Risk Management Policy Statement, Strategy & Framework

July 2025

FOREWORD BY CHIEF EXECUTIVE

Swale Borough Council (the Council) aspires to be a place to be proud of. Recent years have seen the Council, and all local authorities, go through major changes in response to budget cuts and increased demand on services. Residents, businesses and visitors have greater expectations, and the Council needs to work with a variety of partners to meet those expectations.

As individuals we make choices every day about our lives, our work. All our staff are committed to make Swale a better place and make decisions and choices to achieve this. With choices come risks. This framework aims to help you to identify, manage and control those risks to ensure we get the results we want for our communities, and to avoid those we don't.

Risk management is not risk avoidance. The Council understands and accepts that taking risks is often necessary when delivering services and achieving our aspirations. This document sets out in clear guidance the tools and approach to achieve clarity and consistency in relation to our risks. It allows us to identify risks we are willing to accept, be clear on those we want to reject and effectively manage those we choose to take.

Larissa Reed
Chief Executive
Swale Borough Council

Quick Links:

- JCAD can be accessed here:
  https://midkentaudit.jcadcore.com/

- If you have any problems accessing, or using JCAD, please contact Mid Kent Audit on:
  midkentaudit@midkent.gov.uk

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POLICY STATEMENT

The Council's 'Risk Management Policy Statement' sets out the Council's approach to risk management.

> **What is a risk?**
> The Council defined risk as "A risk is a potential future event that, if it materialises, effects the achievement of the Council's objectives."

Swale Borough Council's Corporate Plan sets out the ambitions and priorities between 2023 - 2027. To support these priorities, this document sets out the Council's 'Risk Management Policy, Framework & Strategy', which will allow members and officers to make better informed decisions through a focus on risk and return, which in turn will enhance the value provided by the Council.

The Council is committed to an effective risk management process and the adoption of best practices in the identification, evaluation and control of risks to achieve the Council's priorities. By having risk management arrangements in place, the Council is better placed to cope with the continuing changes in local government; helping us anticipate, plan for and react to those changes.

The Council recognises that the next few years will present unprecedented challenges in local government. By having arrangements in place to identify and manage risks, the Council increases the probability of achieving corporate and operational objectives by controlling risks in balance with resources and reduces the chance of failure. Good risk management also increases our ability to cope with developing and uncertain events and helps to instil a culture of continuous improvement and optimisation. The only thing constant is change; risk management helps us to anticipate, plan for and react to those changes.

Risk management is a key component for effective corporate governance, and as a Local Authority we must be, and must be seen to be, careful custodians of public funds. Risk information is therefore a key component in supporting better, more informed decision making on how we use our resources.

This Risk Management Strategy and Framework is based on the previous 'Risk Management Framework' (implemented in 2015, updated in 2019 and 2022). The updates reflect the principles of best practice in risk management as per the [HM Government Orange Book](#) and the [Institute of Risk Management](#), whilst also setting out a practical approach to risk management tailored to the Council.

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RISK MANAGEMENT STRATEGY

The Council's 'Risk Management Strategy' sets out a formal and structured approach to managing risks through the culture, processes and structures in place to manage the potential threats and opportunities to the Council achieving its objectives.

OBJECTIVES

The Council's risk management objectives are:

- Implement a strategic and operational approach to risk management to support better informed decisions and best value for money, which are critical to the successful delivery of our priorities and services.
- Set the level of risk the Council is prepared to accept on the delivery of activities and priorities.
- Develop member and officer capacity and skills in identifying, understanding and managing threats and opportunities facing the Council.
- Promote a proactive risk management culture in the Council at all levels and across all services.
- Set risk ownership and accountabilities and responding to risk in a balanced way considering the level of risk, reward, impact and cost of control measures.
- Ensure that statutory and best practice requirements in relation to risk management continue to be delivered as a key part of Corporate Governance, as well as contributing to the completion of the Annual Governance Statement.
- Maintain the ability to anticipate and respond to changes, both social, environmental, as well as legislative and political.

