Appendix B

Ref number	Risk name	Risk description	Lead risk owner	Cause/s	Potential impact/consequences	Existing control measures in place
ELDC01	Budget	Risk around the long term balancing of the budget and constraints	DCX Corporate Development and S151	Reduction of government funding; Reduction in income; Capital expenditure; Impact of Internal Drainage Board (IDB) levy; Inflation; Fuel shortages; Ukraine conflict	Lack of money and lack of certainty going forward; Failure to balance budget in future years	Medium Term Financial Strategy; Budgetary process; Sound level of reserves; Continued close monitoring; Where there is likely to be a high degree of variability, sensitivity analysis will be used in Committee and Cabinet reports, and also as part of our financial analysis process.
ELDC03	Local economy	Risk to local businesses, lack of growth, lack of inward investment and tourism; opportunity to encourage growth and stimulate the local economy	AD: Economic Growth	Continuing impact of Covid-19 on businesses and the local economy; Increasing costs, including fuel costs; Lack of buses, particularly in rural areas, and increasing costs of travel	Struggling/failing local businesses; Stagnating local economy; Lack of inward investment; Low skills and aspirations; Low visitor numbers; Future sustainability of the Town Centre - retail, evening economy, housing, heritage, culture, leisure, events, car parking; Community perceptions. Threat to infrastructure, local services and housing	Town Deal and Levelling Up projects; Emergency Planning Team represented on County Wide LRF Group looking at issues of winter pressures / cost of living and industrial action.
ELDC04	Lincshore flood defence	Risk due to the uncertainty of the future Lincshore flood defence scheme	AD: 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.
ELDC05	Business continuity	Risk around business continuity and recovery in the event of a major incident or event	AD: 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.	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. A strategic group meets regularly, including representation from PSPS, with minutes and actions reported to LT Governance for awareness. 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 LRF. Regular 'live' training exercises are coordinated at County level to maximise preparedness in each 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. Work is underway in 2023 to update and align all BC plans across the Partnership. It is anticipated that this work should be completed by the end of Quarter 4 2023/24.

Ref number	Risk name	Risk description	Lead risk owner	Cause/s	Potential impact/consequences	Existing control measures in place
ELDC06	Health and Safety	Risk of failure to comply with Health and Safety requirements	AD: 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.	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 Councils 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.
ELDC07	Local Plan	Risk of the Local Plan not delivering economic growth & prosperity	AD: 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.	The Local Plan is monitored regularly with an Annual Report produced, in addition, measures such as the 5-Year Housing Land Supply and Housing Delivery Test are good indicators as to the delivery of the Local Plan. Decisions are taken against the plan, however, they do not preclude other developments from coming forward as appropriate for consideration. Appeal decisions also inform our understanding of Plan performance. There is a statutory requirement for a 5-year review of the Local Plan (after 2024). There is presently no indication that the plan is not performing as required (even when giving regard to Covid and Brexit effects), and it is considered that the plan is sufficient to support the growth and prosperity of the district.
ELDC08	Safeguarding	Risk of failure to deliver safeguarding children, young people and vulnerable adults responsibilities	AD: Wellbeing & 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.
ELDC09	Information	Risk of failure to comply with Information Governance and Management requirements	AD: Governance and Monitoring Officer	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.

