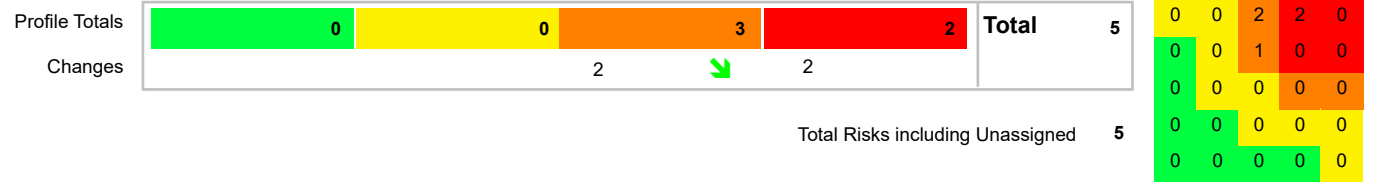


# Risk Register Report

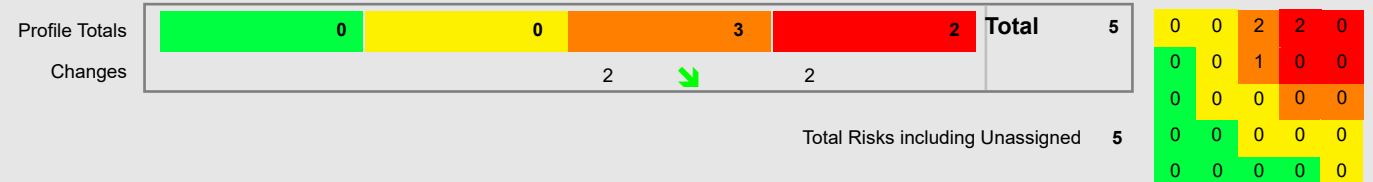


## Directorate



## Risk Register - Corporate Risk Register

Manager \*Risk Management



Risk Issue/Title	Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date
Risks to the MTFS delivery ( 2024/25 - 2026/27) due to pressures in Children's Services, pressures in Social Care and inflationary pressures	exceeding	SMBCC0133	Andrew Felton	98 % complete	04/03/2026	04/04/2026

Caused by	Leading to	Uncontrolled Rating	Mitigating Actions	Control Status	Target Date	Control Progress	Net Assessm	Previous Net Assessment
- Significant demand in Children's services - JTAI (joint targeted area inspection) of Children's Services leading to improvement plan - Adult Social care demand - High Inflation Levels - Higher than budgeted pay award - Cost of living impact	- Council may not be able to deliver all its priorities. - Reductions in services - The Council may not be able to pursue investment opportunities.	25	• Strict monitoring of Budget Delivery by CLT and Cabinet <i>Andrew Felton</i>	In Place		100	20	25 ↓
			• Use of Business Rates Windfall <i>Andrew Felton</i>	In Place		100	4. High	-5
			• Regular lobbying of government for further funding and policy changes to help with our sustainability <i>Andrew Felton</i>	In Place		100	5. Very High	
			• Some service specific reserves are in place <i>Andrew Felton</i>	In Place		100		
			• Financial Sustainability Board identification of savings/ mitigations required <i>Andrew Felton</i>	Complete		100		
			• Identification of further one-off measures to manage budget <i>Andrew Felton</i>	Complete		100		
• Short-term spending controls and identification of further one-off measures to manage budgets. <i>Andrew Felton</i>	Complete		100					