RISK REGISTERS

The Council's approach to managing risk is to maintain a corporate (strategic) and operational (service) risks register:

- Corporate Risks: The corporate risks are those risks which have an affect across Council services and may affect delivery of the Council's strategic priorities.
- Operational Risks: All Council services, including shared services, have identified risks which may affect delivery of their service objectives or wider Council priorities.

What is the Risk Register?
This risk register records the risks and opportunities that may affect the delivery of the Council's priorities. It contains details on the risk description, category, likelihood, impact and mitigations.

The Council utilises JCAD risk management platform to support with managing risks at both a corporate and operational level. JCAD can be accessed here: https://midkentaudit.jcadcore.com/

If you have any problems accessing, or using JCAD, please contact Mid Kent Audit on: midkentaudit@midkent.gov.uk

ROLES AND RESPONSIBILITIES

All employees and members have a duty to be aware of and manage the risks that may prevent the Council from delivering services. The formal consideration of risk is undertaken as part of the business planning and strategic planning. The respective roles and responsibilities of those involved in the risk management process are set out below.

RISK OWNER

- Once a risk is identified, it is essential that someone owns the risk, taking principal responsibility for monitoring its course and tracking actions in response.
- The risk owner will be the officer responsible for delivering the area of the business where the risk arises. In most cases this will be the manager.
- Risk ownership is not the same as undertaking, or being responsible for, carrying out actions in response to the risk. Rather, the risk owner will ensure necessary actions are taking place, otherwise there is a chance management actions may not be completed.

HEADS OF SERVICE

- Have responsibility for identifying, assessing, recording and responding to risks in accordance with the Council's risk management processes and risk appetite.
- Identify and implement controls and actions to manage risks and monitor the effectiveness of the actions.
- Maintain a continued awareness of new and emerging risks to the services within their directorate, as well as the Council's strategic priorities.
- Identify and report risk implications relating to key decisions being put forward.
- Maintain risk registers for their area and communicate risks with the service managers.

STRATEGIC MANAGEMENT TEAM

- Have responsibility for the determination and review of the Council's risk appetite.
- Review all risks facing the Council, as reported through the risk management reports, most notably the higher rated risks (red and black).
- Actively support and guide the management of black rated risks and take action to mitigate impact and likelihood.
- Maintain a continued awareness of risks that may need to be added to the register.
- Provide overview and challenge over the corporate (strategic) level risks facing the Council, how these are affected by change and how they are being managed.
- Review and guide on the risk implications of key decisions as part of the Council's governance process.
- Communicate and support the effective management of risk with members and stakeholders.
- Ensure and monitor compliance with Risk Management practices.

MID KENT AUDIT

- Have responsibility for facilitating and coordinating the risk management processes across the Council.
- Administer, maintain and support with the JCAD risk management platform.
- Facilitate and support officers with the identification and assessment of risks, as well as the implementation of risk actions.

- Compile and report key risk information to officers and members, through the Strategic Management Team (SMT), Policy & Resources Committee (PRC) and the Audit Committee.
- Provide advice and guidance to the Council on risk issues and emerging risks.
- Provide training and updates to officers and members on risk management practices and processes.
- Liaise with managers to embed risk management into the culture of the Council.

MEMBERS

- Assist in the identification and assessment of the Corporate Level risks directly linked to the Council's corporate/strategic plan and priorities.
- Maintain a continued awareness of emerging risks, and risk implications associated with key decisions.
- Ensure the decision-making Committees act within the agreed risk appetite and tolerance of the Council.

POLICY AND RESOURCES COMMITTEE

- Members of Policy & Resources Committee are responsible for oversight and challenge of how the Council's key risks are managed, especially the significant risks (rated red and black).

AUDIT COMMITTEE

- Members of the Audit Committee are required to seek assurance that the Council is operating an effective risk management process by monitoring the effective development and operation of risk management and corporate governance in the Council.