Ref number	Risk name	Risk description	Lead risk owner	Cause/s	Potential impact/consequences	Existing control measures in place
ELDC10	Treasury and capital	Risk around attainment of revenue through Treasury Management policies and commercially driven capital expenditure	DCX Corporate Development and S151	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.
ELDC11	Third Party Service Delivery	Risk around resilience and quality of service delivery arrangements with third parties	AD: Corporate	This risk relates to the potential for the failure of 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. Regular contract meetings in place to manage risk. SELCP approach to some contracts provides resilience.
ELDC12	Technology Infrastructure failure	The loss of ICT impacting upon the organisation to operate effectively and deliver services to residents.	AD: Corporate	Human error, Power failure, Security, Hardware, Link failure	The Council relies heavily on the ICT infrastructure for normal business operation. Whilst resilience is built into the environment, the loss of a service is always possible. Depending on the service lost, the impact could be severe	The Council has a series of resilience arrangements in place through its service provider, PSPS. Work is continuous to ensure these are fit for purpose across a range of areas. In recognition of the outage of the Internet connection in September 2022, PSPS considered an elevated risk score, however an outage does not mean the likelihood of reoccurrence is any greater, therefore whist it may have been elevated at that given time, the overall rating remains the same for the period of this risk register. In relation to this a Major Incident review has been conducted and is in the process of being shared with the ICT Strategy Board, SLT and Portfolio Holder. This review considers resiliency options that may be used to lower the risk scoring in the future.
ELDC13	Cyber Incident	The risk of the council's ICT infrastructure being severally impact as the result of a cyber incident, both in terms of downtime of systems and loss of data/information.	AD: Corporate	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	Theft of corporate information theft of financial information (eg bank details or payment card details) theft of money disruption to serrvice provision loss of business or contract loss of trust in customers/residents and partners	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 With respect to this risk, PSPS has been successful in its application for a grant from DLUHC on behalf of EL, SH and BBC to improve the security posture of the Councils. The maximum grant of £175,000 has been secured. There are several caveats around the award and its use which we will need to adhere to as we develop and implement the action plan.
ELDC14	Capital Programme	Failure to deliver Major capital schemes within the capital programme	DCX Corporate Development and S151	Escalating costs Onsite Issues Grant funding withdrawal Non-compliance of grant funding obligations Insufficient Pre-project planning and specs (Brief-Creep) Partners withdrawal	Reputational Damage Financial impact Failure to deliver council objectives Reduced ability to secure future funding	Robust programme and project management Regular and structured reporting mechanisms Robust and effective governance (financial and project) Effective working with partners and 3rd Party delivery Risk transferrance and mitigation Requesting extra funding prior to project commencement where required

Ref number	Risk name	Risk description	Lead risk owner	Cause/s	Potential impact/consequences	Existing control measures in place
ELDC15	General Fund Assets	This risk identifies the need for the council to adhere to all prevailing statutory codes as they relate to council assets and functions	AD: Assets	Escalating costs Onsite Issues Grant funding withdrawal Non-compliance of grant funding obligations	Failure to meet statutory requirements in regard to general fund assets	The asset team have compiled a working list of assets that either have compliance contracts in place or we have local contractors with the jobs in hand. A spreadsheet has been created and a considerable amount of time has been spent updating it ready so we can add to the new database of Technology Forge. The restructure has taken place so we now have the SOPM (Strategic & Operational Property Manager) for budget management, meetings job criteria and Strategic Property acquisitions and sales. This role encompasses the day to day running of the asset team. The Estates Officer for lease arrangements, new tenants, site management and all tenant referrals including day to day issues. Repairs officer - For day to day repairs and allocation of work required in conjunction with liaison via the Estates Officer and SOPM. The Project Manager role is also now defined and runs all medium and major projects for the team. The BSO (Business Support Officer) is a new temporary role which monitors jobs coming in and is also a hands-on role that ultimately saves the Council budget money by undertaking jobs ourselves. The SOPM would be the Senior Responsible Person for the Assets and Compliance routines. Training takes place on a required basis. Asbestos training being the last training of significance that was undertaken by the team
ELDC16	Economic hardship	The risk of economic hardship to local people	AD: Wellbeing & Community Leadership	Increase in wholesale energy costs; Supply chain issues; Continuing impact of Covid-19; High rents and low wages; Housing supply, affordable housing and standards issues; Inflation; Fuel shortages; Ukraine conflict	Economic hardship; Fuel poverty; Poor housing; Homelessness; Isolation and lack of opportunities.	Taking action to improve housing standards; Working with local landlords; Support to local people on budgeting, training and jobs; Political pressure on the government to address fuel bills nationally; Homes for Ukraine Host Property Inspections to ensure decent standard and properties not overcrowded.
ELDC17	Implementation of the Environment Act 2021	This new legislation will have an impact on the way that waste services are delivered, and will require operational changes. Changing service delivery will require financial support, and at this stage it is unclear whether additional budget will be made available centrally.	AD: Neighbourhoods	The Environment Act allows the UK to enshrine better environmental protection into law. It provides the Government with powers to set new binding targets, including for air quality, water, biodiversity, and waste reduction. This will change and impact the way environmental services are currently delivered	Failure to comply with legislation Negative effect on climate both locally and globally	The Lincolnshire authorities comprising the Lincolnshire Waste Partnership are working together to identify the impact of the Environment Act across the county. When the statutory guidance is provided by Defra, clear proposals will be drawn up for this authority.
ELDC18	Introduction of Extended Producer Responsibility	The UK is undergoing a major overhaul of packaging producer responsibility legislation, which will transform the way local authorities receive funding for household waste collections. This risk covers the changes this legislation will bring which will be positive but also important to ensure we as an organisation are prepared for these changes.	AD: Neighbourhoods	Reforms seek to introduce principles of extended producer responsibility (EPR) to the UK's packaging waste management sector and will, primarily, see the cost burden of collecting householders' packaging waste shift from local taxpayers to the producers of packaged products	Funding Gaps Negative Press Budget implications	Officers closely follows all policy and practice changes being implemented by the Government and has responded to relevant consultations. This is also being monitored through the countywide Strategic Ofiicer Working Group. Officers are meeting Defra on a regular basis, and taking part in research where relevant.
ELDC19	Identification and Suitability of future Depot Accommodation	This risk identifies the need for additional depot capacity to be identified and secured	AD: Neighbourhoods	Additional housing developments which means more waste and therefore more resources and vehicles required.	Failure to complete rounds Budget implications Failure to increase garden waste and commercial services	Report in development for mitigating options
ELDC20	Capacity	Capactiy to deliver the work programme for the Partnership/Councils	AD: Corporate	The workload increasing to a point where it becomes unmanageable within existing staff resources.	Delivery of work programme slipping. Staff wellbeing concerns. Disruption to services. Reputation reduced with partners.	Annual Delivery Plan in place to help manage the work programme. Services when bringing forward new initatives to consider the capacity required and the need to bid for capacity if it can't be accomodated within existing resources.

