and Eurotunnel.	Barbara Cooper, Corporate Director Growth, Environment & Transport	Likely (4)	Major (5)	
To afford industry extra time to make necessary arrangements, the UK Government has taken the decision to introduce the new border controls in three stages up until 1 July 2021.	That the implementation period agreed between the UK and EU is insufficient to develop the personnel, procedures, systems and physical infrastructure in time to support post-transition border arrangements.	Impacts on major traffic routes to support 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): Michael Payne, Highways & Transport Mike Hill, Community & Regulatory Services	Target Residual Likelihood	Target Residual Impact	
KCC is 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 personnel,	Significant detrimental impact on county's economic competitiveness, attractiveness for inward investment and quality of life for Kent		Possible (3)	Serious (4)	
KCC is reliant on coherent, coordinated governance and information across Government to aid the Local Authority and partners locally in planning their contingency arrangements.						

	procedures and physical infrastructure to support post-Brexit border arrangements.	residents.
Control Title	Control Owner	
Regular engagement with senior colleagues in relevant Government Departments on the impacts and implications of transition on KCC's regulatory responsibilities relating to Trading Standards and the resilience of Kent highways	Barbara Cooper, Corporate Director GET	
KCC membership of the Delivery Models Operational Group and associated working groups such as Emergency Planning, Infrastructure etc.	Steve Rock, Head of Trading Standards	
KCC membership and support to the Kent Resilience Forum	Mike Overbeke, Head of Public Protection	
Operation Fennel strategic plan in place	Barbara Cooper, Corporate Director GET (KCC lead)	
KCC involvement in Operation Fennel Strategic and Tactical Groups (multi-agency planning groups for potential disruption at Port of Dover and Eurotunnel). KCC to chair Strategic Group as arrangements revert back to planning phase.	Barbara Cooper, Corporate Director GET (KCC lead)	
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 cross-directorate Resilience Forum reviews latest situation regarding transition preparedness	Stephanie Holt-Castle, Interim Director EPE	
KCC services are continually reviewing business continuity arrangements, taking potential scenarios into consideration (cross-reference to CRR004), with coordination via Directorate Resilience Groups.	Service Managers / Directorate Resilience Group Chairs	

Action Title	Action Owner	Planned Completion Date
KCC continues to make a case for further funding from the Ministry of Housing, Communities and Local Government (MHCLG) and Department for Transport (DfT) for direct impact costs of Transition preparedness in the county.	Barbara Cooper, Corporate Director GET	Ongoing
Continued preparations for Transition focusing on refining the traffic management plans in light of new planning scenarios.	Barbara Cooper, Corporate Director GET	Ongoing
Training Exercise(s) to prepare for various scenarios	Barbara Cooper, Corporate Director GET	September 2020