

Risk Register: Annual review (Jan 2026) – detailed

Next Review Due: June 2026

Report Date: 4th March 2026 (cpc)

Phase 1 - Identification									
Ref.	CSD_2	Title	Information Governance and Cyber Security (corporate risk)			Risk Owner	Chief Exec	Risk Manager	CD RES
Risk Description	Ineffective information governance and cyber security arrangements lead to unacceptable levels of unauthorised disclosure of personal and sensitive data, poor quality or delayed responses to FoI requests, and inability to locate key data upon which the Council relies resulting in loss of reputation, poor decision making, fine, etc (including Brierley Group companies) Failure to put in place the appropriate cyber security arrangements could potentially lead to breach, loss of data, loss of systems, loss of reputation and inability to operate effectively and discharge our responsibilities			Risk Group	Info Gov	Linked Risk(s)	CRR_4; RES_2; RTE_2		
Phase 2 - Current Assessment									
Current Control Measures									
<p>Information Management and Governance Strategy including the associated Policy and Procedure Framework; CIGG Action Plan; data breach process; messages from senior management; on-line training; staff induction; Information Asset Owners identified; information asset registers regularly updated; Internal Data Governance team with an identified representative for each Directorate (replacing DIGCs); Veritau appointed as DPO; posters; intranet information; regular monitoring of electronic communication by T&C; series of unannounced security compliance visits by internal audit Brierley Group companies' information governance procedures in place;</p> <p>FoI – controls include central monitoring of receipt and progress, regular review by Veritau and review of outstanding cases by the Chief Exec on a monthly basis; proactive monitoring of all data; terms of reference reviewed; Veritau investigate significant data breaches; CIGG consider reasons for data breaches and cascade lessons learned; secure physical storage and internal info transfer issues resolved; e learning training packages refreshed; Information Sharing Protocol in place;</p> <p>SAR - controls include central monitoring of receipt and progress; refreshed Information Governance page on intranet; Information Governance risk register completed; Data Quality Improvement Action Plan agreed; DPIAs in place;</p> <p>Cyber Security - application of all the features of the Information Security Management System (ISMS); cyber prevention tools are kept up to date; security team in place; Non NYC Network Access Policy produced; e learning training packages refreshed; targeted phishing campaign; Directorates' discussion on the potential outcome of a cyber-attack carried out; regular updates and awareness communications to staff; information sharing agreements in place where required; UK GDPR compliance; robust programme of governance in place to manage all changes taking place in relation to LGR;</p>									
Current Probability	H	Current Impact	H	Current Risk Score	16	Current Risk Category	High		
Phase 3 - Risk Mitigation Plan									
Reduction Action					Action Manager	Due Date and status	Date Completed		
RR_CSD_5	Continue further improvement of information risk management processes; revised service register in place further work will progress via CIGG			RES AD Tech	30-Nov-2026				
RR_RES_5	Continue to ensure business continuity plans are reviewed, exercised and kept up to date for Council services and trading companies; currently supporting NYC with any live BC incidents to ensure that service is maintained; technology and RET teams working together to establish interdependencies and priorities			Loc Eng HoR&E	30-Nov-2026				
RR_RES_6	Create a Data Quality Assurance framework process that provides a centralised record of Information Asset Ownership, data accuracy and data quality review; new data management policy in place, work to do on IAOs and IAR			RES AD Tech	30-Nov-2026				
RR_RES_75	Monitor the delivery and effectiveness of the Information Management and Governance Strategy, and update if required			CD RES; Veritau	30-Nov-2026				
RR_RES_76	Ensure that mitigating actions are carried out as a result of lessons learned from data breaches			RES AD Tech	30-Nov-2026				
RR_RES_77	Deliver ongoing communications and training to raise awareness of Information Governance risks and council policies (ongoing); security awareness programme being developed			CD RES; Veritau	31-Jan-2027				