Ref number	Risk name	Risk description	Lead risk owner	Cause/s	Potential impact/consequences	Existing control measures in place
ELDC21	External Communication	Poor quality external communication with stakeholders, residents and the wider public impacts upon the council's reputation and its ability to effectively deliver services	AD: Corporate	Low frequency of communications No communication from senior leadership team Failure to understand residents needs	Lack of awareness of partnership and councils delivery and plans Failure to gauge residents needs and interests	External communications are quality checked by the Communications Team to ensure that the messaging is effective and relevant to its audience. The team also gather statistics across a range of areas to understand how much interaction is being achieved through social media channels, for example, and adapt messages and channel shift to ensure messages are being heard and well received.
ELDC22	Retention of staff	The recruitment of new and retention of existing staff within the organisation affecting the ability for the organisation to deliver and meet its objectives	AD: Corporate	Recruitment challenges across region Specialist role recruitment can be difficult Competitive salaries offered at other organisations Uncertain financial climate	Failure to recruit Lack of resources Additional pressure on existing staff	The workforce strategy is aligned across the 3 Councils. A development programme is in place to assist with both personal and professional development and to further develop the talents of individual employees. This programme sits alongside a package of personal support for staff. Managers are encouraged to have regular 'one to ones' with staff to ensure that they are fully supported in their roles. Appraisal process in place.
ELDC23	Service Delivery	The risk to service delivery, impacting residents and partners we work with.	AD: Corporate	Lack of training Lack of leadership No resources/budget Communication failure Poor performance Innefective governance Lack of learning/feedback	Failure to meet needs of residents and partners Negative feedback and press coverage Reputational damage	Staff resources maximised under the Partnership. Working with external partners to deliver shared priorities. HR support on recruitment and retention. Training plans. Values & behaviours work; Annual Delivery Plan, Workforce Development, policies, and procedures.
ELDC24	Internal Communications	The risk is that internal colleagues do not fully understand the aims and ambitions of the partnership and the role they play in the partnership's success.	AD: Corporate	Low frequency of communications No communication from senior leadership team Lack of engagement from partners/PSPS Failure to understand staff needs/feedback	Staff do not feel informed Reduction in morale/engagement High turnover Lack of service delivery	• Internal communications approach has been reviewed. There isn't a one size fits all approach for the Council/Partnership given the breadth of services provided and this is reflected in the internal communications model. • Staff informed levels are monitored through the performance framework on a quarterly basis with the results being considered by scrutiny and Cabinet. • Regular all staff bulletins with key information are issued. • Regular videos from Senior leadership team to the workforce • Briefings on key corporate topics take place • Regular team meetings between service managers and their officers to cascade information • Monthly service manager meetings
ELDC25	Net Zero target	Risk of failure to meet agreed corporate ambition of Net Zero by 2040 with a 45% reduction by 2027	AD: Regulatory	Impact on Net Zero target (i.e. carbon emissions) not fully evaluated at outset of all projects and developments and through service delivery objectives. Financial resourcing required to decarbonise some areas may not be available.	Decisions taken which increase carbon emissions leading to failure to meet Net Zero ambition. Potential reputational risk to authority	Carbon Reduction Action Plan approved. Environment Policy approved Climate Change Strategy approved. Green Home Grants are in delivery. Mobile home energy advice project due to commence

