Risk & Opportunity Register

The risk and opportunity register outlines potential risks that could prevent your organization from achieving its strategic goals and objectives. Risk identification should be carried out with the full involvement of the relevant parties to ensure the relevant perspectives and expertise should be represented (e.g., appropriately qualified representatives from various functions, contractors, stakeholders, suppliers and specialists as appropriate). The inherent and residual risk columns (O and Z) contain formulae that calculate the risk exposure; the residual risk exposure should always be no worse than the post-control residual risk score.

Ref	Date Raised	Process Name	Source	Risk or Opportunity	Category	Description	Interested Party Concerns	Potential Cause(s)	Potential Consequences	Current Controls	Effectiveness of Controls
RO1	6-Feb-26	Business Review	Internal	Opportunity	Operational	Opportunity to improve strategic decision-making and resource allocation through structured KPI review process, increasing management visibility and staff engagement	Top management needs performance visibility; staff want recognition for achievements	Structured KPI review process revealing improvement potential	Better strategic decision-making, improved resource allocation, staff engagement	Quarterly management reviews held consistently; KPI dashboard established but limited to financial metrics only	Effective
RO2	7-Feb-26	Business Review	Internal	Risk	Technical	Risk of uninformed strategic decisions from incomplete data collection, delayed departmental reporting, and inconsistent KPI definitions across business functions	Board requires accurate financial reporting; auditors need transparent records	Incomplete data collection, delayed departmental reporting, inconsistent KPI definitions	Uninformed strategic decisions, missed improvement opportunities	Standardized reporting templates exist but submission deadlines frequently missed; no consequence for late reporting; KPI definitions not standardized	Not Effective
RO3	8-Feb-26	Business Planning	External	Risk	Market	Risk of budget shortfall and deferred capital investment from economic downturn, rising material, energy and subcontract costs, and changing demand patterns	Investors expect return on capital; employees need clarity on strategic direction	Economic downturn, rising material, energy and subcontract costs, changes in demand patterns	Budget shortfall, deferred investment, potential redundancies	Annual budget process robust but quarterly reviews lack scenario modelling; contingency reserves insufficient for prolonged downturn	Partially Effective
RO4	11-Feb-26	Production	Internal	Risk	Regulatory	Risk of unplanned production downtime, missed delivery dates and machinery incidents from ageing CNC machines with insufficient preventive maintenance and single points of failure on key equipment	Production teams need reliable machines; regulators require work equipment to be maintained in a safe condition	Ageing CNC machines, insufficient preventive maintenance, single point of failure on key equipment	Unplanned downtime, missed delivery dates, machinery incidents	Preventive maintenance programme exists on paper but compliance below 60%; OEE tracking manual and unreliable; breakdown response reactive	Partially Effective
RO5	12-Feb-26	HR & Training	Internal	Opportunity	Human Factors	Opportunity to build a more versatile and resilient workforce through structured cross-training programme, reducing single-person dependencies and improving employee retention	Employees want career development; management needs skilled workforce	Skills gap analysis revealing training needs aligned with business growth plans	More versatile workforce, improved employee retention, reduced recruitment costs	Annual training needs analysis comprehensive; competency matrix maintained; however, cross-functional training ad hoc rather than systematic	Effective
RO6	14-Feb-26	Business Planning	External	Risk	Political	Risk of non-compliance penalties and loss of approved supplier status from the 2026 revisions of the IMS standards, evolving regulatory requirements, and tightening contractual specifications	Regulators require compliance; industry bodies setting new standards	Upcoming 2026 standard revisions, new regulatory requirements, evolving contractual specifications	Non-compliance penalties, loss of approved supplier status, increased audit burden	Regulatory tracking log maintained but not proactive; standards committee participation limited; gap analysis for the 2026 revisions not yet started	Partially Effective
