

Standard Risk Register (Simplified) – Bromsgrove

00. Corporate Risks						
Reference	Risk Details	Cause and Effect	Inherent Priority	Controls Control Details	Residual Priority	Actions
1271	<p><b>Risk Title:</b> Non Compliance with Health and Safety Legislation  <b>Risk Owner:</b> Guy Revans  <b>Risk Lead:</b> Hannah Corredor  <b>Status:</b> Open  <b>Risk Appetite:</b>  <b>Risk Category:</b> Strategic Legislative  <b>Corporate Objective:</b> Well Managed Organisation (Enabler)</p>	<p><b>Cause:</b> • Consequence of Council action  • Negligence by Council  • Actions beyond Council control  <b>Effect:</b> • Reputation affected  • Legal action against Council  • Financial impact</p>	High (5:4=20)	<p><b>Reference:</b> 2145  <b>Control Title:</b> Standard Operating Procedures - SOP (H&amp;S etc)  Health and Safety Committee meets regularly  H &amp; S training for staff  Health checks  DSE assessment and reporting software  First Aid training in place  Safeguarding Policy and procedures  Risk Assessments  Updated inspection policy  Regular review of policies  Continued updates to Health and Safety Committee  Data on intranet  <b>Owner:</b> Hannah Corredor</p> <hr/> <p><b>Reference:</b> 2832  <b>Control Title:</b> Standard Operating Procedures - SOP (H&amp;S etc)  <b>Owner:</b> Becky Talbot</p> <hr/> <p><b>Reference:</b> 2833  <b>Control Title:</b> First Aid training In place  <b>Owner:</b> Becky Talbot</p> <hr/> <p><b>Reference:</b> 2834  <b>Control Title:</b> Inspection policy  <b>Owner:</b> John Homer</p> <hr/> <p><b>Reference:</b> 2835  <b>Control Title:</b> Safeguarding Policy and procedures  <b>Owner:</b> Judith Willis</p> <hr/> <p><b>Reference:</b> 2836  <b>Control Title:</b> Health and Safety Committee meets regularly  <b>Owner:</b> Guy Revans</p> <hr/> <p><b>Reference:</b> 2837  <b>Control Title:</b> H &amp; S training for staff  <b>Owner:</b> Becky Talbot</p> <hr/> <p><b>Reference:</b> 2838  <b>Control Title:</b> Health checks  <b>Owner:</b> Becky Talbot</p>	Medium e (3:3=9)	<p><b>Reference:</b> 2843  <b>Action Title:</b> Complete the agreed action plan arising from the internal audit review by December 2026  <b>Action Owner:</b> Becky Talbot  <b>Timing:</b> On-Track  <b>Current Target:</b> 18 Dec 2026</p>

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				<p><b>Reference:</b> 2839 <b>Control Title:</b> DSE assessment and reporting software <b>Owner:</b> Becky Talbot</p> <p><b>Reference:</b> 2840 <b>Control Title:</b> Risk Assessments <b>Owner:</b> Becky Talbot</p> <p><b>Reference:</b> 2841 <b>Control Title:</b> Regular review of policies <b>Owner:</b> Becky Talbot</p> <p><b>Reference:</b> 2842 <b>Control Title:</b> Data on intranet <b>Owner:</b> Becky Talbot</p>		
1272	<p><b>Risk Title:</b> Financial Resilience of the Council and ability to manage financial shocks <b>Risk Owner:</b> Julie Lorraine <b>Risk Lead:</b> Debra Goodall <b>Status:</b> Open <b>Risk Appetite:</b> <b>Risk Category:</b> Strategic Legislative <b>Corporate Objective:</b> Well Managed Organisation (Enabler)</p>	<p><b>Cause:</b> 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 <b>Effect:</b> 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><b>Reference:</b> 2565 <b>Control Title:</b> • 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 <b>Owner:</b> Debra Goodall</p> <p><b>Reference:</b> 2844 <b>Control Title:</b> Regular reporting to the Audit committee on the delivery of savings and budget management <b>Owner:</b> Debra Goodall</p>	Low (3:2=6)	<p><b>Reference:</b> 1400 <b>Action Title:</b> • 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. <b>Action Owner:</b> Debra Goodall <b>Timing:</b> On-Track <b>Current Target:</b> 28 Feb 2027</p>