Ref number	Risk name	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Date of last review	Comments from SLT/Overview/A&G	Changes since last update	Commentary
ELDC01	Budget	3	5	High (15)	Tolerate	Continued controls, monitoring and reporting	3	5	High (15)	Q3 23/24		No changes in quarter	
ELDC03	Local economy	3	3	Medium (9)	Treat	Strategic Economic Plan for the Sub-region	3	3	Medium (9)	Q3 23/24		No changes in quarter	
ELDC04	Lincshore flood defence	2	5	High (10)	Tolerate	Continued parrnership working	2	5	High (10)	Q3 23/24	Request to review scoring due to flood risk.	The Strategic Flood Risk Assessment (SFRA) is currently being updated. The outcome of that will provide a more up-to-date and accurate picture to enable us to review the risk score. This is due for completion early in 2024 so we will review the risk score in Q1/2.	
ELDC05	Business continuity	3	5	High (15)	Tolerate	Continued partnership working with the Lincolnshire Resilience Forum (LRF)	3	5	High (15)	Q3 23/24		No changes in quarter	Narrative reviewed and updated by risk owner

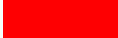| Ref number	Risk name	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Date of last review	Comments from SLT/Overview/A&G	Changes since last update	Commentary
ELDC06	Health and Safety	2	3	Medium (6)	Tolerate	Continued monitoring and reporting	2	3	Medium (6)	Q3 23/24		No changes in quarter	Narrative reviewed and updated by risk owner
ELDC07	Local Plan	3	3	Medium (9)	Tolerate	Continued monitoring and reporting	3	3	Medium (9)	Q3 23/24		No changes in quarter	
ELDC08	Safeguarding	2	4	Medium (8)	Tolerate	Continued monitoring, reporting and training	2	4	Medium (8)	Q3 23/24		No changes in quarter	
ELDC09	Information	2	4	Medium (8)	Tolerate	Continued monitoring, reporting and training	2	4	Medium (8)	Q3 23/24		No changes in quarter	

Ref number	Risk name	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Date of last review	Comments from SLT/Overview/A&G	Changes since last update	Commentary
ELDC10	Treasury and capital	2	4	Medium (8)	Tolerate	Continued monitoring and reporting	2	4	Medium (8)	Q3 23/24		No changes in quarter	
ELDC11	Third Party Service Delivery	3	3	Medium (9)	Tolerate	Continued monitoring and reporting	3	3	Medium (9)	Q3 23/24		No changes in quarter	
ELDC12	Technology Infrastructure failure	2	5	High (10)	Tolerate	Regular review of resilience arrangements	2	5	High (10)	Q3 23/24		No changes in quarter	
ELDC13	Cyber Incident	3	5	High (15)	Tolerate	Continued robust cyber security and training	3	5	High (15)	Q3 23/24		No changes in quarter	
ELDC14	Capital Programme	2	3	Medium (6)	Tolerate	Continued robust project management	2	3	Medium (6)	Q3 23/24		No changes in quarter	

