Appendix B

Ref Number	Risk Name	Lead Risk Owner	Causes (What is causing this risk)	Impact and Consequences (What might happen if the risk is not addressed)	Mitigation (What measures are in place already to manage this risk)	Likelihood	Impact	Overall Risk
1	CORP001 - Reduction in government funding to deliver Council services and local priorities	Deputy Chief Executive (Corporate Development)	The way that local government is funded is undergoing radical change, with the continued demise of direct government grant being replaced by incentives to grow the local economy and to secure benefits through increased business rate activity.	There is a lower certainty in regard to future finances and the continued need to reduce costs and explore income generating opportunities to maintain funding for service delivery. This continued changing climate presents challenges in agreeing the Council budget to deliver Council services and local priorities.	The S151 Officer closely follows all policy and practice changes being implemented by the Government and responds to relevant consultations. In-year budgets are closely monitored on a regular basis and inclusive budget challenge and budget building events are held throughout the year. Due to Covid19 the budget is currently being monitored very closely and a number of mitigating measures have been introduced. There will be regular reviews to ensure that the council is managing any shortfalls and/or costs.	3	4	Medium (12)
2	CORP001(a) - Reduction in council income	Deputy Chief Executive (Corporate Development)	The current Covid19 pandemic has resulted in a loss of income to the council. It is anticipated that recovery may impact on the local economy for an extended period of time – so impact on income for the council may be over a protracted period.	Covid19 - the council is heavily reliant on income from a range of sources. The pandemic has had an immediate and significant impact on this income.	The s151 Officer is looking in detail at the impact of loss of income on the budget, and will continue to monitor the Council's finances very closely over the coming months, and will make recommendations for carefully managing expenditure.	5	5	High (25)
3	CORP001(b) – Supporting recovery from Covid19 for the local economy – people and businesses	Deputy Chief Executive (Growth) / Deputy Chief Executive (Programme Delivery)	It is anticipated that the pandemic will have an impact on national and local economies; and may affect businesses and jobs in East Lindsey.	If the Government and Local Government is not able to help economies recover, there may be longer term challenges for businesses and employees resulting in job losses with direct impacts on residents. Areas of deprivation will be of particular concern. When businesses and people are negatively impacted resulting in loss of jobs, council services can come under additional pressure.	ELDC is fully engaged with partners and have already put measures in place to enable the local economy to support them during recovery as example using the welcome back funding. ELDC will look to prioritise planned capital investments that were designed to add value to the local economy. Environmental Health staff are heavily engaged in supporting businesses to adhere to, and work with, government guidelines to enable them to keep their businesses running. ELDC will work with partners to help tackle the expected social and health impacts of the pandemic; not only on deprived communities and vulnerable groups, but for people who may never have been out of work or suffered poor mental health, but may find themselves in that position over the next year.	4	5	High (20)
4	CORP002 - Uncertainty of future Lincshore flood defence scheme	Assistant Director – Planning and Strategic Infrastructure	The potential for coastal flooding (sea inundation) remains a real threat along the coast, limiting development (growth) opportunities. Recent changes in government policy in regard to partnership funding for flood defence schemes has left future prospects for the Lincshore flood defence scheme uncertain.	Without an agreed long term solution there is a concern that there may be a more significant flood incident in the future that would impact on the Council's ability to respond; and the level of risk may impact on the long term economic health of the district and the safety of communities.	The Council is an active member of the Lincolnshire Resilience Forum and Lincolnshire Flood and Drainage Management Strategy Board. The Council will continue to work with partners, local MPs and the government to identify a solution to the future funding needs of the Lincshore scheme. The Council is also undertaking a number of activities including its Strategic Flood Risk Assessment to support and inform the Local Plan moving forward. Equally, the Council is part of a number of groups, including a collaborative approach with the Environment Agency, to seek to identify the challenges and opportunities for the coast in the future.	2	5	Medium (10)