		<ul style="list-style-type: none"> <li>• Explore transformation options and income generating opportunities including grants and external funding opportunities. <i>Andrew Felton</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Fundamental review of the level of services affordable to help identify future savings <i>Andrew Felton</i></li> </ul>	Complete		100	
		<ul style="list-style-type: none"> <li>• Commit to the delivery of savings agreed by the FSB through the formal budget setting process from September 2024- January 2025 <i>Andrew Felton</i></li> </ul>	Complete		100	
		<ul style="list-style-type: none"> <li>• Use of capital receipts flexibility rules to use capital receipts to fund revenue expenditure <i>Andrew Felton</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Review of underlying MTFS planning assumptions completed and reported to the budget strategy group <i>Andrew Felton</i></li> </ul>	Complete		100	
		<ul style="list-style-type: none"> <li>• Directorate financial challenge sessions <i>Andrew Felton</i></li> </ul>	Complete		100	
		<ul style="list-style-type: none"> <li>• Additional funding from Central Government received <i>Andrew Felton</i></li> </ul>	Complete		100	
		<ul style="list-style-type: none"> <li>• Corporate Delivery Board hand over from FSB to delivery MTFS savings and identify savings for future financial gaps <i>Andrew Felton</i></li> </ul>	Complete		100	
		<ul style="list-style-type: none"> <li>• Establish new transformation programme infrastructure and governance to deliver MTFS savings under the Corporate Delivery Board <i>Andrew Felton</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Deliver planned and targeted asset sales to support balancing MTFS, 31/03/26 <i>Andrew Felton</i></li> </ul>	In progress	31/03/2026	90	
		<ul style="list-style-type: none"> <li>• Continue work on further savings options and budget mitigations to address future financial gaps in 26/27 and beyond <i>Andrew Felton</i></li> </ul>	In progress	31/03/2026	75	

Risk Register - Corporate Risk Register

Manager

\*Risk Management

		<ul style="list-style-type: none"> <li>• Exceptional Financial Support approved by MHCLG <i>Andrew Felton</i></li> </ul>	Complete		100	
		<ul style="list-style-type: none"> <li>• Availability of minimum risk assessed reserves and exceptional financial support transformation funding <i>Andrew Felton</i></li> </ul>	Complete		100	

**Review Comments** Exceptional Financial Support enabled a balanced 2025/26 budget to be set, reserves to be stabilised in line with our external auditors' recommendations and has allowed additional time to begin to address the remaining MTFs gaps in future years. The Corporate Delivery Board continues to oversee the transformation programme with a clear focus on assuring the delivery of savings already committed to in the MTFs, which is being tracked and reported to Scrutiny and Cabinet through quarterly financial monitoring. 2025/26 budget is now forecasting to underspend by circa £1m, having reduced month on month since the initial forecast overspend at the start of the financial year, showing strong financial control by CLT and budget managers as the year has progressed. The MTFs refresh has not however delivered a set of options to Members that will allow a balance three-year MTFs, but a balanced 2026/27 budget has been proposed without the need to seek further exceptional financial support for 2026/27, which all political groups have been briefed on. However, the impact of the Governments Fair Funding review has been particularly hard on Solihull despite our overall relative needs increasing, the use of the Council Tax equalisation as part of the new funding formula, the fact this is based on an assumed national average Council Tax, and that Solihull is well below the national average have a significantly negative impact on our funding position, which will likely require additional Council Tax rises or further EFS in future years to address this issue, whilst still leave around a £10m gap to address from 2027/28. Consequently, the section 151 officer assesses this risk remains high given the continued lack of a sustainable and balanced budget beyond a single year, and the fact our overall financial position is now worse in future years than previously reported through the last MTFs refresh, mainly as a result of the negative fair funding review outcomes. There is a strong preference by the S151 to not take further one-off EFS flexibility in future years, but this will be assessed now in future years MTFs refresh processes.

04/03/2026

Risk Issue/Title	Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date
Failure to achieve a balanced budget in the context of unprecedented pressures, which could significantly limit the delivery of other services for Children	exceeding	SMBCC0147	Rasheed Pendry	<div style="width: 86%; background-color: yellow;"></div> 86 % complete	04/03/2026	04/04/2026

