Policy & Resources Committee Meeting	
Meeting Date	13 July 2026
Report Title	Risk Management Update
EMT Lead	Lisa Fillery – Director of Resources
Head of Service	Katherine Woodward – Head of Audit
Lead Officer	Katherine Woodward – Head of Audit
Classification	**Open**
Recommendations	1. To consider the Council's corporate risks and overall risk profile, gaining assurance that key risks are being appropriately managed.

1 Purpose of Report and Executive Summary

1.1 The reporting of risk information is essential to ensure risks are being appropriately identified and managed and, ultimately, to ensuring the Council achieves its priorities.

1.2 This report sets out the strategic risks identified by the Council and to be tracked and managed by senior management. This report provides and update on the evaluated threat level and controls in place for each risk issue.

2 Background, Context and Proposals

2.1 The Council's risk management arrangements have been in place since 2015, with Mid Kent Audit facilitating the operation of the overall process. The Risk Management Framework is comprehensively reviewed and updated, with the current version approved by Audit Committee in July 2025. Risk management is well established within the Council; with officers engaged in the process, and aware of their risks and how to manage them.

2.2 The risks included in the report were developed in risk management workshops and a survey facilitated by Howden Group (Enterprise Risk Management Solutions) during March and April 2026. The participants included, the Leader, the Chairman of the Audit Committee, representatives from the Policy and Resources Committee, representatives from the Audit Committee, Group Leaders and the Council's Strategic Management Team along with the Head of Mid Kent Audit Partnership. Strategic Risks are those events that within the next 12 – 24 months pose a risk to the Council delivering it's objectives.

2.3 Risk owners have been populating theses new risks by identifying the current mitigations and future planned actions to further mitigate these risks. This is an ongoing process, and the risk register should be considered a 'live document'.

2.4 The Council uses risk management software (JCAD) to support risk owners with the maintenance of their risks in accordance with the Council's Risk Management Framework.

2.5 These new risks will be populated into JCAD following this meeting and the usual reporting process to the committee will commence in the Autumn.

2.6 Risk information is routinely reported to members and the management team as follows: Senior Management Team (SMT) receive quarterly updates on all corporate and key operational risks. Policy & Resources Committee received half yearly updates on risk management. The Audit Committee receive an annual report on the effectiveness of the Council's risk management arrangements.

2.7 There is no legal requirement on the authority formally to monitor its risks, still less is there a defined framework to do so. Although failing to monitor and record risks will leave the Council vulnerable to external criticism – for example by its external auditors who are required to assess the effectiveness of risk management when considering their annual Value For Money conclusion.

2.8 Members of Policy & Resources Committee are responsible for oversight and challenge of how the Council's key risks are managed. In particular, the management of those risks above the Council's risk appetite. As such, Members are asked to consider the Council's risks and whether they are being appropriately managed.

2.9 .

2.10 .

3 Recommendations

3.1 To consider the Council's corporate risks and overall risk profile, gaining assurance that key risks are being appropriately managed.

4 Alternative Options Considered and Rejected

4.1 Identifying and monitoring the Council's risks is a key component of effective governance. The Council could decide not to identify, monitor and report on high-level risks, but this would be contrary to the agreed Risk Management Framework and principles of good governance

5 Consultation Undertaken or Proposed

5.1 The Strategic Risk Register has undergone periodic review and examination by the Council's Strategic Management Team, the Policy and Resources Committee and the Audit Committee. This stands in addition to ongoing monitoring by the identified risk owners.

5.2 All risk owners and Heads of Service have been involved in the identification and assessment of the Council's risks. The risks reported have been reviewed and updated by the relevant risk owner.

6 Implications

Issue	Implications
Corporate Plan	Effective risk management is part of the Council's governance framework. The purpose of the risk management process is to ensure that key risks are identified and appropriately managed as the Council pursues its corporate objectives.
Financial, Resource and Property	Investment in developing risk management arrangements is being met from existing resources within the Mid Kent Audit partnership. No implications have been identified.
Legal, Statutory and Procurement	None identified at this stage
Crime and Disorder	None identified at this stage
Environment and Climate/Ecological Emergency	None identified at this stage
Health and Wellbeing	None identified at this stage
Safeguarding of Children, Young People and Vulnerable Adults	None identified at this stage
Risk Management and Health and Safety	This report is about risk management across the Council. No health and safety implications have been identified.
Equality and Diversity	None identified at this stage
Privacy and Data Protection	None identified at this stage
Local Government Reorganisation	None identified at this stage

7 Appendices

7.1 The following documents are to be published with this report and form part of the report:

- Appendix I: Risk Management Update – June 2026

8 Background Papers

- Risk Management Framework 2025.