

Appendix 1 - Standard Risk Register (Simplified) - Redditch

00. Corporate Risks						
Reference	Risk Details	Cause and Effect	Inherent Priority	Controls Control Details	Residual Priority	Actions
1271	<p>Risk Title: Non Compliance with Health and Safety Legislation</p> <p>Risk Owner: Guy Revans</p> <p>Risk Lead: Hannah Corredor</p> <p>Status: Open</p> <p>Risk Appetite:</p> <p>Risk Category: Strategic Legislative</p> <p>Corporate Objective: Well Managed Organisation (Enabler)</p>	<p>Cause: • Consequence of Council action</p> <ul style="list-style-type: none"> • Negligence by Council • Actions beyond Council control <p>Effect: • Reputation affected</p> <ul style="list-style-type: none"> • Legal action against Council • Financial impact 	High (5:4=20)	<p>Reference: 2145</p> <p>Control Title: Standard Operating Procedures - SOP (H&S etc)</p> <p>Health and Safety Committee meets regularly</p> <p>H & S training for staff</p> <p>Health checks</p> <p>DSE assessment and reporting software</p> <p>First Aid training in place</p> <p>Safeguarding Policy and procedures</p> <p>Risk Assessments</p> <p>Updated inspection policy</p> <p>Regular review of policies</p> <p>Continued updates to Health and Safety Committee</p> <p>Data on intranet</p> <p>Owner: Hannah Corredor</p> <hr/> <p>Reference: 2832</p> <p>Control Title: Standard Operating Procedures - SOP (H&S etc)</p> <p>Owner: Becky Talbot</p> <hr/> <p>Reference: 2833</p> <p>Control Title: First Aid training In place</p> <p>Owner: Becky Talbot</p> <hr/> <p>Reference: 2834</p> <p>Control Title: Inspection policy</p> <p>Owner: John Homer</p> <hr/> <p>Reference: 2835</p> <p>Control Title: Safeguarding Policy and procedures</p> <p>Owner: Judith Willis</p> <hr/> <p>Reference: 2836</p> <p>Control Title: Health and Safety Committee meets regularly</p> <p>Owner: Guy Revans</p> <hr/> <p>Reference: 2837</p> <p>Control Title: H & S training for staff</p> <p>Owner: Becky Talbot</p> <hr/> <p>Reference: 2838</p> <p>Control Title: Health checks</p> <p>Owner: Becky Talbot</p>	Medium e (3:3=9)	<p>Reference: 2843</p> <p>Action Title: Complete the agreed action plan arising from the internal audit review by December 2026</p> <p>Action Owner: Becky Talbot</p> <p>Timing: On-Track</p> <p>Current Target: 18 Dec 2026</p>

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				<p>Reference: 2839 Control Title: DSE assessment and reporting software Owner: Becky Talbot</p> <p>Reference: 2840 Control Title: Risk Assessments Owner: Becky Talbot</p> <p>Reference: 2841 Control Title: Regular review of policies Owner: Becky Talbot</p> <p>Reference: 2842 Control Title: Data on intranet Owner: Becky Talbot</p>		
1272	<p>Risk Title: Financial Resilience of the Council and ability to manage financial shocks Risk Owner: Julie Lorraine Risk Lead: Debra Goodall Status: Open Risk Appetite: Risk Category: Strategic Legislative Corporate Objective: Well Managed Organisation (Enabler)</p>	<p>Cause: Reduction in central government funding/business rates Inflation and energy price volatility raising cost base Demand growth in housing, homelessness, and welfare support Limited capacity to generate new income streams Effect: Failure to maintain a balanced budget Service reductions or deferral of capital programmes Potential borrowing Depletion of reserves and reduced resilience Adverse audit opinion and reputational damage</p>	High (4:4=16)	<p>Reference: 2565 Control Title: • Robust budget-setting process in place • Developed budget bids for pressures and details of savings proposed using 5 case model • Data used to evidence need in business cases • Performance Dashboard in place • Established "whole-life" or "end to end" approach to assessment of savings proposals • Enhanced forecasting • Income Diversification / revised fees and charges Owner: Debra Goodall</p> <p>Reference: 2844 Control Title: Regular reporting to the Audit committee on the delivery of savings and budget management Owner: Debra Goodall</p>	Low (3:2=6)	<p>Reference: 1400 Action Title: • Implementation of Enterprise Resource System to improve functionality of system and access to budget managers • Improve consistency and timeliness of information to enable decisions to be made in an informed way • Improve cost recovery information - Project management framework agreed in July 23 by both Councils and Boards set up for ICT, Workforce and Public Realm, Housing still to be set up. Action Owner: Debra Goodall Timing: On-Track Current Target: 28 Feb 2027</p>

