


| Ref | Risk name           | Risk owner                           | Description  | Cause/s   | Potential impact and consequences  | Mitigation: existing control measures in place   | Risk score |        |              |
|-----|---------------------|--------------------------------------|--|---|--|--|------------|--------|--------------|
|     |                     |                                      |  |   |  |  | Likelihood | Impact | Overall risk |
| 1   | Economic hardship   | AD: Wellbeing & Community Leadership | The risk of economic hardship to local people  | Increase in wholesale energy costs;<br>Supply chain issues;<br>Continuing impact of Covid-19;<br>High rents and low wages;<br>Housing supply, affordable housing and standards issues;<br>Inflation;<br>Fuel shortages;<br>Ukraine conflict | Economic hardship;<br>Fuel poverty;<br>Poor housing;<br>Homelessness;<br>Isolation and lack of opportunities.  | Taking action to improve housing standards;<br>Working with local landlords;<br>Support to local people on budgeting, training and jobs;<br>Political pressure on the government to address fuel bills nationally;<br>Campus for Future Living;<br>Investment into Leisure/Learning/Well-being projects. | 3          | 4      | High (12)    |
| 2   | Health              | AD: Wellbeing & Community Leadership | The risk of long term health issues on local people; the opportunity to work with health partners to address these   | Long term health issues in the local population;<br>Deprivation;<br>Local perceptions;<br>Apathy.   | Poor health outcomes;<br>Increased costs to local health services;<br>Unsustainable health services.   | The opportunity to work with health partners to address long term health issues and deprivation, to raise awareness and promote good health, to support the sustainability of local health services  | 3          | 3      | Medium (9)   |
| 3   | Local economy       | AD: Economic Growth                  | Risk to local businesses, lack of growth, lack of inward investment and tourism; opportunity to encourage growth and stimulate the local economy; good community relations | Continuing impact of Covid-19 on businesses and the local economy;<br>Increasing costs, including fuel costs;<br>Lack of buses, particularly in rural areas, and increasing costs of travel   | Struggling/failing local businesses;<br>Stagnating local economy;<br>Lack of inward investment;<br>Low skills and aspirations;<br>Low visitor numbers;<br>Future sustainability of the Town Centre - retail, evening economy, housing, heritage, culture, leisure, events, car parking;<br>Community perceptions | Town Deal and Levelling Up projects;<br>UK Shared Prosperity;<br>ACE funding applications;<br>Vital & Viable programme;<br>Partnership working for sector support (heritage, culture, leisure and visitor economy).  | 3          | 3      | Medium (9)   |
| 4   | Sustainability      | AD: Regulatory                       | Risk to the environment and future sustainability  | Carbon emissions;<br>Climate challenge;<br>Need to find the balance between sustainability and pay back;<br>Need to find the balance between education and enforcement.   | Impact on future sustainability;<br>Impact on value for money;<br>Reputational risk of failing to lead by example.   | Carbon Reduction Action Plan approved.<br>Climate Change Strategy approved.<br>Green Home Grants are in delivery.  | 2          | 3      | Medium (6)   |
| 5   | Environmental crime | AD: Neighbourhoods                   | Impact of environmental crime (fly tipping and littering) on local people, the local area and the reputation of the Council  | Residents, visitors and businesses failing to dispose of litter and waste responsibly, using litter bins, the Household Waste Recycling Centre or waste collection companies.   | Increase in fly tipping and littering  | Education and enforcement;<br>Partnership working, including with community groups   | 3          | 3      | Medium (9)   |


Appendix A BBC Q1 Strategic Risks


| Ref | Risk name               | Risk owner          | Description   | Cause/s  | Potential impact and consequences   | Mitigation: existing control measures in place  | Risk score |        |              |
|-----|-------------------------|---------------------|---|--|---|---|------------|--------|--------------|
|     |                         |                     |   |  |   |   | Likelihood | Impact | Overall risk |
| 6   | Budget                  | AD: Finance         | Risk around the long term balancing of the budget with economic and funding uncertainty                         | Reduction of government funding;<br>Reduction in income;<br>Capital expenditure;<br>Impact of Internal Drainage Board (IDB) levy;<br>Inflation;<br>Fuel shortages;<br>Ukraine conflict   | Lack of money and lack of certainty going forward;<br>Failure to balance budget in future years   | Medium Term Financial Strategy;<br>Budgetary process;<br>Sound level of reserves;<br>Continued close monitoring;<br>Funding applications.   | 3          | 5      | High (15)    |
| 7   | Service delivery        | AD: Corporate       | Risks to service delivery   | Capacity, workload and resilience;<br>Recruitment and retention;<br>Uncertainty around Local Government Reorganisation (LGR);<br>Compliance failure (audit, health & safety, safeguarding, information governance and management, legal);<br>Technical infrastructure failure;<br>Cyber incident;<br>Negative press;<br>Effects of change and how it affects both officers and elected Members | Failure in service delivery;<br>Impact on local people;<br>Impact on staff;<br>Impact on budget;<br>Reputational damage;<br>Failure of third party service delivery;<br>Contract failure. | Staff resources maximised under the Partnership;<br>Working with external partners to deliver shared priorities;<br>HR support on recruitment and retention;<br>Training plans;<br>Values & behaviours work;<br>Annual Delivery Plan, Workforce Development, policies and procedures. | 3          | 3      | Medium (9)   |
| 8   | Civil contingency risks | AD: Regulatory      | Community risks shared across Lincolnshire, managed in partnership with the Lincolnshire Resilience Forum (LRF) | Impact of Covid-19;<br>Influenza type disease;<br>East coast flooding;<br>Inland flooding;<br>Severe weather;<br>Fuel shortages;<br>Loss of critical infrastructure;<br>Animal disease;<br>Environmental pollution and industrial accidents;<br>Transport accidents;<br>Business Continuity incident   | Failure in service delivery;<br>Impact on local people;<br>Reputational damage;<br>Detrimental economic impact on business.   | Community Risk Register monitored by the Lincolnshire Resilience Forum (LRF);<br>Work with partners to assess, monitor and plan for these risks together.<br>Exercising of plans and training of staff.   | 2          | 4      | Medium (8)   |
| 9   | Infrastructure risks    | AD: Economic Growth | Risks to infrastructure - roads, rail, waste management, water supply, energy, digital connectivity             | Lack of investment, upgrade and development into infrastructure, broadband/digital connectivity, highways/public transport;<br>Increased demand on infrastructure from population growth and rapid urbanisation  | Impact on health, the economy and businesses;<br>Opportunity to generate employment and boost living standards;<br>Opportunity to encourage inward investment.                            | Sub-regional focus and briefings;<br>Support with the evolution of ideas and solutions;<br>Scrutiny Committee looking at the theme of highways/public transport.  | 2          | 4      | Medium (8)   |


| 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 

Appendix A BBC Q1 Strategic Risks

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   |

## Appendix A BBC Q1 Strategic Risks

| 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 / achie  
corresponding risk score = low to medium

**Creative and aware:** Willing to consider all potential options and choose the one most likely to achieve the objec  
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 r  
willing to tolerate uncertainty and accept possibility of significant loss; corresponding risk score = high