MONITORING AND REVIEW

The reporting of risk information is essential to ensure risks are being appropriately identified and managed. To ensure this is taking place, risk management activities will be reported as follows:

- **Risk Owners** will be prompted to review risks at least every six months via JCAD.
- The **Strategic Management Team** will be provided quarterly reports on both the corporate and operational risks. As part of this **Risk Owners** will be asked to update risks on alert status.
- **Policy And Resources Committee** will be provided twice yearly reports on corporate risks and an oversight on operational risks.
- **Audit Committee** will be provided an annual report on how the risk management process has operated throughout the year.
- **Mid Kent Audit** will facilitate a review of the Council's Risk Management Policy Statement, Framework & Strategy every three years (next review is due in 2028).
- The **Strategic Management Team**, supported by **members**, will refresh the Strategic Risk Register every 5 years.

RISK APPETITE

The Council's risk appetite articulates how much risk the Council is willing to seek, or accept, to achieve its objectives.

The Council's approach to risk is to seek the right opportunities and, where possible, minimise threats. Beyond the Council's risk appetite, is the Council's risk tolerance, which sets the level of risk that is unacceptable, whatever opportunities might follow. For each risk, the Council will calculate the unmitigated risk (current risk) and the mitigated risk. The mitigated risks should reflect the actions that can be taken and consider if these reduce the risk to a level that is within the Council's appetite.

The Council's risk appetite and tolerance is illustrated in the matrix below. The red area represents the outer limit of the risk appetite, and the black area indicates the tolerance. The Council is not willing to take risks that have significant negative consequences on the achievement of our objectives.

Risks above the Council's **Tolerance**: An unacceptable level of risk so immediate action should be taken to reduce the risk.

Outer limit of Council's **Appetite**: Risks at this level should be more closely controlled.
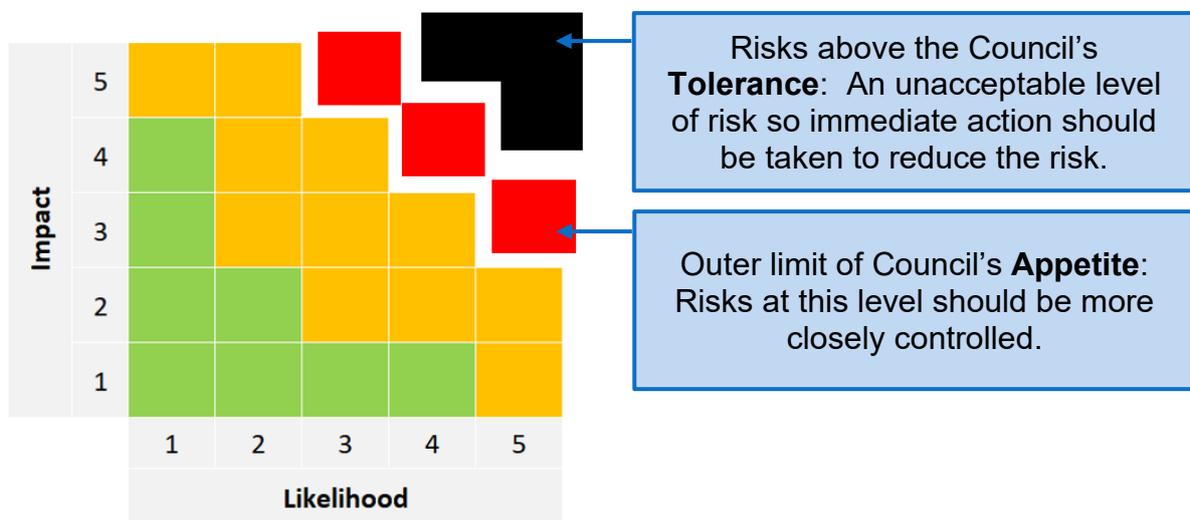
RISK RATING

As part of setting the Council's risk appetite and tolerance, the Council has set risk ratings that define the levels of risk:

Rating	Definition
Severe	Risks at this level sit above the tolerance of the Council and are of such magnitude that they form the Council's biggest risks. The Council is not willing to take risks at this level and action should be taken immediately to treat, transfer or terminate the risk.
High	These risks are within the upper limit of risk appetite. While these risks can be tolerated, controls should be identified to bring the risk down to a more manageable level where possible. Alternatively, consideration can be given to transferring or terminating the risk.
Medium	These risks sit on the borders of the Council's risk appetite and so while they don't pose an immediate threat, they are still risks that should remain under review. If the impact or likelihood increases, then risk owners should seek to manage the increase.
Low	These are low level risks that could impede or hinder achievement of objectives. Due to the relatively low level, it is unlikely that additional controls will be identified to respond to the risk.

