

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; 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.	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; Deprivation; Local perceptions; Apathy. Migration Population through influx of asylum seekers	Poor health outcomes; Increased costs to local health services; 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 Close working with LCC Public Health to ensure appropriate treatment measures are carried out.	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; 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.	Town Deal and Levelling Up projects EP Team represented on County Wide LRF Group looking at issues of winter pressures / cost of living and industrial action.	3	3	Medium (9)
4	Sustainability	AD: Regulatory	Risk to the environment and future sustainability	Carbon emissions; Climate challenge; Need to find the balance between sustainability and pay back; Need to find the balance between education and enforcement.	Impact on future sustainability; Impact on value for money; Reputational risk of failing to lead by example.	Carbon Reduction Action Plan approved. Climate Change Strategy approved. Green Home Grants are in delivery. Minimum energy efficiency standards project beginning in January 2023.	2	3	Medium (6)

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6	Budget	AD: Finance	Risk around the long term balancing of the budget with economic and funding uncertainty	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	3	5	High (15)
8	Civil contingency risks	AD: Regulatory	Community risks shared across Lincolnshire, managed in partnership with the Lincolnshire Resilience Forum (LRF)	Impact of Covid19; Influenza type disease; East coast flooding; Inland flooding; Severe weather; Fuel shortages; Loss of critical infrastructure; Animal disease; Environmental pollution and industrial accidents; Transport accidents; Business Continuity incident.	Failure in service delivery; Impact on local people; Reputational damage; Detrimental economic impact on business.	Community Risk Register monitored by the Lincolnshire Resilience Forum (LRF); Work with partners to assess, monitor and plan for these risks together. 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; Increased demand on infrastructure from population growth and rapid urbanisation	Impact on health, the economy and businesses; Opportunity to generate employment and boost living standards; Opportunity to encourage inward investment.	Sub-regional focus and briefings; Support with the evolution of ideas and solutions; Scrutiny Committee looking at the theme of highways/public transport.	2	4	Medium (8)
10	Capital Programme	AD: Programme Delivery	Failure to deliver Major capital schemes within the capital programme	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 <b>Requesting extra funding prior to project commencement where required</b>	2	3	Medium (6)
11	Externally Funded Schemes	AD: Programme Delivery	Failure to deliver externally funded capital schemes	<del>Escalating costs Onsite Issues Grant funding withdrawal Non-compliance of grant funding obligations Insufficient Pre-project planning and specs (Brief-Creep) Partners withdrawal</del>	<del>Reputational Damage Financial impact Failure to deliver council objectives Reduced ability to secure future funding</del>	<del>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</del>	2	4	Medium (8)

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12	General Fund Assets	AD: Assets	This risk identifies the need for the council to adhere to all prevailing statutory codes as they relate to council assets and functions		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	1	4	Low (4)
13	Cyber Incident	AD:Corporate	The risk of the council's ICT infrastructure being severely impacted 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	Theft of corporate information theft of financial information (eg bank details or payment card details) theft of money disruption to service 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.	3	5	High (15)

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14	Technology infrastructure failure	AD: Corporate	The loss of ICT impacting upon the organisation to operate effectively and deliver services to residents.	Human error, Power failure, Security, Hardware, Link failure	<p>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</p>	<p>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.</p> <p>In recognition of the outage of the Internet connection in September, PSPS considered an elevated risk score, however an outage does not mean the likelihood of reoccurrence is any greater, therefore whilst it may have been elevated at that given time, the overall rating remains the same for the period of this risk register.</p> <p>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. These options were previously considered in 16/17 by the then SHDC Strategic ICT Manager and corresponding Executive Director and were considered cost prohibitive when reviewed against likelihood.</p>	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



Q4 strategic risk register BBC

For reference, the category definitions are set out below:

Impact score	1	2	3	4	5
Title	Minimal	Low	Medium	High	Critical
<i>Political risk</i>	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
<i>Reputation risk</i>	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
<i>Financial risk</i>	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
<i>Legal risk</i>	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
<i>Disruption risk</i>	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
<i>Environmental risk</i>	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

For reference, the category definitions are set out below:

Impact score	1	2	3	4	5
<i>Contractual risk</i>	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
<i>Asset &amp; Infrastructure risk</i>	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
<i>Health and Safety risk</i>	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
<i>Definition</i>	Rare	Unlikely	Possible	Likely	Almost certain
<i>Description</i>	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
<i>Timeframe</i>	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
<i>Probability</i>	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 i willing to tolerate uncertainty and accept possibility of significant loss; corresponding risk score = high