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RR_RES_8	Continue to review resourcing to ensure required delivery of Veritau service (ongoing)			CD RES	30-Nov-2026			
RR_RES_9	Continue a review of IG procedures and providing support to the Brierley Group of Companies;			CD RES; Veritau	30-Nov-2026			
RR_RES_90	Carry out no-notice cyber exercise to test robustness of disaster recovery and business continuity plans			CD RES	30-Nov-2026			
RR_RTE_2	Review relevant resources in terms of people, process and technology solutions to ensure information and cyber security risks are managed effectively; restructure completed, finalising internal appointments and establishing what external support may be required; seeking approval for extended resource; resource increased but will be kept under constant review			RES Tech Ho Inf&Cyb	30-Nov-2026			
RR_RTE_41	Carry out full review of information assets and ownership to ensure responsibility is taken where appropriate for all information			RES AD Tech	30-Nov-2026			
RR_RTE_5	Ensure continued adherence to governance arrangements and allow time for appropriate consideration of security matters and information governance; iso27001 compliant; passed full audit in nov 2025			RES Tech Ho Inf&Cyb	30-Nov-2026			
RR_RTE_8	Continue to deliver the security strategy via the cyber security team with ongoing review of processes and working practices to improve security posture; need to consider where this fits into new organisational structure; security charter being developed, with activity already started; charter complete; security working group established that will drive the strategy and culture			RES Tech Ho Inf&Cyb	30-Nov-2026			
Phase 4 - Target Risk Assessment								
Target Probability	M	Target Impact	H	Target Risk Score		12	Target Risk Category	Medium High
Phase 5 - Fallback Plan								
Fallback Plan								
Review and revise Action Plan and new technology and continue to raise awareness.								

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Phase 1 - Identification								
Ref.	CSD_9	Title	Customer Service		Risk Owner	CD RES	Risk Manager	RES AD CR&B
Risk Description	Failure to provide an effective and efficient customer service function that meets the needs of all customers resulting in loss of reputation and inability to keep pace with organisational transformation				Risk Group	Customer	Linked Risk(s)	RCU_2; RES_11
Phase 2 - Current Assessment								
Current Control Measures								
Existing website; customer service centre; data feedback to inform action plan; existing compliments and complaints procedure; the Recruitment Campaign in place; Head of Service in place; Customer Board; BAU change team to ensure work changes outside of the transformation programme are understood and resourced								
Current Probability	H	Current Impact	H	Current Risk Score	16	Current Risk Category	High	
Phase 3 - Risk Mitigation Plan								
Reduction Action					Action Manager	Due Date and status		Date Completed
RR_CSD_11	Develop and implement a Customer Strategy to ensure that the customer is at the heart of everything we do; will require approval prior to implementation; in progress under the Customer Programme transformation theme				RES AD CR&B	31-Aug-2025		30-Nov-2025
RR_CSD_12	Carry out a review of the process for assessing and responding to complaints and how this links to customer service; phase I implemented, phase II aligned to Customer Programme				ACE Loc Eng; RES AD CR&B	30-Jun-2026		
RR_CSD_13	Carry out a review of Telephony systems and develop and implement an effective and efficient system that meets customer needs; platform procured, building the system with a go live of Mar 26 for telephony				RES AD Tech; RES CR&B HoCSFF	31-Mar-2026		
RR_CSD_14	Continue working with Comms to improve the website to ensure a better customer experience in joining up their journey for services; web pages will be looked at service-by-service as they come on to the CRM platform				Loc Eng AD Comms; RES AD CR&B	31-Mar-2028		
RR_CSD_15	Continue to work with HR on the recruitment campaign to ensure sufficient recruitment; ongoing				RES CR&B HoCSFF	30-Nov-2026		
RR_CSD_16	Continue to work with employees to ensure continued professional development; forward plan in place for Cust Serv - ongoing				RES CR&B HoCSFF	30-Nov-2026		
RR_CSD_17	Embed digital first approach to ensure a one front door approach with 24/7 access; aligned to customer programme				Loc Eng AD Comms; RES AD CR&B; RES AD Transf	31-Mar-2028		
RR_CSD_7	Gather and use data around customer voice and customer insight data including website hits and complaints to challenge the way we work, always aiming to improve the customer experience by making services easy to use, accessible and reliable; being considered under the customer programme and is linked to CRM work				RES AD CR&B	30-Nov-2026		
RR_CSD_9	Develop and implement a Customer Relationship Management system to log customer interaction (as a potential replacement for Lagan and other CRM systems); procurement completed; for CRM, the foundational platform is to be in place by Jul 26 with further ongoing building and scaling to follow				RES AD Tech; RES CR&B HoCSFF	31-Jul-2026		
RR_RCU_32	Review out of hours provision; a series of projects will look at all aspects of this and how they are best delivered going forward; just the social care and property aspects to progress				RES AD CR&B	30-Nov-2026		
RR_RCU_39	Recognise the increasing demand for social care service and impact on customer service capacity and service provision; ongoing monitoring of demand with mitigations put in place and escalation to service as necessary				RES CR&B HoCSFF	30-Nov-2026		