LIKELIHOOD & IMPACT SCALES

To establish the risk rating (both unmitigated and mitigated), the score for the risk is calculated by multiplying the impact score by the likelihood score.

IMPACT

The impact considers how severely the Council would be affected if the risk materialises. The Council considers risk impact using the matrix below:

Level	Service	Reputation	Financial	Strategic Objectives	Wellbeing	Legal/ Compliance
Catastrophic (5)	Ongoing failure to provide an adequate service in a key area.	Perceived as a failing authority requiring intervention.	Uncontrollable financial loss or overspend over £1.5m.	Failure to deliver multiple key priorities.	Significant staff dissatisfaction or long-term absence, or increased staff turnover including key personnel.	Litigation almost certain and difficult to defend. Breaches of law punishable by imprisonment. Possible responsibility for death.
Major (4)	Key service areas disrupted 5+ days Other service areas ongoing failure.	Significant adverse national publicity.	Financial loss or overspend greater than £1m.	Failure to deliver key priority.	Adverse staff dissatisfaction or increased absence and turnover of staff.	Litigation expected and uncertain if defensible. Breaches of law punishable by significant fines. Fails to prevent death, causes extensive permanent injuries or long-term sick.
Moderate (3)	Key service disruption 3-5 days Other service disruption 7+ days.	Adverse national publicity of significant adverse local publicity.	Financial loss or overspend greater than £700k.	Unsatisfactory delivery of priorities.	Declining staff satisfaction, or some loss of staff due to absence or turnover.	Litigation expected but defensible. Breaches of law punishable by fines. Fails to prevent extensive permanent injuries or long-term sick.
Minor (2)	Key service disruption 2 days Other service disruption 2-7 days.	Minor adverse local publicity.	Financial loss or overspend greater than £100k.	Poor delivery of priorities.	Short-term dissatisfaction, minor loss of staff due to absence or turnover.	Complaint or litigation possible. Breaches of regulations or standards. Long term injuries or sickness.
Minimal (1)	Any service disruption 1+ day.	Unlikely to cause adverse publicity.	Financial loss or overspend under £100k.	Minimal reduction in delivery of priorities.	Loss of staff morale but unlikely to result in absence or turnover of staff.	Unlikely to cause complaint. Breaches of local procedures.

LIKELIHOOD

The likelihood is the consideration of how likely it is that the risk will occur. The Council determines likelihood by considering whether the event has occurred previously or elsewhere, how probable its occurrence is and how quickly the risk may materialise. The Council considers risk likelihood using the matrix below:

Level	Probability	Description
Highly Probable (5)	80% +	Without action is likely to occur; frequent similar occurrences in local government / Council history or anticipated within the next 6 months.
Probable (4)	60% - 80%	Similar occurrences known often in local government / Council history or anticipated within the next 12 months.
Possible (3)	40% - 60%	Similar occurrences experienced in local government / Council history or anticipated within the next 18 months.
Unlikely (2)	20% - 40%	Not unheard-of occurrence in local government / Council history. Anticipated within the next 2 years.
Rare (1)	0% - 20%	Seldom occurs; no recent similar instances in local government / Council history.

RISK RESPONSE

The Council adopts the five Ts of risk management responses:

- **transfer** - Shifting the risk, in whole or in part, to a third party.
- **tolerate** - Accepting the likelihood and consequences of the risk.
- **treat** - Put in place (or strengthen) controls - this is the most common way of manging risks.
- **terminate** - Deciding to cease the activity which causes the risk.
- **take the opportunity** - Balancing threats and opportunities to make an informed decision to accept the risk.

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RISK MANAGEMENT FRAMEWORK

The Council's 'Risk Management Framework' provides a detailed guide setting out the Council's risk management process, including the approach to identifying, assessing, managing and reporting risks within the Council.