5	CORP003 – Business continuity and recovery in the event of a major incident or event	Assistant Director – Regulatory	The Council has a central role to play in the response to a major incident or event in the community and the subsequent recovery phase. The risk of flooding, both coastal and inland is increasingly recognised as one of the most significant and 'likely' events that the Council will need to help with recovery. There are also internal incident and events which could impact on the Council's operations directly (e.g. cyber-attack, IT infrastructure failure, building fire).	In the immediate response phase to an emergency in the District, the "Blue Light" services will take the lead with the Council taking the lead role in the subsequent recovery phase There could be significant impact on service delivery and potentially Council finances.. Covid19 – most emergencies play out over a few weeks, with some ongoing support needed at a low level of resource sometimes for months. The current pandemic has already been longer than any emergency we've dealt with, has required more resources, and has had a significant financial impact. The ability of staff to deal with such a long emergency situation could impact on their resilience, and our ability to deliver all our services.	The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared across the sub-regions and procedures and policies are being joined up to make our response to and recovery from an incident more efficient and effective. Staff across the S&ELCP are regularly trained at both Silver and Gold command in order to take a full part in a Lincolnshire-wide emergency response and support our partners in the sub region. All three councils are members of the Lincolnshire Resilience Forum, enabling access to expertise held by LCC whilst retaining staff, resources and expertise in each sovereign council within an EP&BC structure across the Partnership. Senior staff within the Councils are involved in training exercises delivered by the Local Resilience Forum (LRF). Regular 'live' training exercises are coordinated at County level to maximise preparedness in each sovereign council and across the sub region. Each authority has an Emergency Plan & Business Continuity Plan in place in order that service delivery can be prioritised and maintained at such times. A joint emergency and business continuity plan was approved in 2021 for ELDC and BBC to improve resilience and capability with plans for a more joined up approach across the sub region with the advent of the S&ELCP. Public Sector Partnership Services (PSPS) and Magna Vitae have Business Continuity Plans in place.	3	5	High (15)
6	CORP004 - Failure to comply with Health and Safety requirements	Assistant Director – Regulatory	The Council has a clear responsibility to both staff and recipients of services under Health and Safety legislation and needs to effectively manage its responsibilities.	There can be consequences to the organisation's finances and reputation relating to non-compliance of health and safety requirements. There is also the risk of harm to individuals. Covid19 – is classified as a workplace hazard. If staff were not protected as much as possible from transmitting the virus there could have been a serious impact on staff health, and real risk that essential services could not be delivered.	The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared across the sub-region and procedures and policies are being joined up to provide a more efficient and effective approach towards H&S compliance. The partner Council receive specialist Health and Safety advice from Public Sector Partnership Services who support the Partnership Health and Safety Governance Group (chaired by the Assistant Director – Regulatory) and the Staff Health and Safety Forum. Both operate under agreed terms of reference and feed into the LT – Governance. LT Governance receive minutes and recommendations for approval from the Governance Group and the staff Forum. Policies and procedures are agreed at the Governance Group and referred to LT Governance for information. Health and Safety is included within Internal Audit's annual audit plan. The audit undertaken in 2021 demonstrated a substantial level of assurance. PSPS/Service Managers complete a risk-based programme of Health and Safety audits which forms part of the annual SLA between PSPS and each sovereign council. An e-learning risk-based plan has been rolled out across the organisation; this complements the existing service specific health and safety training undertaken by staff.	2	3	Medium (6)