Caused by	Leading to	Uncontrolled Rating	Mitigating Actions	Control Status	Target Date	Control Progress	Net Assessment	Previous Net Assessment
- Unprecedented demand for Children Social Care Services at national level - Unpredictable demand for looked after children placements - Increased demand for special school places which through necessity is typically met with out of borough placements causing additional costs on the SEND transport budget - Unexpected additional demand for placements meeting the needs of children with very complex needs during the latter half of 2024	- Impact on outcomes for children and young people - Reduction in other areas of service delivery in order to cover cost of acute services - Financial implications - Legal implications - Reputational damage	Red  25	<ul style="list-style-type: none"> <li>• Ensure robust commissioning and procurement of appropriate cost effective education placements to meet children's needs <i>Rasheed Pendry</i></li> </ul>	In Place		100	Red	15  5
			<ul style="list-style-type: none"> <li>• Joint Additional Needs Strategy and delivery plan in place <i>Rasheed Pendry</i></li> </ul>	In Place		100	5. Very High	
			<ul style="list-style-type: none"> <li>• Reshaping of Education services – completed <i>Rasheed Pendry</i></li> </ul>	Complete		100		
			<ul style="list-style-type: none"> <li>• Graduated approach for children and young people with additional needs <i>Rasheed Pendry</i></li> </ul>	Complete		100		
			<ul style="list-style-type: none"> <li>• Review of Specialist Commissioning Strategy <i>Rasheed Pendry</i></li> </ul>	Complete		100		
			<ul style="list-style-type: none"> <li>• SEND Strategic and Operational Boards established <i>Rasheed Pendry</i></li> </ul>	In Place		100		

		<ul style="list-style-type: none"> <li>• Development of People Strategy within Children' services <i>Rasheed Pendry</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Monthly Children's Social Care financial modelling <i>Rasheed Pendry</i></li> </ul>	Complete		100	
		<ul style="list-style-type: none"> <li>• Review of Sufficiency Strategy <i>Aimee Wright</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Use of budget strategy reserve approved by full council. <i>Rasheed Pendry</i></li> </ul>	Complete		100	
		<ul style="list-style-type: none"> <li>• Development of the Edge of Care Service linked to Social Care Improvement Plan <i>Rasheed Pendry</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Childrens Improvement Plan regularly updated and progressed <i>Rasheed Pendry</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• High Needs capital grant to create local specialist places within current provision. <i>Jane Sowerby</i></li> </ul>	In progress	31/03/2027	25	
		<ul style="list-style-type: none"> <li>• Internal Residential Homes – construction, registration and opening of homes and children in placements. <i>Rachael Ward</i></li> </ul>	In progress	31/03/2026	70	
		<ul style="list-style-type: none"> <li>• Development and sign off, of robust process and timescales for CHC assessment and percentage funding contribution. <i>Aimee Wright</i></li> </ul>	In progress	31/03/2026	50	
		<ul style="list-style-type: none"> <li>• Introduction of an 'entrant to care' panel as well as recruitment panel chaired at AD level. <i>Rasheed Pendry</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Internal Fostering Strategy – recruitment and activation of more internal foster placements. <i>Rachael Ward</i></li> </ul>	In progress	31/03/2026	70	
		<ul style="list-style-type: none"> <li>• Looked after Children strategy to ensure the right children are in care <i>Rasheed Pendry</i></li> </ul>	In Place		100	

			• Implementation of Social Care Reforms <i>Rasheed Pendry</i>	In progress	31/03/2027	25	
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**Review Comments** Spend is being closely monitored across staffing, placements and other expenditure to ensure MTFs /expenditure is within budgetary tolerances. This is both internal to the Directorate through a range of challenge/governance mechanisms as well as across the authority. We continue to successfully and appropriately reduce the need for children to be accommodated and are developing our sufficiency strategy and access to high quality placements in several ways. We have two small homes open and the third is pending completion whilst a revised fostering recruitment project is underway. We are progressing various approaches to reduce spend in placements including, recruitment of foster carers, kinship carers, ensuring that children are in the right placement at the right time, and supporting children to step across from residential care and assuring stability for children in foster care. We are also working to support children at home to avoid coming into the care of the local authority. We are making significant change across the Directorate as a consequence of the National Social Care Reforms – implementation 2027 working alongside partners, communities, children and young people. This focus is also replicated across the High Needs Block and the Designated School Grant including SEND and Home to School Transport – DSG Mitigation plan for 26/27 which was approved by Cabinet in February and thereafter submitted to the DfE. We await more details of the DSG High Needs Sustainability Grant. 04/03/2026

Risk Issue/Title	Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date
Failure to secure sufficient funding to deliver the UK Central Programme	exceeding	SMBCC0144	Perry Wardle	<div style="width: 95%; background-color: yellow;"></div> 95 % complete	22/01/2026	22/04/2026