RO7	17-Feb-26	Operational Planning	External	Risk	Operational	Risk of production line stoppages and expedited freight costs from supply chain disruption, single-source components, and extended lead times from overseas suppliers	Supply chain partners expect forecasts; production team needs materials on time	Supply chain disruption, single-source components, extended lead times from overseas suppliers	Production line stoppages, expedited freight costs, partial shipments	Approved supplier list maintained but single-source items not flagged; safety stock levels not reviewed in 12 months	Mostly Effective
RO8	18-Feb-26	Packing & Shipping	Internal	Opportunity	Commercial	Opportunity to reduce packaging costs by 18% and improve sustainability credentials through adoption of recyclable void-fill and optimized box sizing	Customers want sustainable packaging; logistics partners need standardized pallet sizes	New recyclable packaging materials available, customer feedback requesting reduced packaging waste	Reduced packaging costs, improved sustainability credentials, competitive advantage	Packaging specifications exist but not reviewed against sustainability criteria; customer feedback on packaging not systematically collected	Effective
RO9	25-Feb-26	Improvement	Internal	Risk	Market	Risk of external audit observation on lack of continual improvement evidence and competitive disadvantage from stagnating improvement culture, action overload, and absence of prioritization framework	Certification body expects evidence of continual improvement; interested parties benchmark our performance	Stagnating improvement culture, action overload from multiple initiatives, no prioritization framework	Audit observation on lack of continual improvement evidence, competitive disadvantage	Improvement suggestion scheme generates volume but lacks screening; improvement register not prioritized; management review actions frequently overdue	Not Effective
RO10	26-Feb-26	I.T. & Doc Control	Internal	Risk	Operational	Risk of extended production stoppage and loss of production and traceability records from an ERP/MES or machine-control (CNC/PLC program) system outage caused by cyber attack, ransomware or server failure, with backups and recovery never tested and obsolete documents in circulation	Customers require on-time delivery and traceability records; certification body requires controlled documents; employees need access to current revisions	Cyber attack, ransomware, server or controller failure, backups and recovery not tested, obsolete documents in circulation	Production stoppage, missed deliveries, loss of traceability and IMS records, regulatory non-compliance	Firewall and antivirus in place but no penetration testing; daily ERP backups untested; CNC/PLC programs not backed up centrally; recovery plan written but never rehearsed; obsolete hard copies found in 3 production areas	Not Effective
RO11	27-Feb-26	HR & Training	Internal	Opportunity	Operational	Opportunity to improve employee satisfaction, reduce voluntary turnover, and broaden talent pool through introduction of hybrid working, enhanced benefits package, and employee referral bonus scheme	Employees seeking flexible working; recruitment market is competitive for skilled roles	Post-pandemic shift in employee expectations, difficulty recruiting CNC machinists, maintenance technicians and inspectors	Improved employee satisfaction, reduced turnover, broader talent pool through flexible working	Engagement survey conducted annually; exit interviews analysed; however, benefits package not benchmarked against market for 2 years	Effective
RO12	28-Feb-26	Facilities	Internal	Risk	Political	Risk of damage to stored materials, finished goods and equipment from water ingress during increasingly intense rainfall, enforcement notice, and insurance claim rejection from ageing roof, outdated electrical installation, and insufficient storage capacity	Regulators require safe premises; insurers need evidence of maintenance; landlord requires upkeep	Ageing roof showing leaks, outdated electrical installation, insufficient storage capacity	Damage to stored materials and finished goods from water ingress, enforcement notice, insurance claim rejection	Annual building survey conducted but remedial actions slow to complete; electrical testing overdue by 6 months; storage at 95% capacity	Mostly Effective
RO13	15-Jan-26	Facilities	Internal	Risk	Regulatory	verified and notified to the Environment Agency by 5 December 2027 because the natural gas burned in the factory and office heating boilers (EA7) is billed on estimated readings, with no metered data for a 12-month reference period. Identified in the Clause 6.1.2	to carry out an ESOS assessment and notify compliance in each compliance period; a board-level director must sign off the assessment; investors and customers expect	the boiler replacement; no meter readings recorded; no sub-meter on the boiler supply; heating gas is our second-largest fuel use after the furnaces and	financial penalties and publication; an assessment that the lead assessor cannot verify; missed energy saving opportunities in the heating plant; loss of	Annual boiler service; utility bills filed by Finance; Energy Manager aware of the phase 4 qualification date; no meter readings or consumption checks.	Not Effective