7	CORP006 – Local Plan not delivering economic growth & prosperity	Assistant Director – Planning and Strategic Infrastructure	The Local Plan sets the framework for economic growth in the district 2011-2036. The strategy restricts growth on the coast around towns such as Skegness and Mablethorpe and makes limited allocations of employment land across East Lindsey. This gives rise to a real risk that economic growth and prosperity will be contained if existing commitments are not delivered in the right place, in the right quantum at the right time.	Local people will not have access to the home and jobs they need. Prosperity will be reduced.	Following an independent examination process the East Lindsey Local Plan was adopted by Council on 18 July 2018. The Plan is required to have a 5 year review which is also subject to an independent examination and Council approval. The review process continues to be overseen by Management Team and Members. The Council is at the present time meeting its 5 year supply of housing using the Government agreed methodology, this is monitored on an annual basis. Under-delivery will be identified and its causes understood. Active measures will be taken to monitor under-delivery if need be by an early review of the plan.	3	3	Medium (9)
8	CORP007 - Failure to deliver safeguarding children, young people and vulnerable adults responsibilities	Assistant Director – Wellbeing and Community Leadership	The Council has statutory duties in relation to safeguarding. Section 11 of the Children Act requires a regular audit to assess our capacity to respond appropriately and identify improvements needed. The Council also has statutory duties to safeguard individuals and communities in relation to the Care Act 2014, the Mental Capacity Act 2005, Modern Slavery Act 2015 and in relation to Prevent.	In relation to non-compliance there are potentially significant reputational risks to the Council	Lead Officer and Deputies identified, with the Portfolio Holder for Communities overseeing this area. The Safeguarding Policy and Procedures have been reviewed. The lead officer liaises regularly with other District Councils and external agencies. Team leaders identify relevant actions and staff training in their service plans. Human Resources supports safer recruitment (including DBS checks) and training for officers, volunteers and councillors. An incident reporting mechanism is in place to monitor the Council's responses. Wellbeing Lincs Service has provided a countywide response and support service for vulnerable and clinically vulnerable residents. Safeguarding was a key focus of a report to LCC during the Covid response. The District Councils and County Council continue to meet to collaborate and discuss matters around safeguarding policy and procedures.	2	4	Medium (8)
9	CORP008 - Failure to comply with Information Governance and Management requirements	Assistant Director – Governance	Increased understanding of the public's right to information means that we have to be fully aware of our legal duties. The increase in data also means we have to be able to manage information more effectively, including reducing the amount of unnecessary data held.	Data protection breaches which can result in significant fines from the Information Commissioner's Office.	All employees receive annual online training in data protection. Arrangements are in place to ensure that the organisation is compliant with the new General Data Protection Regulation (GDPR) requirement, including lead staff attending training. PSPS also have a lead officer overseeing compliance. An experienced Data Protection Officer is in place who monitors training, compliance and development of policy; also, full assessment of any breaches, providing recommendations for continual improvement. There is now additional resilience with two qualified DPOs in place across the Partnership which allows for cover.	2	4	Medium (8)
10	CORP009 – Attainment of revenue through Treasury Management policies and commercially driven capital expenditure	Assistant Director – Finance	At any time the Council has significant sums of money lodged with financial institutions to cover both day to day costs and long term investments. It is important that policies are clear and unambiguous in relation to the placing and management of such investments to safeguard public money. Uncertain national and international economic conditions may affect the rating of financial institutions and hence their perceived integrity as a safe haven for public money can be affected. Commercial property performance may vary through differing market conditions and valuations changes are likely.	Investment presents both positive (opportunity) and negative risks the latter of which is a loss of finance to support Council services and loss of finance which is being held on behalf of other organisations.	A long term strategy is in place, supported by strong internal awareness and governance and external professional advice. The Council's Investment Policy and Strategy are kept under constant review with regular updates to Management Team, Portfolio Holder and Executive Board. Audit and Governance Committee receives regular updates and the annual report is presented to Full Council. Members are encouraged to be fully appreciative of changes and risks through training and seminars.	2	4	Medium (8)

11	CORP010 – Resilience and quality of service delivery arrangements with third parties	Assistant Director – Corporate	This risk relates to the potential for the failure of potential for the failure of a major supplier of Council services or partners with whom the Council co-delivers/enables provision of services and operations	In the event of a failure, either in resilience or quality, there are likely to be a mix of financial, service delivery and reputational impacts to the Council.	Assessment of business plans for key partnerships. Regular performance reports and monitoring meetings with third parties. Some key partnerships based on open book approach to financial monitoring A new 10 year contract with PSPS is now in place, providing increased certainty for staff. Covid 19 has affected the leisure industry in particular, and there are regular meetings between ELDC and Magna Vitae to provide support in managing the current difficult circumstances. MV has been able to provide help and support with some of our Covid19 response measures.	3	3	Medium (9)
12	CORP011 – Delivery of office relocation project	Assistant Director – General Fund Assets	The Council has agreed an office relocation project.	This is a significant project for the whole council with a range of aspects from the building being ready on time and on budget, through to ensuring that services are not adversely affected during the transition from the old to the new offices. If this risk is not addressed, then some aspects of the project may negatively impact on overall delivery as planned.	The Office Relocation project has a separate risk register managed by the Assistant Director (Assets). A management project team meet regularly to ensure that all building and staffing aspects of the project are managed in an integrated way. The project team has ensured that it has learnt from the experience of others, and explored good practice. Staff will be fully involved in the moving process, and input to some aspects of the building contents. The finances of the project are being monitored against the project budget. Should there be any significant change to the funding arrangements or project costs then this would be subject to further reports as required under the Constitution.	2	3	Medium (6)
13	CORP012 – Technology Infrastructure failure	Head of ICT & Digital (PSPS)	The loss of ICT impacting upon the organisation to operate effectively and deliver services to residents.	The Council relies heavily on the ICT infrastructure for normal business operation. Depending on the service lost, the impact could be severe	Resilience is largely built into the environment. However there are still some single points of failure that exist which would be cost prohibitive to resolve. The Council has a Disaster Recovery agreement with a 3rd party to supply equipment and has support agreements in place with suppliers to assist where necessary	2	5	High (10)
14	CORP013 –	Head of ICT & Digital (PSPS)	The risk of the council's ICT infrastructure being severely impact as the result of a cyber incident, both in terms of downtime of systems and loss of data/information.	The threat landscape across the UK is continuously increasing and appears on the national risk assessment. The Council need to constantly adapt in its security mitigation and training to ensure they are both prepared from a technical and from a people aspect	Defence in depth in the form of firewalls, Mimecast and antivirus is deployed both at the perimeter and the internal Local Area Network. The ICT team play an active part in the East Midlands WARP (Warning, Advice and Reporting Point) which allow us to have early sight of issues being experienced across neighbouring Authorities and Agencies. ICT is also a member of the CISP formed by the National Cyber Security Centre, this allows us early awareness from the central agency responsible for cyber threats across the UK as well as allowing them to monitor our environment to a degree. These mitigations afford ICT awareness of emerging threats.	2	5	High (10)