The framework sets out the risk management process, which is illustrated on the diagram below, with a summary provided for each step.

Step 1 – Set Objectives

Clarify objectives and confirm the risk register being considered
- Corporate Risk Register (Strategic)
- Operational Risk Register (Service Level).

Step 2 – Identify Risks

Think ahead and consider if the objective hasn't been met, why? What has stopped us? What are the opportunities?

Map out risk wording – 'As a result of (cause), (event) could happen, resulting in (consequence)'.

Communication & Consultation

Reporting on risk is undertaken throughout the year by Mid Kent Audit.

Reports are circulated to Strategic Management Team, Policy and Resources Committee and Audit Committee.

Step 3 – Evaluate Risks

Establish key existing controls and whether they are managing the impact and/or likelihood of the risk.

Calculate risk rating using impact and likelihood of an event on the risk matrix.

Step 5 – Monitor & Review

Risks change throughout the year, and so the register should reflect changes as they arise.

Step 4 – Risk Response

Plot risks on the matrix based on risk score and consider the level of risk appetite that the Council is willing to accept with in pursuit of achieving objectives.

Communication

Objectives

Risk Identification

Monitoring & Review

Risk Response

Risk Evaluation

Consultation

STEP 1 - SET OBJECTIVES

As a risk is an event that could affect the achievement of objectives. Before assessing what stands in your way, you need to know where you're going. This includes understanding what the Council wants to achieve and the resources it has available (both capacity and capability) to deliver. What are your **objectives**?

- **What** are you seeking to achieve?
- by **When**? and
- **Who** is responsible for achieving them?

Risk management fits in with, and supports, service objectives, which in turn support the objectives of the Council. The link between Council objectives, through to service objectives is called the golden thread. When everyone at the Council is pulling in the same direction, we will have a much greater chance of being able to achieve our shared goals.

The Council sets its corporate objectives in the **Corporate Plan**, and services objectives are determined as part of the **Service Planning** process. The **Annual Delivery Plan** combines how these objectives will be delivered.

Clarifying your objectives will allow a greater understanding of what will stop you achieving those objectives and what opportunities you need to grasp to meet your goals. Setting your objectives clearly will also reveal links to internal and external stakeholders on whom you rely as well as other external factors that will impact your objectives.

STEP 2 – IDENTIFY RISKS

The purpose of any risk identification exercise is to find the **uncertain event** that could impact on your objective.

IDENTIFICATION EXERCISE

Events can be a single event or a series of events. As time passes, the risks will inevitably change. Therefore, this step has two elements:

- **Initial risk identification** is the addition of new risks that are not on the risk register. For example, when embarking on a project, following a major service change or creating a new service plan.
- **Continuous risk identification** changes to existing risk descriptions or changes in circumstances leading to new risks.

Common techniques used across the Council to identify risks are **brainstorming**, **workshops** and **facilitated discussions**. Asking the following questions can help identify risks:

- In a years' time, if we haven't achieved this objective, why? What could have stopped us?
- What could realistically go wrong?
- What do we need to achieve this objective? Do we depend on others to succeed?
- What opportunities might arise?

One of the pitfalls when identifying risks is to simply say the opposite of the objective. Instead, look for potential events or circumstances which could occur **in the future**. The below table illustrates what may, or may not be, considered a risk:

Objective	Potential Risk Statement	Is this a risk?
To provide the best services resources allow	Failing to provide the best services resources allow.	✖ This is simply stating the opposite of the objective.
	Public are dissatisfied with Council services.	✖ This is a statement of the potential **impact** of failing to meet the objective; not in itself a risk.
	A lack of suitably trained and available staff limiting ability to deliver efficient services.	✓ This is a risk we can **control** by, for instance, making plans to keep training up to date and reviewing our staffing needs.
	The Government has reduced our funding.	✖ This has already happened and so is an **issue** to be managed. Risks look ahead to potential events and so involve at least some uncertainty.
	The Government sharply reduces future funding.	✓ This is a risk over which we have little or no control, but we can assess **likelihood** and, if required, make **contingency plans**.