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1273	<p>Risk Title: REDDITCH Failure to meet requirements of Regulator for Social Housing Risk Owner: Guy Revans Risk Lead: Simon Parry Status: Open Risk Appetite: Risk Category: Strategic Legislative Corporate Objective: Safe</p>	<p>Cause:</p> <ul style="list-style-type: none"> • Lack of robust monitoring systems • Lack of capacity / resources • Changes in legislation not addressed <p>Effect:</p> <ul style="list-style-type: none"> • Impact on residents • Reputation harmed • Financial Penalties 	Medium e (5:3=15)	<p>Reference: 2211 Control Title: Improvement Plan developed and approved by Executive on 2/9/25 Owner: Guy Revans</p>	Medium e (4:3=12)	<p>Reference: 1348 Action Title: Along with the Improvement Plan an internal Governance Process was established within the report to Executive on 2/9/25.</p> <p>This includes</p> <p>Housing Delivery Group - Officer led Monthly meeting to monitor progress Housing Improvement Board - Chaired by PH for Housing to monitor progress on a monthly basis Strategic Housing Oversight Group - Chaired by PH for Housing and attended by Chief Executive and Deputy Leader</p> <p>Individual Tasks are allocated a lead and target date for completion</p> <p>Supplementary to the internal Governance Process the RSH holds a monthly meeting with RBC officer within their Provider Improvement Programme, to challenge and monitor progress of actions identified within the Improvement Plan. Action Owner: Guy Revans Timing: On-Track Current Target: 31 Mar 2027</p>
1282	<p>Risk Title: Protection from Cyber Attack Risk Owner: John Leach Risk Lead: Mark Hanwell Status: Open Risk Appetite: Risk Category: Operational Technological Corporate Objective: Well Managed Organisation (Enabler)</p>	<p>Cause: Councils are under increasing danger of cyber attack which effects service delivery and associated recovery plans. Although the Council has comprehensive cyber protection volume of attacks from third parties mean risk is at its highest despite mitigation factors.</p> <p>It is imperative that the council has plans in place to minimize such an attack Effect:</p> <ul style="list-style-type: none"> - Inability to deliver operational tasks - Non collection of income - Non payment to suppliers, staff and customers - Reputational damage 	High (5:5=25)	<p>Reference: 2822 Control Title: Cyber Security Board Owner: John Leach</p> <hr/> <p>Reference: 2823 Control Title: Cyber Incident Response Plan Owner: Guy Revans</p> <hr/> <p>Reference: 2824 Control Title: ICT Team Owner: Mark Hanwell</p> <hr/> <p>Reference: 2825 Control Title: Training Owner: Hannah Corredor</p>	High (4:4=16)	<p>Reference: 1529 Action Title: -Although Council has comprehensive cyber protection volume of attacks from 3rd parties mean risk is at its highest despite mitigation factors. - New software continuously evaluated for protection/risk. Action Owner: Mark Hanwell Timing: On-Track Current Target: 31 Dec 2026</p>

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1283	<p>Risk Title: Adequate Workforce Planning Risk Owner: Hannah Corredor Risk Lead: Becky Talbot Status: Open Risk Appetite: Risk Category: Operational Professional/ Managerial Corporate Objective: Well Managed Organisation (Enabler)</p>	<p>Cause: - Lack of adequately trained staff to deliver core functions - Over reliance on agency staff - Over reliance on assistance from other councils or bodies Effect: - The council have an available workforce to discharge their services to the public - Increased costs due to premiums placed on staff - Incorrect decisions being made due to staff not understanding services - Lack of succession planning leading to issues in future.</p>	Medium e (4:3=12)	<p>Reference: 2167 Control Title: Workforce planning is now built into the Service Business Planning process. Owner: Hannah Corredor</p>	Medium e (3:3=9)	<p>Reference: 1623 Action Title: There is a Workforce Strategy Action Plan in place, monitoring to continue inline with this action plan. Action Owner: Becky Talbot Timing: On-Track Current Target: 17 Jan 2027</p>
1284	<p>Risk Title: Resolution of Section 24 Notice Risk Owner: Debra Goodall Risk Lead: Debra Goodall Status: Open Risk Appetite: Risk Category: Operational Financial Corporate Objective: Well Managed Organisation (Enabler)</p>	<p>Cause: The Council currently has disclaimed opinions on its accounts and is working to recover assurance over the next few years. Effect: - Incorrect decision making - Commitment of expenditure that is not available - Government censure due to non completion of their requirements - Member stakeholder and Government confidence</p>	Low (3:2=6)	<p>Reference: 2456 Control Title: External Audit reports Financial recovery process Reporting to Cabinet/Executive, Audit & Council. Owner: Debra Goodall</p>	Low (3:2=6)	