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RR_RCU_40	Develop case studies to help understand the impact on customer service resource of delivering key changes, including staff training; linked to Customer Programme; larger plan in place covering BAU, Transformation and Project change. Capacity challenges are fed into TMO	RES CR&B HoCSFF	30-Nov-2026		
RR_RCU_43	Respond to local resources pressures currently impacting the transformation and service design work. Considering med to long term solutions around career structures, training and cross skilling staff, graduate options, retention and maintaining market attraction.	RES LT	30-Nov-2026		
Phase 4 - Target Risk Assessment					
Target Probability	M	Target Impact	H	Target Risk Score	12
				Target Risk Category	Medium High
Phase 5 - Fallback Plan					
Fallback Plan					
Rely on existing systems and processes and carry out a full review to ensure improvement for customers					

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Phase 1 - Identification									
Ref.	CSD_3	Title	Transformation Portfolio			Risk Owner	Chief Exec	Risk Manager	CD RES
Risk Description	Failure to deliver a coherent Council transformation portfolio which supports achievement of Council Plan ambitions, movement to the target operating model and savings requirements resulting in not delivering on MTFs ambitions, missed opportunities to transform and improve service delivery for residents and lack of central oversight and coordination leading to poorer decision making					Risk Group	Strategic	Linked Risk(s)	CRR_13; RES_4; RTR_2
Phase 2 - Current Assessment									
Current Control Measures									
Transformation programme (TP); service planning approach to identify areas of improvement convergence and transformation; review of areas of overspend and actions to mitigate; review (deep dives) into specific high-risk base budgets; delivery of cross cutting programmes to drive a one council approach; Transformation service new structures; broader council governance in development; performance monitoring through mgt board reports; transformation governance to be agreed; NYC2030 Shaping Tomorrow draft strategy;									
Current Probability	H	Current Impact	H	Current Risk Score	16	Current Risk Category	High		
Phase 3 - Risk Mitigation Plan									
Reduction Action					Action Manager	Due Date and status		Date Completed	
RR_CRR_38	Deliver cross cutting transformation themes in order to further improve effectiveness and deliver savings (eg Customer workstream, The Way We Will Work, Demand Management)				RES AD Transf	30-Nov-2026			
RR_CRR_40	Identify key resource pressure points and solutions to deliver required functionality to deliver the TP including suggested approach to prioritising scarce resource (ongoing)				RES AD Transf	30-Nov-2026			
RR_CRR_41	Monitor delivery of savings proposals and other transformational actions and identify responses to issues as they arise (ongoing)				CD RES	30-Nov-2026			
RR_CRR_45	Provide an effective and efficient customer service across the Council where all staff and services work together to meet the needs of all customers				CD RES	30-Nov-2026			
RR_CRR_53	Ensure delivery of key enabling systems (eg new finance system)				CD RES	31-Mar-2027			
RR_CSD_19	Ensure an effective technology plan is in place to drive the required system convergence in support of transformation priorities (new programme being developed)				RES AD Tech	30-Nov-2026			
RR_RES_103	Agree prioritisation of key issues and also communication of those areas deemed non-priority				CD RES	30-Nov-2026			
RR_RES_80	Obtain Management Board agreement for the prioritised Transformation Portfolio and the additional capacity required to deliver on the priorities				RES AD Transf	30-Apr-2026			
RR_RTR_14	Further maintain and refine the Target Operating Model and ensure it remains the direction of travel for all services				All Mgt Board	30-Nov-2026			
RR_RTR_22	Complete the maturing and embedding of Transformation structures				RES AD Transf	30-Nov-2026			
Phase 4 - Target Risk Assessment									
Target Probability	M	Target Impact	M	Target Risk Score	9	Target Risk Category	Medium		
Phase 5 - Fallback Plan									