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1282	<p><b>Risk Title:</b> Protection from Cyber Attack  <b>Risk Owner:</b> John Leach  <b>Risk Lead:</b> Mark Hanwell  <b>Status:</b> Open  <b>Risk Appetite:</b>  <b>Risk Category:</b> Operational Technological  <b>Corporate Objective:</b> Well Managed Organisation (Enabler)</p>	<p><b>Cause:</b> 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  <b>Effect:</b> - Inability to deliver operational tasks                      - Non collection of income                      - Non payment to suppliers, staff and customers                      - Reputational damage</p>	High (5:5=25)	<p><b>Reference:</b> 2822  <b>Control Title:</b> Cyber Security Board  <b>Owner:</b> John Leach</p> <hr/> <p><b>Reference:</b> 2823  <b>Control Title:</b> Cyber Incident Response Plan  <b>Owner:</b> Guy Revans</p> <hr/> <p><b>Reference:</b> 2824  <b>Control Title:</b> ICT Team  <b>Owner:</b> Mark Hanwell</p> <hr/> <p><b>Reference:</b> 2825  <b>Control Title:</b> Training  <b>Owner:</b> Hannah Corredor</p>	High (4:4=16)	<p><b>Reference:</b> 1529  <b>Action Title:</b> -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.  <b>Action Owner:</b> Mark Hanwell  <b>Timing:</b> On-Track  <b>Current Target:</b> 31 Dec 2026</p>

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1283	<p><b>Risk Title:</b> Adequate Workforce Planning  <b>Risk Owner:</b> Hannah Corredor  <b>Risk Lead:</b> Becky Talbot  <b>Status:</b> Open  <b>Risk Appetite:</b>  <b>Risk Category:</b> Operational Professional/ Managerial  <b>Corporate Objective:</b> Well Managed Organisation (Enabler)</p>	<p><b>Cause:</b> - Lack of adequately trained staff to deliver core functions  - Over reliance on agency staff  - Over reliance on assistance from other councils or bodies  <b>Effect:</b> - 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><b>Reference:</b> 2167  <b>Control Title:</b> Workforce planning is now built into the Service Business Planning process.  <b>Owner:</b> Hannah Corredor</p>	Medium e (3:3=9)	<p><b>Reference:</b> 1623  <b>Action Title:</b> There is a Workforce Strategy Action Plan in place, monitoring to continue inline with this action plan.  <b>Action Owner:</b> Becky Talbot  <b>Timing:</b> On-Track  <b>Current Target:</b> 17 Jan 2027</p>
1284	<p><b>Risk Title:</b> Resolution of Section 24 Notice  <b>Risk Owner:</b> Debra Goodall  <b>Risk Lead:</b> Debra Goodall  <b>Status:</b> Open  <b>Risk Appetite:</b>  <b>Risk Category:</b> Operational Financial  <b>Corporate Objective:</b> Well Managed Organisation (Enabler)</p>	<p><b>Cause:</b> The Council currently has disclaimed opinions on its accounts and is working to recover assurance over the next few years.  <b>Effect:</b> - 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><b>Reference:</b> 2456  <b>Control Title:</b> External Audit reports    Financial recovery process    Reporting to Cabinet/Executive, Audit &amp; Council.  <b>Owner:</b> Debra Goodall</p>	Low (3:2=6)	
1285	<p><b>Risk Title:</b> BROMSGROVE DC Being placed into special measures due to quality of planning application decisions  <b>Risk Owner:</b> Ruth Bamford  <b>Risk Lead:</b> Dale Birch  <b>Status:</b> Open  <b>Risk Appetite:</b>  <b>Risk Category:</b> Operational Environmental  <b>Corporate Objective:</b> Well Managed Organisation (Enabler)</p>	<p><b>Cause:</b> workload increases. staff turnover.  <b>Effect:</b></p>	Medium e (3:3=9)	<p><b>Reference:</b> 2820  <b>Control Title:</b> Application processing  <b>Owner:</b> Dale Birch    <b>Reference:</b> 2851  <b>Control Title:</b> Dale Birch Notes  <b>Owner:</b> Dale Birch</p>	Low (3:2=6)	
1286	<p><b>Risk Title:</b> BROMSGROVE: Delivery of Levelling Up Programme  <b>Risk Owner:</b> Rachel Egan  <b>Risk Lead:</b> Rebecca McElliott  <b>Status:</b> Open  <b>Risk Appetite:</b>  <b>Risk Category:</b> Strategic Economic  <b>Corporate Objective:</b> Enterprising Community</p>	<p><b>Cause:</b> - Non delivery of Levelling Up Programmes within Government time scales.    - Levelling Up funds need to be spent by 31st March 2027  <b>Effect:</b> - If not spent by due dates, costs of implementation post that date fall on the Council  - LUF programme includes Council and LEP funds (TBC) that can be spent beyond March 2027  - Overall these schemes are worth circa 20 mil of grant support, so missing deadlines has large financial impact on the council</p>	Medium e (4:3=12)	<p><b>Reference:</b> 1933  <b>Control Title:</b> Governance  <b>Owner:</b> Rachel Egan</p>	Medium e (4:2=8)	