RO14	20-Jan-24	Business Review	External	Opportunity	Environmental	assessment was intensity ratio and a board-approved net zero roadmap, enabling improved ESG ratings, access to sustainability-linked finance, and competitive advantage in sustainability-led procurement, building on existing ISO 14001 energy monitoring data for Scope 1 (EA3/EA4) and	scoring; sustainability-led customers include net zero credentials in supplier questionnaires; SECR regulations require annual Directors' Report disclosure coverage Scope 1 and 2	third-party verification; Scope 1 (gas EA3, diesel EA4) and Scope 2 (electricity EA8/EA20) data collected but not reconciled against a verified	to sustainability-linked finance at preferential interest rates; lenders won from customers requiring net zero supply chains; enhanced employee attraction and retention for	Directors' Report; ISO 14001 Clause 9.1.1 energy monitoring programme operational; utility invoices available; Environmental Coordinator tracking monthly consumption data; compliance obligation CO25 rated Compliant but	Partially Effective
RO15	20-Jan-24	Facilities	Internal	Risk	Regulatory	and criminal prosecution following identification that the annual Gas Safe inspection certificate for site gas installations is overdue by four months, with the most recent engineer report noting two unsafe appliances in the boiler room that require immediate decommissioning. Compliance	Safe certification under Gas Safety (Installation and Use) Regulations; insurers require evidence of annual inspection for building cover; Facilities Manager	site access scheduling delays; two unsafe boiler room unit heaters identified by Gas Safe engineer at previous partial inspection; decommissioning not completed before lapse of	gas supply to site; criminal prosecution under Gas Safety (Installation and Use) Regulations 1994–2018; insurance invalidation; site evacuation	Gas Safety procedure documented in the IMS; Gas Safe engineer on approved contractor list; annual inspection scheduled in facilities calendar; Health & Safety Advisor holds the statutory inspection file; compliance obligation CO4 logged in F0613	Not Effective
RO16	1-Feb-24	Production	Internal	Risk	Regulatory	audit finding that hazardous waste consignment notes for waste oils, spent coolant, solvent rags and fluorescent tubes contain gaps in 2023 records, carrier licences were not verified for three collections, and the mandatory 3-year archive is incomplete.	carrier licence verification for all hazardous waste transfers; waste contractors require accurate waste classification; IMS auditors require archived records for Clause 8.1.3 evidence	collections; carrier licences not checked at collection for 3 of 5 approved contractors; solvent-contaminated rags misclassified as non-hazardous on two consignment notes; stores	duty of care liability transferred to the organization for any subsequent mismanagement by unlicensed carrier; EA	Hazardous waste duty of care procedure documented; consignment notes completed at collection; annual hazardous waste return submitted to EA; approved contractor list maintained in compliance register; CO19 currently rated Moderate.	Partially Effective
RO17	1-Mar-24	Facilities	External	Risk	Environmental	from the local authority following two formal resident complaints regarding odour, litter and pests from the waste bins and general waste skip in the production yard, coinciding with the council commencing a formal investigation under Environmental Protection Act 1990 Part III. Linked to significant aspect EA6 (statutory	health team; local authority environmental health officer is actively investigating; the lease requires the shared yard to be kept clean and free of pests; community relations are critical for the	and the waste contractor; general waste collections reduced to fortnightly; food waste placed in general waste bins attracting pests; management inspection programme not identifying	Environmental Protection Act 1990 requiring the nuisance to be abated; fine and daily penalty for non-compliance with the notice; breach of lease terms;	Lidded skips provided; monthly yard inspection programme in place; waste contractor required by contract to close skip lids; neighbour liaison contact point established; CO20 currently rated Compliant without need for further action.	Not Effective
