



RISK MANAGEMENT STRATEGY

Date Ratified: 10 February 2026

Meeting: Finance & General Purpose Committee

Next review date: February 2029 (*3 yearly review*)

Supersedes: Risk Management Policy & Procedure 2022

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1. Purpose

This Risk Management Strategy outlines Thornbury Town Council's ("the Council") approach to identifying, assessing, managing, and monitoring risk across all activities. It explains the framework and practical processes that ensure risk management is applied consistently and proportionately.

The Strategy applies to workplace activities, routine operational functions, projects, programmes and events. It is intended to ensure that risks are identified at the earliest opportunity, managed appropriately, and escalated where necessary. By embedding risk management into everyday activities, the Council aims to reduce the likelihood of harm, service disruption, or reputational damage, and to ensure that statutory duties are met.

This Strategy supports good governance and legal compliance and promotes a risk-aware culture in which councillors, employees, and contractors understand their responsibilities and actively contribute to managing risk.

2. Relationship to Other Council Policies

This Strategy forms part of the Council's wider governance and internal control framework and must be read alongside related Council policies, including:

- The Strategic Risk Register Policy, which sets out the overarching risk framework.
- The Health & Safety Policy, which defines the Council's approach to statutory health and safety duties.
- The Health & Safety Statement, which confirms the Council's commitment to providing a safe working environment for employees, councillors, contractors, volunteers, and the public.

Operational risk assessments undertaken in line with this Strategy will inform both the Strategic Risk Register and the Council's health and safety management arrangements, ensuring a coordinated and consistent approach to risk.

Any operational risk assessment that results in a residual (post-mitigation) score above 10 (amber or higher) must be escalated and recorded in the Council's Strategic Risk Register.

3. SCOPE

This Strategy applies to all Council activities and to all individuals involved in their delivery, including councillors, employees, volunteers, agency staff, and contractors. Risk management covers:

- Day-to-day operations and service delivery
- Use of Council premises, land, and equipment
- Projects, capital works, and service changes
- Events organised, funded, or supported by the Council
- Partnership and contractual arrangements

Risk management must be considered at the planning, delivery, and review stages of all activities. It is not a one-off exercise but a continuous process that evolves as circumstances, activities, or external conditions change.

4. RISK MANAGEMENT OBJECTIVES

The Council's approach to risk management is designed to support effective decision-making and responsible governance. The objectives of this Strategy are to:

- Ensure risks are identified and assessed in a systematic and consistent way
- Support staff, officers and councillors to understand the risks associated with decisions and activities
- Reduce the likelihood and impact of harm to people, property, and services
- Safeguard the Council's reputation and public confidence
- Ensure compliance with health and safety, employment, and other relevant legal duties
- Enable timely escalation and appropriate oversight of significant risks

5. RISK MANAGEMENT PRINCIPLES

Risk management within the Council is guided by the following principles:

Proactive – Risks are identified early, allowing action before issues arise

Integrated – Risk management is embedded in planning, reporting, and decision-making

Proportionate – Controls are tailored to the level of risk

Transparent – Risks and mitigation measures are clearly documented and reported

Accountable – Ownership of risks is clearly defined

Dynamic – Risks are reviewed regularly to reflect changing circumstances

6. ROLES AND RESPONSIBILITIES

Risk management is a shared responsibility across the Council.

Full Council provides leadership and oversight, sets the Council's risk appetite, and reviews the Strategic Risk Register at least annually.

Committees review risks within their remit, consider risk implications when making recommendations, and escalate significant risks to Full Council.

The Chief Executive has overall responsibility for the effective operation of risk management arrangements, including maintaining and reviewing the Strategic Risk Register, ensuring alignment with health and safety arrangements, and advising Members on strategic and emerging risks.

Managers are responsible for identifying and managing risks within their service areas, ensuring suitable risk assessments are in place, implementing controls, and escalating risks with a residual score of 6 and over.

Employees and contractors must follow risk assessments and control measures, take reasonable care in their work, and report new or changing risks in line with this Strategy and the Health & Safety Policy.