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Fallback Plan

Carry out a full review and ensure an effective revision of the programme plan

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Phase 1 - Identification									
Ref.	CSD_4	Title	Effectiveness, Capacity and Skills of Staff and Workplace Health and Wellbeing			Risk Owner	Chief Exec	Risk Manager	CSD MT
Risk Description	A lack of capacity and skills within Central Services together with insufficiently supported staff leads to a significant decline in effectiveness, service quality &/or insufficient progress in carrying out multiple priority areas including the transformation portfolio alongside existing responsibilities.					Risk Group	Capacity	Linked Risk(s)	HHR_6
Phase 2 - Current Assessment									
Current Control Measures									
<p>Capacity: Reviewing of Transformation resources; savings re-profiled and included in budget/MTFS report; review priorities of systems and projects across the Council;</p> <p>Health and Wellbeing: Corporate Workforce Wellbeing Group supporting the delivery of the People Strategy priorities that deliver an organisation wide approach, linking with Directorate People Strategy Groups enabling managers to support staff health and wellbeing by providing the right tools and resources ensuring all colleagues have access to information and support for their personal wellbeing at work via a diverse range of methods. Workforce Health Protection subgroup focused on a partnership approach to employee health protection to improve their health and wellbeing and develop safe and supportive workplaces that enable people to thrive and minimise the adverse effect to physical or mental health from work including stress. Provision of Occupational Health services including ill health referral, statutory health surveillance, health promotion, health awareness and an employee assistance programme providing confidential advice and support with access to counselling services and CBT.</p>									
Current Probability	H	Current Impact	M	Current Risk Score		12	Current Risk Category	Medium High	
Phase 3 - Risk Mitigation Plan									
Reduction Action						Action Manager	Due Date and status		Date Completed
RR_CSD_1	Regularly perform skills gap analysis and review succession planning based on current and future requirements and use to inform CS workforce training plan and monitor effectiveness					CSD MT	31-Jan-2027		
RR_CSD_2	Continue to prioritise and manage pressures on services on an ongoing basis					CSD MT	31-Jan-2027		
RR_HHR_22	Continue to enable staff to initiate and develop initiatives to improve their health and wellbeing at work					HR SMT	30-Sep-2026		
RR_HHR_23	Progress a series of health and wellbeing initiatives					HR SMT	30-Sep-2026		
RR_HHR_24	Continued provision of a range of mental health support activities and promotion of Mental Health Awareness week activities					HR SMT	30-Sep-2026		
RR_HHR_26	Maintain engagement with H&S team to ensure that employee DSE and Homeworking risk assessments are carried out, reasonable adjustments are made and any concerns raised.					HR SMT	30-Sep-2026		
RR_HHR_27	Look to develop an approach to wellbeing that ensures help and resources are available to those staff who do not have regular access to technology and reflects the emerging structures; being progressed via the People Strategy Group					HR SMT	30-Sep-2026		
RR_HHR_41	Continue to embed and monitor the substance misuse policy					HR SMT	30-Sep-2026		
RR_HHR_43	Establish a robust Health Surveillance programme in liaison with H&S and raise management awareness for compliance with monitoring via H&S working groups and appropriate management reporting so that issues are highlighted					HR SMT	30-Sep-2026		
RR_HHR_44	Improve and embed Health Surveillance processes at recruitment stage and onboarding for new starters to obtain a baseline assessment where appropriate					HR SMT	30-Sep-2026		
Phase 4 - Target Risk Assessment									