Ref number	Risk name	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Date of last review	Comments from SLT/Overview/A&G	Changes since last update	Commentary
ELDC15	General Fund Assets	1	4	Low (4)	Tolerate	Conduct regular asset reviews Follow up on recommendations from the asset management strategy Set up the strategic asset group Undertake a strategic assessment of each general fund asset held by the council Have a single property management system common to each SELCP council Implement a single asset team structure	1	4	Low (4)	Q3 23/24		No changes in quarter	
ELDC16	Economic hardship	3	4	High (12)	Treat	Grants and Funding Opportunities; Cost of Living Support	3	4	High (12)	Q3 23/24		No changes in quarter	
ELDC17	Implementation of the Environment Act 2021	4	4	High (16)	Treat	Pending Government guidance	3	3	Medium (9)	Q3 23/24		No changes in quarter	
ELDC18	Introduction of Extended Producer Responsibility	3	3	Medium (9)	Treat	Pending Government guidance	2	2	Low (4)	Q3 23/24		No changes in quarter	
ELDC19	Identification and Suitability of future Depot Accommodation	5	3	High (15)	Treat	Report in development for mitigating options	3	3	Medium (9)	Q3 23/24		No changes in quarter	
ELDC20	Capacity	4	3	High (12)	Treat	Report template includes a requirement for services to confirm capacity situation when bringing forward projects. Challenge regarding capacity at Annual Delivery Plan development stage	3	3	Medium (9)	Q3 23/24		No changes in quarter	

Ref number	Risk name	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Date of last review	Comments from SLT/Overview/A&G	Changes since last update	Commentary
ELDC21	External Communication	2	3	Medium (6)	Treat		1	3	Low (3)	Q3 23/24		No changes in quarter	
ELDC22	Retention of staff	2	4	Medium (8)	Tolerate		2	4	Low (4)	Q3 23/24		No changes in quarter	
ELDC23	Service Delivery	3	3	Medium (9)	Treat		2	3	Medium (6)	Q3 23/24		No changes in quarter	
ELDC24	Internal Communications	3	4	High (12)	Treat		3	3	Medium (9)	Q3 23/24		No changes in quarter	
ELDC25	Net Zero target	4	2	Medium (8)	Treat		2	2	Low (4)	Q3 23/24		New Risk	

Risk Scoring Matrix

Impact		Rare	Unlikely	Possible	Likely	Almost certain
	Critical		4; 12	1; 5; 13		
	High	15	8; 9; 10; 22	16; 24	17	19
	Medium		6; 14; 21	3; 7; 11; 18; 23	20	
	Low				25	
	Minimal					

Likelihood

Risk Score	Colour
Minimal Risk	(green)
Low Risk	(light green)
Medium Risk	(yellow)
High Risk	(orange)
Critical Risk	(red)

Ref	Risk name
ELDC01	Budget
ELDC03	Local economy
ELDC04	Lincshore flood defence
ELDC05	Business continuity
ELDC06	Health and Safety
ELDC07	Local Plan
ELDC08	Safeguarding
ELDC09	Information
ELDC10	Treasury and capital
ELDC11	Third Party Service Delivery
ELDC12	Technology Infrastructure failure
ELDC13	Cyber Incident
ELDC14	Capital Programme
ELDC15	General Fund Assets
ELDC16	Economic hardship
ELDC17	Implementation of the Environment Act 2021
ELDC18	Introduction of Extended Producer Responsibility
ELDC19	Identification and Suitability of future Depot Accommodation
ELDC20	Capacity
ELDC21	External Communication
ELDC22	Retention of staff
ELDC23	Service Delivery
ELDC24	Internal Communications
ELDC25	Net Zero Target