Caused by	Leading to	Uncontrolled Rating	Mitigating Actions	Control Status	Target Date	Control Progress	Net Assessment	Previous Net Assessment
- Lack of funding in the West Midlands Combined Authority (WMCA) Investment Programme - Pace at which the UK Central Programme needs to progress compared to when funding might be available - Date by which funding commitments need to be given to HS2 Limited for them to change their base scheme.	- The full economic growth potential of UK Central is not realised. - Infrastructure and wider projects in the UK Central programme do not get funded. - Muse/Arden Cross do not progress with development.	Red	<ul style="list-style-type: none"> <li>Regular communication with WMCA Finance Director and Investment Director on funding position of the CA Investment Programme. <i>Andrew Felton</i></li> </ul>	In Place		100	Amber	25
		25	<ul style="list-style-type: none"> <li>Quarterly funding claims are made to WMCA <i>Andrew Felton</i></li> </ul>	In Place		100	3. Medium	-10
			<ul style="list-style-type: none"> <li>Regular dialogue with stakeholders about funding requirements for the UKC hub site. <i>Perry Wardle</i></li> </ul>	In Place		100	5. Very High	
			<ul style="list-style-type: none"> <li>Rigorous project and financial management arrangements in place <i>Perry Wardle</i></li> </ul>	In Place		100		
			<ul style="list-style-type: none"> <li>Governance of former UGC activity consolidated into UKC PMO to approve/monitor project progress &amp; financial commitments <i>Perry Wardle</i></li> </ul>	In Place		100		
			<ul style="list-style-type: none"> <li>Maximise contributions from other funding bodies/partner contributions being pursued as an alternative source inc EBNS LUZ &amp; HE <i>Perry Wardle</i></li> </ul>	In Place		100		

Risk Register - Corporate Risk Register

Manager

\*Risk Management

		<ul style="list-style-type: none"> <li>• Live pipeline of projects maintained to access grant funding for wider UKC objectives <i>Perry Wardle</i></li> <li>• Build strong business cases, incl securing resources for delivery &amp; resilience. <i>Perry Wardle</i></li> <li>• Updated MUSE Masterplan being developed for the Arden Cross site <i>Andrew Round</i></li> <li>• Submit change requests to reallocate WMCA funding secured by the UGC to UK Central priorities <i>Perry Wardle</i></li> </ul>	In Place		100	
			In Place		100	
			In progress	30/06/2026	50	
			In Place		100	

**Review Comments** Reviewed with Perry Wardle. Risk remains substantially unchanged but some minor updates made to mitigating actions.  
22/01/2026

Risk Issue/Title	Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date
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Avoidable death, serious harm or abuse of a child where the Council has a duty of care; Child safeguarding practice review or Domestic Homicide Review publication leading to adverse publicity	exceeding	SMBCC0149	Rasheed Pendry	90 % complete	14/01/2026	14/04/2026
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Caused by	Leading to	Uncontrolled Rating	Mitigating Actions	Control Status	Target Date	Control Progress	Net Assessm	Previous Net Assessment
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<ul style="list-style-type: none"> <li>- Negligent action or failure to take action or excessive delay in taking action</li> <li>- Failure of systems including partnership information sharing</li> <li>- Failure to follow safeguarding procedures and processes</li> </ul>	<ul style="list-style-type: none"> <li>- The Council being held liable for a death or serious injury to a child</li> <li>- Increased risk of litigation, prosecution and compensation claims</li> <li>- Loss of confidence and damage to reputation</li> <li>- Future recruitment challenges</li> <li>- Cost pressures</li> </ul>	Red	<ul style="list-style-type: none"> <li>• Clear Improvement plans for both Children's Social Care, <i>Rasheed Pendry</i></li> <li>• Monthly Executive and Lead Member meetings on safeguarding performance. <i>Rasheed Pendry</i></li> <li>• Engagement with the DfE appointed Regional Improvement Partner (Birmingham Children's Trust) <i>Rasheed Pendry</i></li> <li>• Development of People Strategy to recruit and retain staff and provide necessary training. <i>Rasheed Pendry</i></li> <li>• Ongoing regular engagement with the statutory commissioner <i>Rasheed Pendry</i></li> </ul>	In Place		100	Amber	
		25		In Place		100	15	
				In Place		100	3. Medium	
				In Place		100	5. Very High	
				In Place		100		