7. IDENTIFYING RISK

Risks should be identified during the planning, delivery, and review of all Council activities. When identifying a risk, consider what could go wrong, how it might occur, who or what it could affect, and the likely consequences.

Risk identification should take place:

- When planning new activities, projects, or events
- When changing services, processes, or staffing
- Following incidents, near-misses, or complaints
- When legislation, guidance, or external conditions change.

When identifying a risk, consideration should be given to what could go wrong, how it could occur, who or what could be affected, and the potential consequences.

8. RISK ASSESSMENT PROCESS

Once identified, risks must be assessed using the Council's approved risk assessment methodology as set out in the Strategic Risk Register Policy and applied consistently with the Health & Safety Policy.

This involves:

- Identify activity/task
- Describing the risk clearly
- Identify the person at risk
- Scoring the inherent risk, likelihood x severity before controls using the Risk/Priority Indicator Key (Appendix A)
- Identifying existing and additional control measures
- Scoring the residual risk after controls are applied

Risk assessments must be documented (template provided in Appendix A), retained, and reviewed regularly (annually or as per section 7 Identifying Risk).

9. RISK SCORING AND ESCALATION

Risks are scored by multiplying impact and likelihood, producing a score between 1 and 25.

Green risks may be managed locally

Amber or Red risks (residual score of 10 or over) must be escalated to the Chief Executive

Escalated risks will be entered into the Strategic Risk Register.

10. MONITORING AND REVIEW

Risk management is continuous and risk assessments must be reviewed:

- At intervals proportionate to the risk
- When activities or environments change
- Following incidents or control failures

The Strategic Risk Register is reviewed regularly by the Chief Executive and at least annually by councillors.

11. TRAINING AND AWARENESS

The Council will ensure employees and councillors understand their responsibilities and have access to guidance, templates, and competent advice to support effective risk management and compliance with health and safety duties.

12. CONTINUOUS IMPROVEMENT

Risk management arrangements will be reviewed periodically to ensure they remain effective, proportionate, and aligned with best practice, legislative requirements, and the Council's Health & Safety Policy and Health & Safety Statement.

The current Council file structure for Risk Assessments is set out below and is monitored and updated as necessary by appropriately trained and experienced staff and councillors.

- Town Hall Office Staff - TO1 - TO7
- Unique Events - UE1 - UE8
- Various - VA1 - VA5
- Volunteers - VO1 - VO3
- Buildings - BU1 - BU10
- Cleaning - CL1 - CL1
- COSHH
- Fixtures - IT1 - IT3
- General - TC1 - TC6
- Graveyards Overall - GR1 - GR3
- Open Spaces - OS1 - OS5
- Outside Staff and Handyman - OT1 - OT56
- Play Areas - PA1 - PA9
- Play Equipment - PE1 - PE10

APPENDIX A

Risk Assessment		
Task:		Reference Number: BU1
Location/Dept:	Assessment Date:	Assessed by:
Location of Risk Assessment:	Review Date:	Job Title:

			Risk rating before implementing control measures				Risk rating after implementing control measures			
Activity/Task	Hazard/Risk	Persons at Risk	Likelihood (1-5)	Severity (1-5)	Risk/Priority	Controls Measures in Place	Likelihood (1-5)	Severity (1-5)	Risk/Priority	Additional Control Measures Required/To be Considered

Risk/Priority Indicator Key

Likelihood
1. Improbable / very unlikely
2. Unlikely
3. Even chance / may happen
4. Likely
5. Almost certain / imminent

Severity (Consequence)
1. Negligible (delay only)
2. Slight (minor injury / damage / interruption)
3. Moderate (lost time injury, illness, damage, lost business)
4. High (major injury / damage, lost time business interruption, disablement)
5. Very High (fatality / business closure)

RISK / PRIORITY INDICATOR MATRIX						
LIKELIHOOD	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		SEVERITY (CONSEQUENCE)				

Summary		Suggested Timeframe
12-25	High	As soon as possible
6-11	Medium	Within the next three to six months
1-5	Low	Whenever viable to do so