RISK DESCRIPTION

When articulating your risk, it is useful to capture the cause and consequence of the risk, i.e. as a result of [**cause**], [**risk**] could occur meaning [**consequence**]. For the above example one risk could read: *Government policy changes could result in a significant reduction in future funding, leading to a reduction in the quality of our service*.

RISK REGISTER

The risks generated from this step should be captured in the **risk register**. The Council uses JCAD software to capture, update and report on risks. The platform will guide you through the process of adding a new risk.

STEP 3 – EVALUATE RISKS

Having identified the risk, the next step is to understand how big it is. A key element of evaluating risks is establishing what controls are in place to manage the risk. This helps us to determine the 'business as usual' position, referred to as the **unmitigated risk**.

CONTROLS

A control is defined as any action taken by management or other parties to manage risk and increase the likelihood that objectives and goals will be achieved. There are different types of internal controls as described in the following table:

Control Category	Description	Examples
Preventative	Designed to limit the possibility of an undesirable outcome. These primarily manage the *likelihood* of the risk.	Financial Standing Orders Prior authorisation Access controls (system / physical) Data retention and destruction
Directive	Designed to set desired outcomes and expectations.	Policies and procedures Training and awareness Job descriptions

	Can manage the risk *impact* or *likelihood*.	Manuals
Detective	Designed to identify problems when undesirable events have occurred. These primarily manage the risk *impact*.	Analytical review Exception reporting Sample checking Physical checks
Corrective	Designed to correct an undesirable outcome and prevent re-occurrence. These primarily manage the risk *impact*.	Restoration of backup files Insurance / compensation

Consideration should be given to whether the control is designed and operating effectively or whether improvements need to be made. Where the control is not effective it will be less useful in reducing the risk and this should be taken into account when scoring the risk.

SCORE RISKS

Once the controls have been identified the risk can be evaluated. Risk evaluation incorporates two elements:

- **Impact** – how severely the organisation would be affected if the risk materialises. In other words, if the forecast event happens then what will that do to the Council?

  Risk **impact** is considered across several different criteria, including Service, Reputation, Wellbeing, Legal/Compliance, Financial and Strategic Objectives.

  For your risk consider the type of impact that would be felt by the Council. It is possible that some impact types may not be relevant. For the types of impact that apply, consider what is the most credible worst impact should the risk materialise. Once all possible impacts have been considered **the highest most credible impact score is taken as your overall impact score.**

- **Likelihood** – This is a consideration of how likely it is that the risk will occur. In other words the probability that it will materialise and become an event that needs managing.

  Risk **likelihood** is determined by considering whether the event has occurred previously or elsewhere, how probable its occurrence is and how quickly the risk may materialise.

The **score for the risk is obtained by multiplying the overall impact score by the likelihood score**. The criteria used to assess impact, and likelihood can be found in the Risk Management Strategy and should be used to guide your evaluation of each risk identified.

Document your existing controls and impact / likelihood scores in your **risk register** in JCAD.

STEP 4 – RISK RESPONSE

Now you've identified your risks and established how big they are, you will need to decide what action (if any) you are going to take. How you respond is determined by the risk score and consideration of the Councils' risk appetite.

The Council's risk appetite guides how much risk the Council is comfortable with and able to bear. The Council recognises that to achieve its objectives it must take risks, but that some risks are

unacceptable (above our tolerance) and so action should be taken immediately to manage these risks. Risk appetite and tolerance are illustrated the [Risk Management Strategy](#).