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Target Probability	H	Target Impact	M	Target Risk Score	12	Target Risk Category	Medium High
Phase 5 - Fallback Plan							
Fallback Plan							
Review and revise resource allocation where possible and consider additional funding and capacity where required							

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Phase 1 - Identification									
Ref.	CSD_8	Title	Corporate Governance and Ensuring Legality			Risk Owner	Chief Exec	Risk Manager	ACE LDS
Risk Description	Failure to ensure adequate Corporate Governance arrangements across the Council to ensure that the Council acts lawfully in its operations and decision making resulting in inadequate control and stewardship; given the environment of greater risk taking and expansion of the types of activities the Council is now involved in resulting in challenge and non-delivery of decisions, financial implications and loss of reputation particularly given service and statutory obligations				Risk Group	Legislative	Linked Risk(s)	LDS_11	
Phase 2 - Current Assessment									
Current Control Measures									
Lawyers and DSO's engage with 2020 Programme and services; delegation scheme; constitution; training; legislation monitoring and advice notes/briefings; increased monitoring of committee reports; ACE LDS on MB; Proforma for Executive Reports covering major issues; Monitoring complaints and commendation policy and system; monitoring of the Forward Plan; Democratic Services IT system; compliance with rules on access to information; Corporate Governance Officers Group; Local Code of CG; Corporate Governance Checklist; Annual Governance Statement; Statements of Assurance across the Council; Controls in Risk management, Business Continuity and Information Governance; views of external Auditors; Audit Committee in-depth consideration; LGA corporate peer review; GDPR impacts understood; Exec subcommittee and Brierley Board established as part of governance arrangements; introduction of virtual decision making processes;									
Current Probability	M	Current Impact	H	Current Risk Score	12	Current Risk Category	Medium High		
Phase 3 - Risk Mitigation Plan									
Reduction Action						Action Manager	Due Date and status	Date Completed	
RR_LDS_49	Continue to ensure effective monitoring of governance and operational requirements of new legislation (e.g. Health Integration, Combined Authorities) and make sure services and teams are aware impact on their areas				ACE LDS; CD RES	30-Sep-2026			
RR_LDS_50	Continue to ensure compliance with rules on access to information				ACE LDS	30-Sep-2026			
RR_LDS_51	Review decision and procedures after a successful challenge				ACE LDS	30-Sep-2026			
RR_LDS_52	Continue to provide governance and legal advice to services on key issues (e.g. interaction with the combined authority, planning, licensing, harbours and reduced service levels)				ACE LDS	30-Sep-2026			
RR_LDS_53	Annual Review of Corporate Governance Arrangements by Audit Committee				CD RES	30-Sep-2026			
RR_LDS_54	Continue to strengthen links with Directorates including liaison by Monitoring Officer and team with Directorates and ensure consultation on legality of major initiatives				ACE LDS	30-Sep-2026			
RR_LDS_55	Ongoing monitoring of committee reports and decision making to ensure Council decision making takes account of relevant considerations including EIAs and consultation requirements				ACE LDS	30-Sep-2026			
RR_LDS_56	Carry out governance training for new Members covering key areas e.g. data protection, ethical standards; review underway to establish training requirements for members				ACE LDS	30-Sep-2026			
RR_LDS_57	Ensure the council recognises that health integration ICS is a large area of new and complex business that needs the right approach to ensure sustainable success				ACE LDS	30-Sep-2026			
RR_LDS_58	Ensure we continue to provide adequate support to the newer councillors to enable them to make appropriate decisions within the legislative framework				ACE LDS	30-Sep-2026			