Risk Scoring Matrix						
Impact	Critical	5	10	15	20	25
	High	4	8	12	16	20
	Medium	3	6	9	12	15
	Low	2	4	6	6	10
	Minimal	1	2	3	4	5
		Rare	Unlikely	Possible	Likely	Almost certain
			Likelihood			

Final Risk scoring	Colour
Minimal Risk	
Low Risk	
Medium Risk	
High Risk	
Critical Risk	

ELDC Strategic Risks only

For reference, the category definitions are set out below:

Impact score	1	2	3	4	5
Title	Minimal	Low	Medium	High	Critical
Political risk	Residents unaware of authority's actions	Residents' access to oppose actions limited	Residents' access to oppose actions process blocked	Authority fails to effectively scrutinise its actions	No scrutiny of actions takes place
Reputation risk	Increased complaints for less than one week	Increased complaints for more than one week	Negative local press coverage for one day, increased complaints for more than one week	Negative national press coverage for one day, ongoing negative local coverage	Negative national press coverage over several days. Public criticism from MP, LGA, County Council or national service body
Financial risk	Up to 1% of project budget	Up to 5% of project budget	Up to 10% of project budget	Up to 15% of project budget	Over 15% of project budget
Legal risk	Delays due to legal clarifications being sought (<1 month)	Delays due to legal clarifications being sought (1-6 months)	Delays due to legal clarifications being sought (>6 months)	Project operations potentially subject to legal challenge, project on hold until resolved	Project operations potentially in breach of legislation, project terminated
Disruption risk	Individual members of staff having work disrupted	Multiple members of staff unable to work	Total service outage for one day or less	Total service outage for several days	Total service outage for more than a week
Environmental risk	Immediately remedied damage in an isolated area	Easily remedied damage in an isolated area	Short term damage in an isolated area requiring partners assistance	Damage requiring special budget provision to rectify	Major or widespread damage requiring central government assistance
Contractual risk	Negative impact on key partner relationship	Minor contract renegotiation required	Major contract renegotiation required	Project aims or goal significantly altered or sanction clauses invoked	Project failure and/or termination of contract
Asset & Infrastructure risk	Individual pieces of equipment damaged or needing replacement	Isolated network issues, multiple pieces of equipment needing replacement	Widespread network issues, vehicle damaged	Council properties inaccessible, vehicle need replacing	Council properties damaged, multiple vehicles need replacing, key infrastructure outage
Health and Safety risk	People engaging in hazardous activities without awareness	Individual receives minor injuries	Multiple people receive minor injuries	Individual serious injury	Multiple people seriously injured, individual loss of life

Likelihood score	1	2	3	4	5
Definition	Rare	Unlikely	Possible	Likely	Almost certain
Description	The likelihood of the risk has been minimised to a negligible possibility	The risk is technically possible but an occurrence is not foreseeable in the medium-long term	The risk is a real possibility but the likelihood of an occurrence in the short-medium term is small	The risk is probably going to occur at some point in the medium term--, possibly sooner	The risk is probably going to occur imminently
Timeframe	Will occur at some point in next 50 years	Will occur at some point in the next 25 years	Will occur at some point in the next 10 years	Will occur at some point in the next 5 years	Will occur at some point in the next year
Probability	10% or less	Between 10-30%	Between 30-50%	Between 50-85%	85% or more

Risk appetite

Minimal: Avoidance of risk and uncertainty; minimal exposure to risk preferred; consequently likely to be low pot corresponding risk score = low

Cautious: Preference for safe options with low to medium risk; consequently reduced potential for reward / achi corresponding risk score = low to medium

Creative and aware: Willing to consider all potential options and choose the one most likely to achieve the obje balanced approach recognising that things may go wrong but we will learn from them; corresponding risk score =

Seek: Eager to be innovative and to choose options offering potentially higher rewards, despite greater inherent willing to tolerate uncertainty and accept possibility of significant loss; corresponding risk score = high