The following table outlines what risk owners should do to respond to their identified risks based on the risk score:

Rating	Definition	Guidance to Risk Owners
Severe Score 20 25	Risks at this level sit above the tolerance of the Council and are of such magnitude that they form the Council's biggest risks. The Council is not willing to take risks at this level and action should be taken immediately to treat, transfer or terminate the risk.	Identify the actions / controls necessary to manage the risk down to an acceptable level. If necessary, steps will be taken to collectively review the risk and identify any other possible mitigation (such as additional controls).
High Score – 15-16	These risks are within the upper limit of risk appetite. While these risks can be tolerated, controls should be identified to bring the risk down to a more manageable level where possible. Alternatively, consideration can be given to transferring or terminating the risk.	Identify controls to treat the risk impact / likelihood and seek to bring the risk down to a more acceptable level.
Medium Score – 5-12	These risks sit on the borders of the Council's risk appetite and so while they don't pose an immediate threat, they are still risks that should remain under review. If the impact or likelihood increases, then risk owners should seek to manage the increase.	Keep these risks on the radar and update as and when changes are made, or if controls are implemented. Movement in risks should be monitored, for instance featuring as part of a standing management meeting agenda.
Low Score – 1-4	These are low level risks that could impede or hinder achievement of objectives. Due to the relatively low level, it is unlikely that additional controls will be identified to respond to the risk.	Keep these risks on your register and formally review at least once a year to make sure that the impact and likelihood continues to pose a low level.

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Depending on how you have decided to respond to your risk the following action will need to be taken:

- Where you have decided to **treat** your risk: document your planned controls / actions in your risk register and re-score impact and/or likelihood. This will give you your **mitigated** risk rating, which assumes all planned controls / actions have been fully implemented and are operating effectively.
- If you have decided to **Tolerate** the risk, no further action is necessary. The risk register will capture the risk and its' existing controls, and the **unmitigated** and **mitigated** scores will be the same.
- For **terminated** risks, the risk should remain in the risk register until the activity causing the risk has been stopped. You may want to capture what action is being taken to terminate the activity. Once terminated the risk should be removed from the risk register.
- Where you decide to **transfer** (in whole or in part) the risk you will need to consider what risk remains to the Council. Capture the transfer as a planned action in the risk register and re-score impact and/or likelihood. This will give you your **mitigated** risk rating. Once the risk has been transferred you may want to consider whether any risks relating to the transfer need to be recorded in the risk register.
- If **taking the opportunity**, you must balance threats and opportunities to make an informed decision to accept the risk.

PLANNED CONTROLS / ACTIONS

If you have decided to **treat** the risk and have identified actions or new controls that can be introduced care should be taken to ensure they are SMART – specific, measurable, achievable, realistic and have a timescale. Carefully consider what your planned control / action will deliver and how it will help to manage the risk.

Document your decided course of action and the mitigated impact and likelihood scores in your **risk register** in JCAD.

STEP 5 – MONITOR AND REVIEW YOUR RISKS

Monitoring risks supports our understanding of whether and how the risk profile of services and the Council is changing. It also helps us to determine the extent to which controls are working as expected to manage risks. It is therefore a key step in the process to routinely consider and review our risks. At a minimum, the standard review period of risks is every six months. For higher rated risks, a more regular review period should be adopted by the owner dependant on the nature of the risk. This can be adjusted on JCAD accordingly.

The process of monitoring and reviewing risks can take place at any time. You could choose to discuss your risk register(s) during routine management team meetings or 1:1s, or you could review risks as circumstances change – for example changes in service delivery or in the Council's external environment. To ensure risks are routinely reviewed all risks should be reviewed at a minimum of every six months.

When reviewing your risks consider whether the risk is still relevant and whether the risk description is accurate. If the risk no longer applies then mark the risk as **closed** and provide some detail explaining why. If the risk still exists but needs to be updated adjust the cause, risk and/or consequences.

Next consider the current controls and ask yourself:

- Are the controls **still in place**?
- Are the controls **operating effectively**?
- Has anything **new** been introduced?

If you have identified planned controls / actions as part of your risk response this step is the time to consider how implementation is progressing. Consider whether the action is complete, or control now introduced and operating effectively. If so, the action should be marked as complete and (where necessary) existing controls updated to reflect the changes made.

Once you have considered these areas, review the **current** and **mitigated** risk scores to consider whether any of the changes identified above have altered the scores. See step 2 for a reminder on how to score the risks**.**

COMMUNICATION AND CONSULTATION

A register of all the Council's risks is contained within JCAD and is used to report on key risks over the course of the year. Discussing key risk information and consulting on how to respond to the Councils' most critical risks ensures transparency and facilitates effective decision making.