RO18	1-Feb-24	Business Review	External	Opportunity	Environmental	with zero major nonconformances by improving environmental management maturity across the Clause 6.1 traceability chain — linking F0612-01 environmental aspects, F0613-01 compliance obligations and F0611-01 risks — and strengthening the	supplier status; ISO 14001 certification body requires continual improvement evidence at each surveillance audit; investors apply ESG screening that includes ISO 14001	accounts worth £2.4M; aspect-to-obligation traceability chain incomplete across F0612-01 and F0613-01; monitoring programme	accounts; ISO 14001 surveillance audit with zero major nonconformances; stronger responses to customer sustainability questionnaires; improved	Environmental Coordinator dedicated to the environmental elements of the IMS; Clause 9.3 management reviews conducted biannually; F0612-01 Aspect Identification Register and F0613-01 Compliance Obligations and Legal	Effective
RO19	15-Jan-24	Operational Planning	Internal	Risk	Regulatory	employer's liability insurance invalidation following internal audit finding that two RIDDOR-reportable injuries in 2023 — a fractured wrist from a manual handling incident and a over-7-day absence following a machine contact injury — were not notified to HSE within statutory timescales. Compliance	over-7-day absences); workers expect incident data to drive prevention programmes; insurers require RIDDOR compliance for Employer's	level; threshold for reportable injuries not clearly understood — two incidents incorrectly categorized as minor by supervisors; no automated	RIDDOR 2013; Employer's Liability insurance invalidation; HSE investigation of both unreported incidents with potential for improvement notices; CO6 status	RIDDOR procedure documented in the IMS; incident reporting procedure covers near misses and accidents; supervisor training covers H&S legal requirements; Health & Safety Advisor holds NEBOSH General Certificate; CO6 in compliance obligations register.	Not Effective
RO20	1-Feb-24	Facilities	Internal	Risk	Regulatory	failure to maintain complete F-gas equipment logs and scheduled leak check records for seven process chiller, compressed-air dryer and HVAC systems containing HFCs above the 5-tonne CO2e threshold, as required by Fluorinated Greenhouse Gases Regulations	contractor engineers require qualification certificates (City & Guilds 2079) for all work on F-gas systems; ISO 14001 requires monitoring of GHG emissions from site	seven site systems; two systems not leak-checked within required 12-month frequency; one contracted engineer qualification certificate expired at time of last service; 2023 annual F-	each unrecorded leak event; unrecorded HFC release contributing to site Scope 1 GHG emissions contrary to environmental and net zero commitments;	F-gas equipment log maintained in compliance folder; qualified engineer on approved contractor list; annual EA F-gas return process established; CO21 rated Compliant but requires on-going management in F0613.	Partially Effective
RO21	1-Feb-24	Facilities	Internal	Risk	Environmental	identifying that the 1,000-litre standby generator diesel tank bund holds only 84% of the required 110% capacity under Control of Pollution (Oil Storage) Regulations 2001, and the bund of the cutting-oil and coolant store is cracked and unfit for secondary containment.	storage above 200 litres; insurers require evidence of pollution prevention controls for property and liability cover; local watercourse within 50 metres of site boundary is a sensitive	(84% of requirement); cutting-oil and coolant store bund shows visible cracking along base joint; bund drainage discharges via unsealed connection to site	watercourse; EA enforcement notice under Water Resources Act 1991; civil liability for pollution remediation costs potentially exceeding £50,000; insurance	Oil storage bund inspection programme in place; spill response contractor on approved list; drain covers available at key risk points; quarterly bund visual checks conducted by facilities team; CO13 rated Compliant but requires on-going management.	Partially Effective
RO22	1-Feb-24	Facilities	External	Risk	Regulatory	that mains water use rose 25% in Q3 2025, driven by increased process water for parts washing, coolant make-up and pressure testing (EA19) and welfare facility use (EA21), with pressure-test and washer rinse water being emptied to the surface water drains instead of the foul sewer and no sub-metering	discharged to the foul sewer, not to surface water drains; the landlord monitors water costs under the service charge; the local planning authority requires sustainable water use	drains to the surface water drains (EA19); production water metering is manual monthly readings only; welfare facilities not sub-metered separately (EA21);	contaminated process water; EA enforcement notice under the Environmental Permitting Regulations 2016 and Water Resources Act 1991; increased water and trade	Water supply account monitored through quarterly utility bills; monthly meter readings recorded by Environmental Coordinator; surface water drainage plan held; CO18 rated Compliant but requires on-going management.	Partially Effective