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1288	<p>Risk Title: Cost of Living Crisis Risk Owner: Judith Willis Risk Lead: Lisa Devey Status: Open Risk Appetite: Risk Category: Operational Financial Corporate Objective: Well Managed Organisation (Enabler)</p>	<p>Cause: - Inadequate funding to live. - Lack of access to services. Effect: - Eviction. - Use of food banks - Requirement for more council and third party support.</p>	Medium e (4:3=12)	<p>Reference: 2009 Control Title: Housing Solutions Advisory Service available to all residents Owner: Debra Goodall</p> <hr/> <p>Reference: 2766 Control Title: Financial Inclusion team in place to ensure residents maximise potential benefits available Owner: No User</p> <hr/> <p>Reference: 2767 Control Title: Grant agreement in place with Citizens Advice to support all residents with wide range of financial and legal assistance Owner: Judith Willis</p> <hr/> <p>Reference: 2768 Control Title: Establishment of a multi agency cost of living group meeting bi-monthly to maximise partnership approach for residents Owner: Judith Willis</p> <hr/> <p>Reference: 2769 Control Title: Bromsgrove Cost of living initiative with the VCS Owner: Judith Willis</p>	Medium e (3:3=9)	<p>Reference: 2770 Action Title: To continue to monitor the impact of the cost of living initiative in Bromsgrove Action Owner: Judith Willis Timing: On-Track Current Target: 31 Dec 2026</p> <hr/> <p>Reference: 2771 Action Title: Bi-monthly meetings of the cost of living partnership group Action Owner: Judith Willis Timing: On-Track Current Target: 31 Dec 2026</p>

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1292	<p>Risk Title: Failure to meet waste requirements of the Environment Act 2021</p> <p>Risk Owner: Guy Revans</p> <p>Risk Lead: Simon Parry</p> <p>Status: Open</p> <p>Risk Appetite:</p> <p>Risk Category: Operational Environmental</p> <p>Corporate Objective: Clean and Green</p>	<p>Cause: New Statutory Requirements for delivery of a dedicated Food Waste Service, and changes to materials requiring collection by both Domestic & Commercial Waste Services.</p> <p>Effect: Financial impact on Councils to deliver new services. Primarily increased revenue costs on staff and vehicle operation and maintenance. Offset by Capital funding from Central Government to support assets related to "new burdens". Funding via Extended Producer Responsibilities has been confirmed for 25/6 & 26/7</p>	High (4:4=16)	<p>Reference: 2828</p> <p>Control Title: Project Board Established</p> <p>Owner: Simon Parry</p>	High (4:4=16)	<p>Reference: 1370</p> <p>Action Title: Report to Councils to provide update and seek approval for procurement of the new food waste service and to work in partnership with Wyre Forest DC. This action is to be updated following any decision by Wyre Forest District Council to not continue with the joint procurement exercise with BDC and RBC.</p> <p>Action Owner: Matthew Austin</p> <p>Timing: On-Track</p> <p>Current Target: 28 Feb 2026</p> <p>Reference: 2829</p> <p>Action Title: In-House Mobilisation Plan</p> <p>Action Owner: Matthew Austin</p> <p>Timing: On-Track</p> <p>Current Target: 01 Apr 2026</p> <hr/> <p>Reference: 1368</p> <p>Action Title: Funding awards from DEFRA being reviewed and challenged where necessary on Capital & Revenue. Also review of EPR payments.</p> <p>Action Owner: Matthew Austin</p> <p>Timing: On-Track</p> <p>Current Target: 30 Nov 2026</p>

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1296	<p>Risk Title: Local Government Reorganisation (LGR) prevents the Council from delivering business as usual and work associated with LGR is also ineffective</p> <p>Risk Owner: John Leach</p> <p>Risk Lead: Hannah Corredor</p> <p>Status: Open</p> <p>Risk Appetite:</p> <p>Risk Category: Strategic Political</p> <p>Corporate Objective: Well Managed Organisation (Enabler)</p>	<p>Cause: On the 16th December 2024 the Government announced that second tier local government areas will be changed into unitary authorities. Significant work has taken place with two proposals being submitted to Government by the deadline of 28th November 2025.</p> <p>Vesting day for new unitaries is proposed for April 2028</p> <p>Effect: All Councils within Worcestershire will cease to exist. New Unitary authorities will need to be set up including shadow arrangements. Significant work will need to be undertaken to deliver whichever proposal the Government agrees for Worcestershire. An announcement is anticipated before the summer 2026 recess of Parliament.</p>	High (4:5=20)	<p>Reference: 2793 Control Title: LGR Board Owner: John Leach</p> <hr/> <p>Reference: 2794 Control Title: An Assistant Director for Corporate Services and Transformation has been appointed with responsibilities relating to LGR transition. Owner: Hannah Corredor</p> <hr/> <p>Reference: 2795 Control Title: Action Plan Owner: John Leach</p> <hr/> <p>Reference: 2796 Control Title: Programme Management Board (PMB) Owner: John Leach</p> <hr/> <p>Reference: 2797 Control Title: Service Business Plans Owner: Hannah Corredor</p> <hr/> <p>Reference: 2798 Control Title: Quarterly Assurance Returns Owner: John Leach</p> <hr/> <p>Reference: 2799 Control Title: Decision Reports Owner: John Leach</p> <hr/> <p>Reference: 2800 Control Title: Updates on LGR Owner: John Leach</p>	Medium e (4:3=12)	