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RR_LDS_59	Continued liaison with Commercial, Property and Procurement services to ensure that processes remain robust and resistant to challenge			ACE LDS	30-Sep-2026		
RR_LDS_60	Monitor details of future trading relationships and understand and act upon any guidance provided relating to CPR and Subsidy Control; training provided for key officers.			ACE LDS	30-Sep-2026		
RR_LDS_73	Consider a post LGR and restructure review of governance and decision making including external companies			ACE LDS	30-Sep-2026		
Phase 4 - Target Risk Assessment							
Target Probability	M	Target Impact	M	Target Risk Score	9	Target Risk Category	Medium
Phase 5 - Fallback Plan							
Fallback Plan							
Review failing areas in existing arrangements and plan for improvement							

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Phase 1 - Identification								
Ref.	CSD_6	Title	Health & Safety		Risk Owner	Chief Exec	Risk Manager	CD RES
Risk Description	Major Corporate Health and Safety failure resulting in injuries, claims, reputational and service delivery impact and possible prosecution (this includes the impact of communicable diseases)				Risk Group	Legislative	Linked Risk(s)	RES_8
Phase 2 - Current Assessment								
Current Control Measures								
HSRM Service Plan feeding into Directorate Action Plans; H&S team; Corporate H&S Policy; Corporate and Directorate H&S procedures; intranet and cyps.info sites; Directorate RM groups; RM Working groups; H&S Champions and lead officers; reporting on a regular basis; on-going H&S risk assessment, training, monitoring and audit; corporate H&S training; managers' and employees' online H&S training and other modules revised; shared service with City of York Council; BondApp B-Safe system implemented; accident reporting and investigation and B-Safe well embedded, trend analysis provided to RM&R Groups; work in consultation with trade unions to develop H&S actions plan and strategies (which will be reported at the newly established H&S Committee) responding to trade union H&S inspections; corporate H&S procedures reviewed and revised for NYC; risk assessment library on intranet is in use								
Current Probability	M	Current Impact	H	Current Risk Score	12	Current Risk Category	Medium High	
Phase 3 - Risk Mitigation Plan								
Reduction Action					Action Manager	Due Date and status		Date Completed
RR_RCP_23	Ensure that those delivering H&S services are competent to recognised industry standards and members of relevant professional bodies in accordance with their grade; this will be supported by a programme of training and development for staff; training plan submitted				RES CP&P HoH&SRM	31-May-2026		
RR_RCP_42	Ensure consistent application of Corporate Health and Safety systems (incl. lone working and fire safety)				RES CP&P HoH&SRM	30-Nov-2026		
RR_RCP_8	Carry out themed audits by H&S team to determine compliance level and inform approach; need to develop a reporting / meeting process and framework (with a focus on Housing, Leisure and Waste Collection)				RES CP&P HoPC&FM	31-May-2026		
RR_RES_54	Ensure appropriate operating standards of H&S risk assessments exist and are being implemented locally and across the NYC property portfolio; will include the creation and use of a risk assessment repository; SharePoint risk assessment library in use, work ongoing with services to ensure use				RES CP&P HoH&SRM	30-Nov-2026		
RR_RES_56	Revise the Corporate H&S procedures to reflect the new organisation; currently working with departments to identify areas of significant risk; full suite of H&S arrangements uploaded to the intranet and being used by teams				RES CP&P HoH&SRM	30-Nov-2025		30-Nov-2025
RR_RES_57	Ensure understanding of the H&S operating environment across NYC through regular attendance at Corporate and Directorate Risk Management and Resilience Groups, and develop H&S Action Plans which are agreed by the relevant Groups; these plans are being developed and will be owned by the respective management teams; Joint departmental and corporate health and safety committees also established				RES CP&P HoH&SRM	30-Nov-2026		
Phase 4 - Target Risk Assessment								
Target Probability	L	Target Impact	H	Target Risk Score	8	Target Risk Category	Medium	
Phase 5 - Fallback Plan								
Fallback Plan								
Liaise with HSE, media management, implement fatal/serious injury response guide								