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

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1292	<p><b>Risk Title:</b> Failure to meet waste requirements of the Environment Act 2021  <b>Risk Owner:</b> Guy Revans  <b>Risk Lead:</b> Simon Parry  <b>Status:</b> Open  <b>Risk Appetite:</b>  <b>Risk Category:</b> Operational Environmental  <b>Corporate Objective:</b> Clean and Green</p>	<p><b>Cause:</b> New Statutory Requirements for delivery of a dedicated Food Waste Service, and changes to materials requiring collection by both Domestic &amp; Commercial Waste Services.  <b>Effect:</b> 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 &amp; 26/7</p>	High (4:4=16)	<p><b>Reference:</b> 2828  <b>Control Title:</b> Project Board Established  <b>Owner:</b> Simon Parry</p>	High (4:4=16)	<p><b>Reference:</b> 1370  <b>Action Title:</b> 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.  <b>Action Owner:</b> Matthew Austin  <b>Timing:</b> On-Track  <b>Current Target:</b> 28 Feb 2026</p> <p><b>Reference:</b> 2829  <b>Action Title:</b> In-House Mobilisation Plan  <b>Action Owner:</b> Matthew Austin  <b>Timing:</b> On-Track  <b>Current Target:</b> 01 Apr 2026</p> <p><b>Reference:</b> 1368  <b>Action Title:</b> Funding awards from DEFRA being reviewed and challenged where necessary on Capital &amp; Revenue. Also review of EPR payments.  <b>Action Owner:</b> Matthew Austin  <b>Timing:</b> On-Track  <b>Current Target:</b> 30 Nov 2026</p>

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1296	<p><b>Risk Title:</b> Local Government Reorganisation (LGR) prevents the Council from delivering business as usual and work associated with LGR is also ineffective</p> <p><b>Risk Owner:</b> John Leach</p> <p><b>Risk Lead:</b> Hannah Corredor</p> <p><b>Status:</b> Open</p> <p><b>Risk Appetite:</b></p> <p><b>Risk Category:</b> Strategic Political</p> <p><b>Corporate Objective:</b> Well Managed Organisation (Enabler)</p>	<p><b>Cause:</b> 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><b>Effect:</b> 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><b>Reference:</b> 2793 <b>Control Title:</b> LGR Board <b>Owner:</b> John Leach</p> <hr/> <p><b>Reference:</b> 2794 <b>Control Title:</b> An Assistant Director for Corporate Services and Transformation has been appointed with responsibilities relating to LGR transition. <b>Owner:</b> Hannah Corredor</p> <hr/> <p><b>Reference:</b> 2795 <b>Control Title:</b> Action Plan <b>Owner:</b> John Leach</p> <hr/> <p><b>Reference:</b> 2796 <b>Control Title:</b> Programme Management Board (PMB) <b>Owner:</b> John Leach</p> <hr/> <p><b>Reference:</b> 2797 <b>Control Title:</b> Service Business Plans <b>Owner:</b> Hannah Corredor</p> <hr/> <p><b>Reference:</b> 2798 <b>Control Title:</b> Quarterly Assurance Returns <b>Owner:</b> John Leach</p> <hr/> <p><b>Reference:</b> 2799 <b>Control Title:</b> Decision Reports <b>Owner:</b> John Leach</p> <hr/> <p><b>Reference:</b> 2800 <b>Control Title:</b> Updates on LGR <b>Owner:</b> John Leach</p>	Medium e (4:3=12)	

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2757	<p><b>Risk Title:</b> The statutory requirement to have a Section 151 officer might not be met  <b>Risk Owner:</b> John Leach  <b>Risk Lead:</b> Debra Goodall  <b>Status:</b> Open  <b>Risk Appetite:</b> Red  <b>Risk Category:</b> Strategic Legislative  <b>Corporate Objective:</b> Well Managed Organisation (Enabler)</p>	<p><b>Cause:</b> 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.  <b>Effect:</b> 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><b>Reference:</b> 2801  <b>Control Title:</b> Interim Section 151 Officer  <b>Owner:</b> John Leach</p> <hr/> <p><b>Reference:</b> 2802  <b>Control Title:</b> Deputy S151 Officer  <b>Owner:</b> John Leach</p> <hr/> <p><b>Reference:</b> 2803  <b>Control Title:</b> Additional Resource within the Finance Team  <b>Owner:</b> Debra Goodall</p> <hr/> <p><b>Reference:</b> 2804  <b>Control Title:</b> Technology One Project Team  <b>Owner:</b> John Leach</p> <hr/> <p><b>Reference:</b> 2805  <b>Control Title:</b> Report Monitoring  <b>Owner:</b> John Leach</p> <hr/> <p><b>Reference:</b> 2806  <b>Control Title:</b> Assurance  <b>Owner:</b> Debra Goodall</p> <hr/> <p><b>Reference:</b> 2807  <b>Control Title:</b> Recruitment for a Permanent S151 Officer  <b>Owner:</b> John Leach</p> <hr/> <p><b>Reference:</b> 2808  <b>Control Title:</b> Support to Members  <b>Owner:</b> Debra Goodall</p>	Medium e (3:3=9)	