			<ul style="list-style-type: none"> <li>Independent Scrutineer in place to provide 'external' objective challenge and accountability to the partnership <i>Rasheed Pendry</i></li> </ul>	In Place		100	
			<ul style="list-style-type: none"> <li>Engagement in the Ofsted monitoring schedule, where mini inspections of children's social care take place on a quarterly basis <i>Rasheed Pendry</i></li> </ul>	Complete		100	
			<ul style="list-style-type: none"> <li>Regular audits (full file and dip sampling) are taking in place to assess standards of practice and intervene where appropriate <i>Rasheed Pendry</i></li> </ul>	In Place		100	
			<ul style="list-style-type: none"> <li>Implementation of Social Care Reforms <i>Rasheed Pendry</i></li> </ul>	In progress	31/03/2027	25	
			<ul style="list-style-type: none"> <li>Implementation of ILACS Action Plan as part of our continued improvement and development journey across the Directorate <i>Rasheed Pendry</i></li> </ul>	In progress	30/09/2026	75	

**Review Comments** We have revised our improvement plans as well as business planning processes across the Directorate on an ongoing basis . Feedback from Ofsted evidence ongoing improvement, as part of the various monitoring visits. Of significance is that our recent full ILACS inspection of Local Authority Children 's Services in November 2025 – Outcome Good. This is extremely positive (from the previous baseline) and it will continue to support our development, responses and implementation of the national Social Care Reforms due by 2027. We continue to draw on external improvement partners, including BCT, our DFE Commissioner and the LGA (Local Government Association) to support us. In addition, we have effective partnership arrangements providing support and challenge, including through the Solihull Safeguarding Children's Partnership Board (SSCP) and the Early Help Board. As part of the National Social Care Reforms we are reviewing the ways in which we deliver our services, and whilst 2026 will be partly a transition year these reforms will be in place by early 2027 as such the net score remains at 15 but will be continually kept under review as the maturity of our practice and implementation of change is progressed.12.01.26  
14/01/2026

Risk Issue/Title	Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date		
Employee or relevant contractor harmed due to lack of awareness of warning markers when dealing with a person, property or location	exceeding	SMBCC0171	Andrew Felton	96 % complete	20/01/2026	20/04/2026		
Caused by	Leading to	Uncontrolled Rating	Mitigating Actions	Control Status	Target Date	Control Progress	Net Assessment	Previous Net Assessment
- Insufficient use of the Corporate Warning Marker Register for checking markers before visits - Absence of technology to link addresses/ calendars and send emails before visits - Absence of systems for sharing information with extended SMBC employee base e.g schools - Lack of system for receiving markers from other agencies	- Serious injury or harm to employee impact staff wellbeing and morale - Failure to demonstrate we meet our statutory duty to keep employees safe Significant fines / prosecution for non-compliance of health and safety and data protection legislation - Unintended escalation of a situation in the absence of background data - Risks to service users	Red 25	<ul style="list-style-type: none"> <li>Monthly usage reports marked against expected use to show where to concentrate our efforts <i>Mark Wills</i></li> <li>Ongoing Communications through the communications team. Communications plan refreshed when required. <i>Mark Wills</i></li> <li>Data shared at AD Group and DLTs on an ongoing basis. <i>Mark Wills</i></li> </ul>	In Place  In Place  In Place		100  100  100	Amber 12 3. Medium 4. High	5  7

		<ul style="list-style-type: none"> <li>• Manager induction checklist includes sharing information on warning markers. <i>Mark Wills</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Employee handbook includes information of the need to use the Warning Marker System. <i>Mark Wills</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• New member induction includes information on Warning Marker system to increase councillor awareness. <i>Mark Wills</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Processes in place for sharing information for each Directorate and SCH. <i>Mark Wills</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Warning Marker Policy in place, with annual reviews through the Assurance Board. <i>Lizzie Edwards</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Procedures available to assist employees to understand how to search and raise markers. <i>Lizzie Edwards</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Corporate Warning Marker Board has representation from all directorates and SCH and robust governance and reporting arrangements <i>Lizzie Edwards</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• System in place to reconcile data held on Warning Marker system with other databases <i>Lizzie Edwards</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Pilot a system for centralised data reconciliation to enhance assurance <i>Mark Wills</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Review use of control codes to assess effectiveness of recommended controls <i>Mark Wills</i></li> </ul>	Complete		100	
		<ul style="list-style-type: none"> <li>• Tracking of effectiveness of data sharing arrangements with organisations we contract with <i>Mark Wills</i></li> </ul>	In progress	31/03/2026	40	