Ref number	Risk name	Risk description	AD	Lead risk owner	Existing control measures in place	Current risk likelihood	Current risk impact
SELCP-01	Vision	A lack of clear and shared vision; the reasons for shared management and sharing of joint services	AD: Corporate	James Gilbert	The partnership exploration phase developed this understanding. Engagement with members to ensure the objectives of the business case were clearly understood, through the proposal recommendations, scrutiny process and final Council decisions.	3	3
SELCP-02	Trust	A poor relationship or lack of trust between members, leaders or senior staff	CX	Rob Barlow	Openness, transparency and accessibility for all groups. Building on the existing positive relationships between Members and Officers	3	3
SELCP-03	Sovereignty	Concerns around the loss of sovereignty of a council	AD: Governance	John Medler	Each Council continues to be governed by its own Constitution which is a key principle of the Memorandum of Agreement between the three Councils.	3	3
SELCP-04	Takeover	Fears of a 'takeover' by one council	CX	Rob Barlow	Shared management structure. Each Council retains its own ability to deliver services in the way it considers best for its communities through local decisions taken by its Members.	3	3
SELCP-05	Culture	A fundamental difference in the organisational culture of the councils	AD: Corporate	James Gilbert	Expectation, set out in the business case, that many things will be similar. A commitment to use the best elements of each partner's cultural difference, for example in the Partnership Workforce Development Strategy.	3	3
SELCP-06	LGR	Local Government Reorganisation (LGR)	CX	Rob Barlow	The South East Lincolnshire Councils Partnership is designed to have a positive influence should Local Government Reorganisation be required of Lincolnshire. The partnership strengthens the case for 'locally-led deals' which benefit South East Lincolnshire	4	3
SELCP-07	Funding	Local Government Funding	DCX Corporate Development and S151	Christine Marshall	Local Government funding challenges are inevitable and evidenced by each partner's funding gaps. The business case assumes a shared opportunity for efficient services and shared commercial opportunities and provides a significant opportunity to respond to this on-going challenge.	4	4
SELCP-08	Staffing	Staff retention and resilience	AD: Corporate	James Gilbert	Adoption of a Partnership Workforce Strategy and an ambitious programme of work that makes the South East Lincolnshire Councils Partnership a place of choice to work for staff.	4	3

Ref number	Risk name	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Date of last review	Changes since last update	Commentary
SELCP-01	Vision	Medium (9)	Treat	Adoption of a Sub-regional Strategy across the Partnership to embed shared vision, objectives and priorities	2	3	Medium (6)	Q3		
SELCP-02	Trust	Medium (9)	Tolerate		3	3	Medium (9)	Q3		
SELCP-03	Sovereignty	Medium (9)	Tolerate		3	3	Medium (9)	Q3		
SELCP-04	Takeover	Medium (9)	Tolerate		3	3	Medium (9)	Q3		
SELCP-05	Culture	Medium (9)	Tolerate		3	3	Medium (9)	Q3		
SELCP-06	LGR	High (12)						Q3		
SELCP-07	Funding	High (16)	Treat	Delivering on the opportunities identified in the Partnership business case and realising the planned savings; savings tracker reported regularly	3	3	Medium (9)	Q3		
SELCP-08	Staffing	High (12)	Treat	Review of Workforce Strategy	3	3	Medium (9)	Q3		

Risk Scoring Matrix

Impact		Rare	Unlikely	Possible	Likely	Almost certain
	Critical					
	High				7	
	Medium			1; 2; 3; 4; 5	6; 8	
	Low					
	Minimal					

Likelihood

Risk Score	Colour
Minimal Risk	
Low Risk	
Medium Risk	
High Risk	
Critical Risk	

Ref	Risk name
SELCP-01	Vision
SELCP-02	Trust
SELCP-03	Sovereignty
SELCP-04	Takeover
SELCP-05	Culture
SELCP-06	LGR
SELCP-07	Funding
SELCP-08	Staffing

Risk Scoring Matrix

Impact		Rare	Unlikely	Possible	Likely	Almost certain
	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

Likelihood

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

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

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

Treatment (4Ts)

Terminate – rarely, we may be able to stop doing the activity altogether and thereby remove the risk altogether

Tolerate – accept the risk and live with it because it is within our risk appetite and the cost of mitigating action would outweigh the benefits

Transfer – move all or part of the risk to a third party or through insurance; however, sometimes accountability still remains, particularly with a Council, so caution is advised

Treat - take action to control the likelihood and/or impact and set a target to move the risk to within the risk appetite once the action has been implemented