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2757	<p>Risk Title: The statutory requirement to have a Section 151 officer might not be met</p> <p>Risk Owner: John Leach</p> <p>Risk Lead: Debra Goodall</p> <p>Status: Open</p> <p>Risk Appetite: Red</p> <p>Risk Category: Strategic Legislative</p> <p>Corporate Objective: Well Managed Organisation (Enabler)</p>	<p>Cause: The Permanent Section 151 Officer left BDC at the end of October 2025. The Deputy Section 151 Officer took on Section 151 Officer responsibilities and another qualified officer back filled the deputy's position. A recruitment exercise for a permanent Section 151 Officer is being progressed.</p> <p>Effect: The impact of not having a Section 151 Officer would mean that the Council would not meet its statutory financial responsibilities as required.</p>	High (4:4=16)	<p>Reference: 2801 Control Title: Interim Section 151 Officer Owner: John Leach</p> <hr/> <p>Reference: 2802 Control Title: Deputy S151 Officer Owner: John Leach</p> <hr/> <p>Reference: 2803 Control Title: Additional Resource within the Finance Team Owner: Debra Goodall</p> <hr/> <p>Reference: 2804 Control Title: Technology One Project Team Owner: John Leach</p> <hr/> <p>Reference: 2805 Control Title: Report Monitoring Owner: John Leach</p> <hr/> <p>Reference: 2806 Control Title: Assurance Owner: Debra Goodall</p> <hr/> <p>Reference: 2807 Control Title: Recruitment for a Permanent S151 Officer Owner: John Leach</p> <hr/> <p>Reference: 2808 Control Title: Support to Members Owner: Debra Goodall</p>	Medium e (3:3=9)	

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2774	<p>Risk Title: Risk of Terrorist Attack Risk Owner: Judith Willis Risk Lead: Bev Houghton Status: Open Risk Appetite: Risk Category: Strategic Legislative Corporate Objective: Safe</p>	<p>Cause: Findings from recent terrorist attacks have highlighted the need for strategic engagement with local authorities, and greater focus on the risk to open spaces Effect: An incident within our local authority area</p>	Medium e (4:2=8)	<p>Reference: 2775 Control Title: Implementation of the Action Counters Terrorism (ACT) Action Plan approved by SLT on 1/12/26. Owner: Judith Willis</p> <hr/> <p>Reference: 2776 Control Title: Senior representative attendance at NPSA Public Authority Information Briefings Owner: Judith Willis</p> <hr/> <p>Reference: 2777 Control Title: Roll out Prevent training Owner: Judith Willis</p>	Medium e (4:2=8)	<p>Reference: 2780 Action Title: Half yearly monitoring of the ACT Action Plan Action Owner: Judith Willis Timing: On-Track Current Target: 31 Dec 2026</p> <hr/> <p>Reference: 2781 Action Title: Annual report to CLT on national and local intelligence Action Owner: Judith Willis Timing: On-Track Current Target: 31 Dec 2026</p> <hr/> <p>Reference: 2783 Action Title: Prevent training to all Staff and Councillors Action Owner: Judith Willis Timing: On-Track Current Target: 31 Dec 2026</p>
2788	<p>Risk Title: REDDITCH: Town Deal Programme Risk Owner: Rachel Egan Risk Lead: Neil Batt Status: Open Risk Appetite: Risk Category: Strategic Economic Corporate Objective: Enterprising Community</p>	<p>Cause: Poor cost control, poor project management, external factors affect cost of materials or availability of contractors/workforce. Effect: Financial implications for the Council, loss of funding if not spent by March 2028.</p>	Medium e (4:3=12)	<p>Reference: 2789 Control Title: Governance Owner: Neil Batt</p>	Medium e (4:2=8)	
2791	<p>Risk Title: Compliance with the Procurement Act 2023 Risk Owner: Claire Felton Risk Lead: Claire Green Status: Open Risk Appetite: Risk Category: Operational Legal Corporate Objective: Well Managed Organisation (Enabler)</p>	<p>Cause: • Legislative changes introduced by the Procurement Act 2023 • Increased emphasis on transparency, competition, and contract performance reporting. Effect: • Non compliance may result in legal challenge, reputational damage, and financial penalties.</p>	Medium e (3:3=9)		Low (2:2=4)	