RO23	1-Mar-24	Facilities	External	Opportunity	Environmental	a targeted habitat management plan, converting 0.4 hectares of mown amenity grass to species-rich grassland and installing bat and bird boxes, directly supporting the Phase 2 factory extension planning application's 10% biodiversity net gain requirement under the Environment Act 2021.	factory extension application; investors applying TNFD frameworks request nature-positive disclosure; local wildlife trust has expressed interest in a partnership; employees	value (EA15); Phase 2 factory extension planning application requires 10% BNG under Environment Act 2021; no habitat management plan in place; grounds maintenance	Phase 2 factory extension with BNG condition discharged; partnership with local wildlife trust generating positive community relations; improved EcoVadis	Grounds maintenance contract in place; no-litter policy enforced; boundary hedgerow maintained; Phase 1 environmental assessment from 2018 available; EA15 identified in Clause 6.1.2 aspect assessment as significant.	Not Effective
RO24	20-Jan-24	Facilities	Internal	Risk	Regulatory	mesothelioma risk to workers and contractors, HSE prohibition notice, and prosecution under Control of Asbestos Regulations 2012 Regulation 4 following identification of asbestos ceiling tiles and pipe lagging in Warehouse Unit B during a refurbishment survey. Linked to legal requirement CO16	Duty to Manage compliance under CAR 2012; insurers require up-to-date ACM register; local authority building control requires ACM survey for planned	refurbishment survey (EA28); building constructed pre-1985 asbestos prohibition; no previous licensed removal conducted; ongoing building	contractors; HSE prohibition notice halting all Warehouse B operations; prosecution under Control of Asbestos Regulations 2012; civil compensation claims from affected	Asbestos register updated following survey; Warehouse B access restricted to essential personnel with respiratory protection; HSE ASB5 notification submitted before any disturbance work; licensed contractor quotations obtained; CO16 logged in F0613 as Critical.	Partially Effective
RO25	15-Jan-24	Production	Internal	Risk	Regulatory	following occupational hygienist noise survey confirming average exposure of 88 dB(A) for press operators and maintenance technicians in the press shop and compressor house — exceeding the 85 dB(A) upper exposure action value under Control of Noise at Work	induced hearing loss; HSE requires compliance with upper exposure action values (85 dB(A)) under CNaW Regulations 2005; insurers require audiometric monitoring programme	(hazard H7, F0612-03) consistently exceeds the 85 dB(A) upper EAV in the press shop and compressor house; reliance on hearing protection equipment rather than engineering controls;	compensation claims and NIHL-related ill-health; HSE improvement or prohibition notice; prosecution under Control of Noise at Work Regulations 2005; increased insurance	Mandatory HPE zones marked and enforced; annual audiometric testing programme in place; noise-at-work risk assessment completed 2023 identifying areas above 85 dB(A); CO17 management review action raised in F0613.	Partially Effective
RO26	15-Feb-24	Production	External	Opportunity	Environmental	streams, improving recycling or scrap metal and swarf from machining, cardboard and plastics (EA26/EA29), and diverting all remaining residual waste to energy recovery, reducing waste disposal costs by an estimated £18,000 per year and strengthening ESG credentials with circular economy	questionnaires; ESG investors apply waste metrics in sustainable finance frameworks; ISO 14001 Clause 6.2 energy and waste objectives	and mixed packaging (EA29); scrap metal recycling contract not reviewed since 2019 with rebate below market rate (EA26); no segregated	disposal costs; diversion of 22% landfill fraction to energy recovery or recycling; improved EcoVadis waste score; reduced landfill tax liability; enhanced ESG investor and	Waste duty of care procedure documented; consignment notes maintained and archived; approved contractor list current; quarterly waste tonnage data collected in IMS monitoring programme; CO3 and CO19 both Compliant in F0613.	Effective

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