

## Appendix 3 – SBC Movement in Rating

Ref	Business Unit	Risk Description	Current/ Controlled Rating				Controlled	Controls				
			12/24	03/25	06/25	09/25		Target Date	Not Started	In Progress	Implemented	Total
S-SBC0001	Swale BC	Increases in homelessness	20	20	20	20	31/12/2025	1	2	12	15	80%
			12	12	12	12						
S-SBC0003	Swale BC	Housing Supply: Council unable to deliver a 5 year housing supply (5YHLS)	12	12	12	12		0	4	1	5	20%
			12	12	12	12						
S-SBC0004	Swale BC	Design of Major Contracts: Significant changes in how major contracts are delivered when the contract expires.	9	9	9	9		0	3	10	13	77%
			9	9	9	9						
S-SBC0005	Swale BC	Balancing the Budget over the medium term	25	25	25	25	31/03/2026	0	1	10	11	91%
			12	12	12	12						
S-SBC0006	Swale BC	Borough wide infrastructure does not meet need / demand. Infrastructure programmes don't align to the	12	12	12	12	31/10/2025	4	2	6	12	50%
			9	9	9	9						
S-SBC0007	Swale BC	The Council is unable to deliver the climate & ecological emergency motion agreed at Council in June 2019.	9	9	9	9	31/03/2026	0	1	8	9	89%
			9	6	6	6						
S-SBC0008	Swale BC	Cyber Attack leading to IT compromise, loss of sensitive data or disruption of critical services.	12	12	16	25		4	3	14	21	67%
			8	8	16	16						
S-SBC0009	Swale BC	Affordable Housing: Failure to develop a good quality, viable project for the delivery of affordable housing	12	12	12	12	31/10/2025	0	3	12	15	80%
			9	9	9	9						
S-SBC0010	Swale BC	Major Contractor Failure or Decline: Existing suppliers not delivering as per the contract.	20	20	20	15		0	3	8	11	73%
			16	12	12	12						
S-SBC0011	Swale BC	Focus on established priorities: Resources are dissipated away from statutory responsibilities and established priorities	8	8	8	8		0	0	9	9	100%
			4	4	4	4						
S-SBC0015	Swale BC	Funding Capital Spend Delivery of council priorities requires capital spend which cannot be accommodated within	20	20	20	20		3	2	5	10	50%
			12	12	12	12						
S-SBC0017	Swale BC	Difficulties in recruitment & retention caused by changes in relation to Local Government Reorganisation	9	9	9	9	31/12/2025	0	2	13	15	87%
			6	6	6	6						
S-SBC0018	Swale BC	increase in demands on Council services, loss of income and community pressure	16	16	16	16		0	0	7	7	100%
			16	16	16	16						
S-SBC0020	Swale BC	Future Leisure Centre provision	12	12	12	12	07/01/2027	0	2	4	6	67%
			4	4	4	4						

Ref	Business Unit	Risk Description	Current/ Controlled Rating				Controlled	Controls				
			12/24	03/25	06/25	09/25	Target Date	Not Started	In Progress	Implemented	Total	% Implemented
S-SBC0023	Swale BC	Impact of local government reorganisation results in a lack of capacity to balance change programme with delivery of existing services.	n/i	20	20	20		0	0	4	4	100%
			n/i	16	16	16						
		15						12	28	123	163	75%