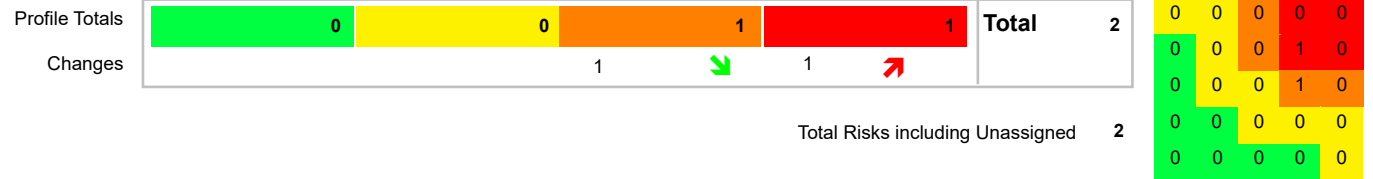
**Review Comments** The Corporate Warning Marker Assurance Board continues to oversee work to improve how the Warning Marker System works and access to the system and provided an update to the Corporate Health and Safety Board on its progress.

20/01/2026



# Directorate

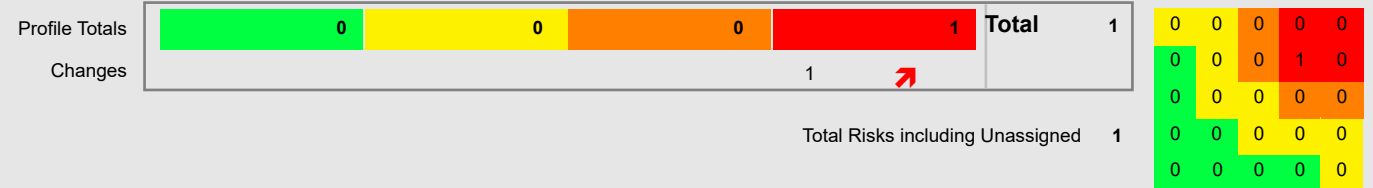
Economy and Infrastructure Directorate



# Risk Register - Housing Strategy

Manager

Satnam Kaur



Risk Issue/Title	Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date		
Cost of temporary accommodation not reducing or actually increasing.	exceeding	HOS0018	Jennifer Mason	79 % complete	17/03/2026	17/04/2026		
Caused by	Leading to	Uncontrolled Rating	Mitigating Actions	Control Status	Target Date	Control Progress	Net Assessment	Previous Net Assessment
- Continued or increased use of temporary accommodation specifically the use of nightly rates - Increasing length of stay in temporary accommodation	- Increase in housing benefit expenditure - Considerable cost to the general fund as housing benefit expenditure for temporary accommodation does not attract 100% subsidy. - No formal budget for the cost to the general fund, spend is currently within the Resources directorate leading to an overspend.	<b>Red</b>  25	<ul style="list-style-type: none"> <li>Regular monitoring of housing benefit expenditure and subsidy for Non-HRA benefit (temporary accommodation) <i>Joanne Robinson</i></li> <li>Accurate forecasting of likely expenditure and subsidy for temp accommodation included in DWP estimate claims <i>Joanne Robinson</i></li> <li>Collaborate with colleagues to support homelessness prevention and cost effective temp accommodation <i>Jennifer Mason</i></li> <li>Regular reporting of issues and potential solutions to the Strategic Housing Board <i>Jennifer Mason</i></li> <li>Move on options for longer stayers in Temporary Accommodation <i>Jennifer Mason</i></li> <li>Formulation of temporary accommodation strategy to reduce use and length of stay <i>Jennifer Mason</i></li> </ul>	In Place  In Place  In Place  In Place  In progress  In progress	       31/03/2026  06/04/2026	100  100  100  100  50  50	<b>Red</b>  16 4. High 4. High	15  1

