









## Central Services Directorate

## APPENDIX B

Risk Register: **Annual review (Jan 2026) – summary**  
 Next Review Due: **June 2026**  
 Report Date: **4<sup>th</sup> March 2026 (cpc)**

Risk Trend	Risk	Description	Risk Owner	Risk Manager	Curr Prob	Curr Imp	Current Risk Score	Current Category	Targ Prob	Targ Imp	Target Risk Score	Target Category	FB Plan?
	<b>CSD_2 Information Governance and Cyber Security (corporate risk)</b>	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	Chief Exec	CD RES	H	H	<b>16</b>	High	M	H	<b>12</b>	Medium High	
	<b>CSD_9 Customer Service</b>	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	CD RES	RES AD CR&B	H	H	<b>16</b>	High	M	H	<b>12</b>	Medium High	
	<b>CSD_3 Transformation Portfolio</b>	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	Chief Exec	CD RES	H	H	<b>16</b>	High	M	M	<b>9</b>	Medium	
	<b>CSD_4 Effectiveness, Capacity and Skills of Staff and Workplace Health and Wellbeing</b>	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.	Chief Exec	CSD MT	H	M	<b>12</b>	Medium High	H	M	<b>12</b>	Medium High	

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↑	<b>CSD_8 Corporate Governance and Ensuring Legality</b>	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	Chief Exec	ACE LDS	M	H	12	Medium High	M	M	9	Medium	✔
▬	<b>CSD_6 Health &amp; Safety</b>	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)	Chief Exec	CD RES	M	H	12	Medium High	L	H	8	Medium	✔
▬	<b>CSD_7 Major Incidents</b>	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	Chief Exec	ACE Loc Eng	L	H	8	Medium	L	H	8	Medium	✔

Risk Trend Key	
Symbol	Meaning
↑	Risk ranking has worsened since the last review.
▬	Risk ranking is the same as at last review.
↓	Risk ranking has improved since the last review.
new	Risk is new or has been significantly altered since the last review.