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2758	<p><b>Risk Title:</b> Bromsgrove District Council being Placed in Special Measure for Speed of Plan Making</p> <p><b>Risk Owner:</b> Ruth Bamford</p> <p><b>Risk Lead:</b> Michael Dunphy</p> <p><b>Status:</b> Open</p> <p><b>Risk Appetite:</b> Red</p> <p><b>Risk Category:</b> Strategic Legislative</p> <p><b>Corporate Objective:</b> Well Managed Organisation (Enabler)</p>	<p><b>Cause:</b></p> <p><b>Effect:</b></p>	Medium e (4:3=12)	<p><b>Reference:</b> 2814</p> <p><b>Control Title:</b> Progress Local plan under the 30 month plan making system.</p> <p><b>Owner:</b> Michael Dunphy</p>	Medium e (4:2=8)	<p><b>Reference:</b> 2818</p> <p><b>Action Title:</b> Publish the formal notice of the intention to start plan making once regulations are in place- the target date is the latest possible date it has to be done by, it is much more likely to be in the spring / summer 2026</p> <p><b>Action Owner:</b> Michael Dunphy</p> <p><b>Timing:</b> On-Track</p> <p><b>Current Target:</b> 31 Dec 2026</p> <p><b>Reference:</b> 2819</p> <p><b>Action Title:</b> Publish gate way once self assessment the target date is the latest possible date it has to be done by, it is much more likely to be in the Autumn 2026</p> <p><b>Action Owner:</b> Michael Dunphy</p> <p><b>Timing:</b> On-Track</p> <p><b>Current Target:</b> 30 Apr 2027</p>

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2774	<p><b>Risk Title:</b> Risk of Terrorist Attack  <b>Risk Owner:</b> Judith Willis  <b>Risk Lead:</b> Bev Houghton  <b>Status:</b> Open  <b>Risk Appetite:</b>  <b>Risk Category:</b> Strategic Legislative  <b>Corporate Objective:</b> Safe</p>	<p><b>Cause:</b> Findings from recent terrorist attacks have highlighted the need for strategic engagement with local authorities, and greater focus on the risk to open spaces  <b>Effect:</b> An incident within our local authority area</p>	Medium e (4:2=8)	<p><b>Reference:</b> 2775  <b>Control Title:</b> Implementation of the Action Counters Terrorism (ACT) Action Plan approved by SLT on 1/12/26.  <b>Owner:</b> Judith Willis</p> <hr/> <p><b>Reference:</b> 2776  <b>Control Title:</b> Senior representative attendance at NPSA Public Authority Information Briefings  <b>Owner:</b> Judith Willis</p> <hr/> <p><b>Reference:</b> 2777  <b>Control Title:</b> Roll out Prevent training  <b>Owner:</b> Judith Willis</p>	Medium e (4:2=8)	<p><b>Reference:</b> 2780  <b>Action Title:</b> Half yearly monitoring of the ACT Action Plan  <b>Action Owner:</b> Judith Willis  <b>Timing:</b> On-Track  <b>Current Target:</b> 31 Dec 2026</p> <hr/> <p><b>Reference:</b> 2781  <b>Action Title:</b> Annual report to CLT on national and local intelligence  <b>Action Owner:</b> Judith Willis  <b>Timing:</b> On-Track  <b>Current Target:</b> 31 Dec 2026</p> <hr/> <p><b>Reference:</b> 2783  <b>Action Title:</b> Prevent training to all Staff and Councillors  <b>Action Owner:</b> Judith Willis  <b>Timing:</b> On-Track  <b>Current Target:</b> 31 Dec 2026</p>
2791	<p><b>Risk Title:</b> Compliance with the Procurement Act 2023  <b>Risk Owner:</b> Claire Felton  <b>Risk Lead:</b> Claire Green  <b>Status:</b> Open  <b>Risk Appetite:</b>  <b>Risk Category:</b> Operational Legal  <b>Corporate Objective:</b> Well Managed Organisation (Enabler)</p>	<p><b>Cause:</b> • Legislative changes introduced by the Procurement Act 2023  • Increased emphasis on transparency, competition, and contract performance reporting.  <b>Effect:</b> • Non compliance may result in legal challenge, reputational damage, and financial penalties.</p>	Medium e (3:3=9)		Low (2:2=4)	