**Economy and Infrastructure Directorate**

**Risk Register - Housing Strategy**

Manager

Satnam Kaur

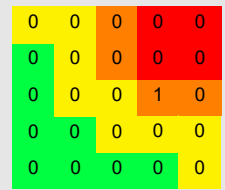
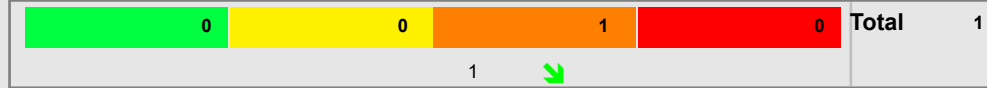
			<ul style="list-style-type: none"><li>• New allocations policy gives extra priority to homeless households reducing demand <i>Jennifer Mason</i></li></ul>	In progress	06/04/2026	50	
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**Review Comments** No change to risk score. Work in this area is ongoing.  
17/03/2026

Risk Register - Non- SEC ES Risks

Manager Kalen Wood

Profile Totals  
Changes



Total Risks including Unassigned 1

Risk Issue/Title	Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date
Increase in Waste Disposal Costs/CSWDC Dividend impact	exceeding	NSES0003	Kalen Wood	<div style="width: 38%; background-color: red;"></div> 38 % complete	14/01/2026	14/04/2026

Caused by	Leading to	Uncontrolled Rating	Mitigating Actions	Control Status	Target Date	Control Progress	Net Assessment	Previous Net Assessment
Meeting the costs of the Emissions Trading Scheme Purchase of carbon allowances Installation of mitigation measures (carbon capture)	Increase in waste treatment costs Impact on annual dividend	Red 16	<ul style="list-style-type: none"> <li>Cost of some elements of ETS to be considered a new burden and potentially funded <i>Kalen Wood</i></li> <li>Member of Governing Board <i>Sarah Alder</i></li> <li>Following progress of legislation via industry groups <i>Kalen Wood</i></li> <li>Review of impact of ETS being carried out by CSWDC <i>Sarah Alder</i></li> </ul>	Proposed  In Place  In progress  Planned	17/06/2026   31/03/2026  11/05/2026	0  100  50  0	Amber 12 4. High 3. Medium	16 -4

**Review Comments** Risk reviewed and still relevant  
14/01/2026



Joint Housing Risk Register (Tier 1)

Risk Register - Joint Housing Risk Register (Tier 1)

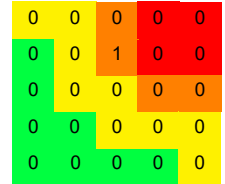
Manager

Perry Wardle

Directorate

Joint Housing Risk Register (Tier 1)

Profile Totals



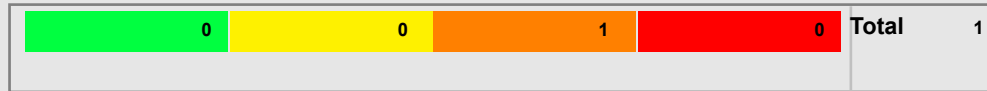
Total Risks including Unassigned 1

Risk Register - Joint Housing Risk Register (Tier 1)