A wide range of risk information is reported as needed, including thematic information and emerging risks. Reporting of risk information is facilitated by Mid Kent Audit Team as set out in the Risk Management Strategy.

Communication should flow throughout the Council so as well as reporting risk information up to SMT and members, feedback from these discussions is also provided to risk owners. The following diagram depicts the reporting of risk information:
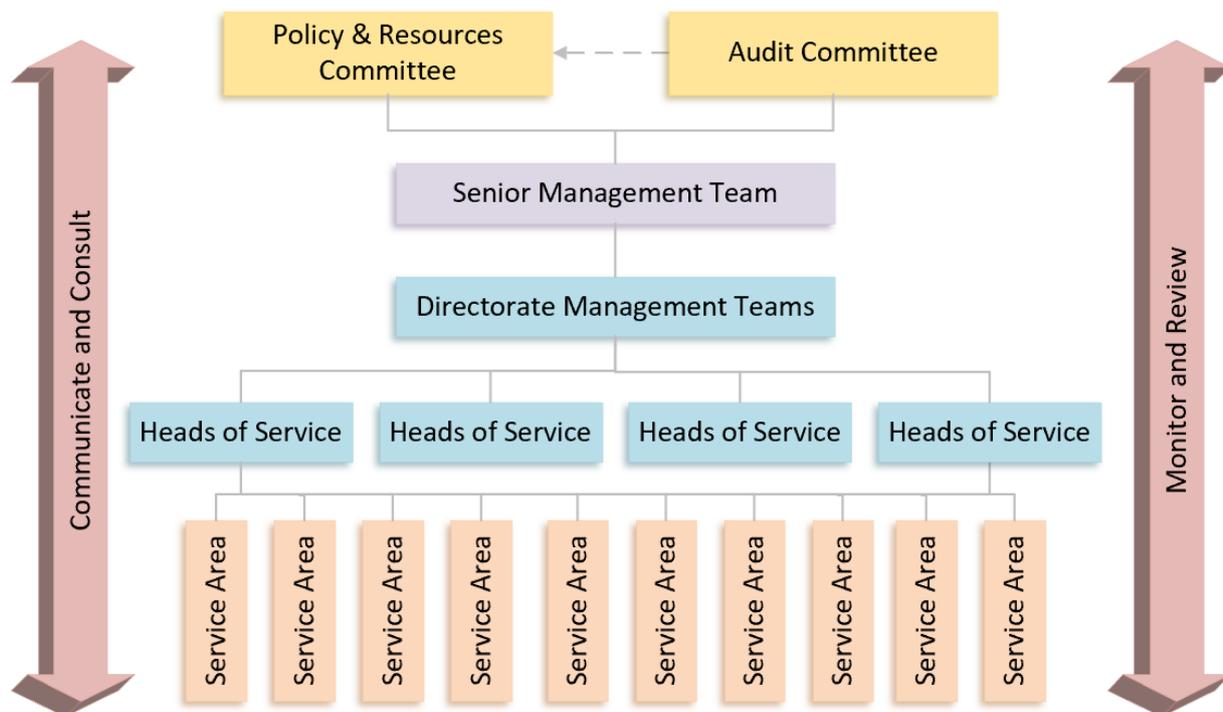
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VERSION CONTROL

Version	Date	Updated By	Summary of Changes:
4.5	July 2025	Katherine Woodward	Minor typographical amendments and reference to the Annual Deliver Plan included
4.4	June 2025	Georgia Harvey	Back cover updated.
4.3	May 2025	Georgia Harvey	Changes accepted and risk review period guidance updated. Added into template and fixed accessibility errors.
4.2	May 2025	Katherine Woodward	Reviewed changes and corrected typos.
4.1	May 2025	Georgia Harvey	Addition of Policy Statement, Risk Management Strategy and refresh of Risk Management Framework.
3.0	2022		
2.0	2019		
1.0	2015		

Swale Borough Council
Swale House
East Street
Sittingbourne
Kent ME10 3HT
www.swale.gov.uk

Front cover: Beach huts at Leysdown