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Phase 1 - Identification								
Ref.	CSD_7	Title	Major Incidents		Risk Owner	Chief Exec	Risk Manager	ACE Loc Eng
Risk Description	Failure to plan, respond to and recover effectively from major incidents in the community resulting in risk to life and limb, impact on statutory responsibilities, impact on financial stability and reputation				Risk Group	Performance	Linked Risk(s)	CRR_8; LEN_2
Phase 2 - Current Assessment								
Current Control Measures								
NYLRF and RMCI; experience and resources of partners; existing plans incl public health (training and exercises); RET; partnership working with Services; community resilience; silver response in the Council major incident plan tested; approach to BCP refreshed to strengthen service resilience; Resilience Direct portal; regional multi agency pandemic exercise held; effectiveness and robustness of resilience plans relating to the public health and social care of the NY population tested; NYC action plan developed and implemented based on the debrief report recommendations and all multi agency learning (including the flood reporting tool and simplification of information flow); members of national steering group on volunteers; BCP post audit action plan; Multi Agency cyber threat event held; Ready for Anything campaign; provided input to and engaged with national learning and development of best practice following incidents locally, regionally and nationally; use of Office 365 tools to increase engagement and response capability in effective planning and coordination of incidents; increased team to support Covid response and ability to deal with concurrent incidents; LRF workplan through to 2024; partnership work with Directorates, Migration Yorkshire and other partners to support refugee resettlement in the County; Corp Emergency Planning Group with annual workplan								
Current Probability	L	Current Impact	H	Current Risk Score	8	Current Risk Category	Medium	
Phase 3 - Risk Mitigation Plan								
Reduction Action					Action Manager	Due Date and status	Date Completed	
RR_LEN_2	Continue to work with new and existing partners in Public Health England, the NHS, the wider North Yorkshire local resilience forum and the new Combined Authority to share the information and messages of reassurance being issued by the lead agencies				Dir Public Health	30-Sep-2026		
RR_LEN_3	Continue to ensure business continuity plans are reviewed, exercised and kept up to date for Council services and trading companies; currently supporting NYC with any live BC incidents to ensure that service is maintained				CD RES	30-Sep-2026		
RR_LEN_37	Harmonise processes and associated risk assessments for operational response to incidents to ensure H&S of staff is maintained				ACE Loc Eng	30-Sep-2026		
RR_LEN_38	Ensure that NYC risks consider the contents of the National Security Risk Assessment and Community Risk Register				ACE Loc Eng	30-Sep-2026		
RR_LEN_6	Continue to ensure effective and efficient processes are embedded amongst all partners to prioritise work streams (incl. plans, training and exercises) (ongoing)				ACE Loc Eng	30-Sep-2026		
RR_LEN_7	Continue to embed the recommendations from incident debriefs within practice through the Corp Emergency Planning Group				Loc Eng HoR&E	30-Sep-2026		
Phase 4 - Target Risk Assessment								
Target Probability	L	Target Impact	H	Target Risk Score	8	Target Risk Category	Medium	
Phase 5 - Fallback Plan								
Fallback Plan								
Embedded practice based on Response to Major and Critical Incident protocols								

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Risk Reduction Action Status Key	
Symbol	Meaning
	The risk reduction action is overdue for completion or review.
	The risk reduction action is approaching its expected completion or review date.
	The risk reduction action is on target.
	The risk reduction action has been completed.