Manager

Perry Wardle

Profile Totals



Total Risks including Unassigned 1

Risk Issue/Title	Appetite Status	Risk Ref	Assigned To	Control Progress	Last Review date	Next Review Date		
Failure to manage and evidence compliance with building safety obligations for Council housing	exceeding	JHR0001	Perry Wardle	93 % complete	30/01/2026	30/04/2026		
Caused by	Leading to	Uncontrolled Rating	Mitigating Actions	Control Status	Target Date	Control Progress	Net Assessment	Previous Net Assessment
<ul style="list-style-type: none"> <li>Not adhering to and understanding legislative requirements</li> <li>Not meeting building safety standards because of changes to Building Safety Regulation October 2023, and the transitional period.</li> <li>Lack of effective assurance</li> <li>Budget challenges to satisfy identified risks.</li> <li>Ineffective IT, systems &amp; processes</li> <li>Challenges recruiting to key post and use of interim arrangements due to sector wide recruitment and retention challenge</li> </ul>	<ul style="list-style-type: none"> <li>Delays/slow delivery of programmes</li> <li>Regulatory failure / investigation</li> <li>Criminal/civil prosecution</li> <li>Injury/fatality</li> <li>Reputational/ financial risk</li> <li>Impacted customers confidence</li> </ul>	Red 25	<ul style="list-style-type: none"> <li>Replace spandrel panels upon the 16 HRRB. <i>Darren Baggs</i></li> <li>Building safety case reports complete. Quality assurance and sign off required at BSAB. <i>Satnam Kaur</i></li> <li>Clarity of legal accountability understood by the Council / Solihull Community Housing (SCH) <i>Perry Wardle</i></li> <li>Senior officers appointed to support the responsibilities of the Council as PAP and SCH/Council as the RP. <i>Perry Wardle</i></li> <li>Installation of sprinklers in all communal areas and individual homes within the 37 Higher Risk Residential Building <i>Darren Baggs</i></li> <li>Structural surveys upon all 37 HRRB completed, supported by intrusive surveys of each of the 5 HRRB architypes. <i>Darren Baggs</i></li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> <li>In progress</li> <li>Complete</li> </ul>	<ul style="list-style-type: none"> <li>30/06/2027</li> <li></li> <li></li> <li></li> <li>31/03/2026</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>33</li> <li>100</li> <li>100</li> <li>100</li> <li>97</li> <li>100</li> </ul>	<ul style="list-style-type: none"> <li>Amber</li> <li>12</li> <li>3. Medium</li> <li>4. High</li> </ul>	

Joint Housing Risk Register (Tier 1)

Risk Register - Joint Housing Risk Register (Tier 1)

Manager

Perry Wardle

		<ul style="list-style-type: none"> <li>• Clear governance in place via the SCH Board, SCH Executive team, the Council's BSAB and CLT. <i>Satnam Kaur</i></li> </ul>	In Place		90	
		<ul style="list-style-type: none"> <li>• Provision of competent advice fulfilled by members of above groups. <i>Perry Wardle</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Regular reporting <i>Perry Wardle</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Regular financial planning through annual budget setting, capital programme and monthly budget monitoring <i>Sam Gilbert</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Compliance health check complete. <i>Paul Edwards</i></li> </ul>	Complete		100	
		<ul style="list-style-type: none"> <li>• Review of building safety/compliance policies/procedures/processes - Final checks underway as part of Regulation Ready process <i>Darren Baggs</i></li> </ul>	In progress	03/04/2026	50	
		<ul style="list-style-type: none"> <li>• Operational level &amp; project level risk registers in place to show detail of specific risks identified &amp; their controls. <i>Darren Baggs</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• Permanent recruitment to the post of Head of Building Safety and Compliance. <i>Darren Baggs</i></li> </ul>	Complete		100	
		<ul style="list-style-type: none"> <li>• Ensure all Contractors engaged in delivering Building Safety and Compliance works hold the required competence certification. <i>Darren Baggs</i></li> </ul>	Complete		100	
		<ul style="list-style-type: none"> <li>• Management and supervision is replicated for all interim and agency appointments similar to all other directly employed staff. <i>Darren Baggs</i></li> </ul>	In Place		100	
		<ul style="list-style-type: none"> <li>• High Rise Residential buildings (HRRB), all 37 registered and Key Building Information provided with Building Safety Regulator <i>Darren Baggs</i></li> </ul>	Complete		100	

**Joint Housing Risk Register (Tier 1)**

Risk Register - Joint Housing Risk Register (Tier 1)

Manager

Perry Wardle

			<ul style="list-style-type: none"> <li>• Ensuring recruitment to full capacity to meet regulatory requirements. August 2025 position, team at full establishment <i>Abel Phiri</i></li> </ul>	Complete		100	
			<ul style="list-style-type: none"> <li>• Ensure all staff employed within the BS and Compliance team have the required competence as outlined in respective. <i>Darren Baggs</i></li> </ul>	In progress	03/04/2026	94	

**Review Comments** Risk has been reviewed to consider the latest progress on spandrel panel works and to record updates to building safety team staffing /recruitment. A full review of the risk is scheduled to be completed before 31.03.2026  
30/01/2026

