



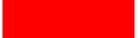


Ref	Risk name	Risk description	Lead risk owner	Cause/s	Potential impact/consequences	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Changes since last update
BBC01	Economic hardship	The risk of economic hardship to local people	AD: Wellbeing & Community Leadership	Increase in wholesale energy costs; Supply chain issues; 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; the annual UK Poverty Report published by the Joseph Rowntree Foundation supports the scoring of this risk	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)	Treat	Pursuing Grants and Funding Opportunities; Providing Cost of Living Support	3	4	High (12)	Reference to the UK Poverty Report added to impact/consequences as requested by A&G to support the scoring of this risk
BBC02	Health	The risk of long term health issues on local people; the opportunity to work with health partners to address these	AD: Wellbeing & Community Leadership	Long term health issues in the local population; Deprivation; Local perceptions; Apathy; Migration; Population through influx of asylum seekers; Lack of access to dentistry; GP waiting lists	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)	Treat	Healthy Living Action Plan	3	3	Medium (9)	Reference to GP waiting lists added as requested by A&G
BBC03	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.	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.	3	3	Medium (9)	Treat	Strategic Economic Plan for the Sub-region; improvements being made to Boston Market	3	3	Medium (9)	Reference to Boston Market added as requested by A&G
BBC04	Sustainability	Risk to the environment and future sustainability	AD: Regulatory	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. Environment Policy approved. Climate Change Strategy approved. Green Home Grants are in delivery. Minimum household energy efficiency standards project in delivery.	2	2	Medium (6)	Treat	Delivery of the Climate Change Strategy	2	2	Medium (6)	Risk Owner has advised deleting this risk as it duplicates new risk BBC22; agreed by SLT
BBC05	Budget	Risk around the long term balancing of the budget with economic and funding uncertainty	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	3	5	High (15)	Tolerate	Continued controls, monitoring and reporting	3	5	High (15)	No changes to score in quarter
BBC06	Civil contingency risks	Community risks shared across Lincolnshire, managed in partnership with the Lincolnshire Resilience Forum (LRF)	AD: Regulatory	Impact of Covid19; Influenza type disease; East coast flooding; Inland flooding; Severe weather; Fuel shortages; Loss of critical infrastructure; Animal diseases; 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. Strategic and Tactical Out of Hours rota in place. Partnership providing resilience for response and recovery from emergencies/incidents. Strategic Management Group in place to monitor performance and report to LT Governance. Partnership Emergency Plans and Business Continuity Plans in delivery.	2	4	Medium (8)	Tolerate	Continued partnership working with the Lincolnshire Resilience Forum (LRF)	2	4	Medium (8)	Risk score reviewed by AD Planning in relation to flood risk. The likelihood of flood risk is impacted by recent storm events and pressures on public services. This is balanced by the mitigation in place through the LRF with debriefs held post-events and plans kept regularly updated. Overall risk for civil contingency remains medium.
BBC07	Infrastructure risks	Risks to infrastructure - roads, rail, waste management, water supply, energy, digital connectivity	CX	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)	Treat	Strategic Economic Plan for the sub-region; Transport Scrutiny Committee	2	4	Medium (8)	No changes to score in quarter
BBC08	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 transference and mitigation; Requesting extra funding prior to project commencement where required	2	3	Medium (6)	Tolerate	Continued robust project management	2	3	Medium (6)	No changes to score in quarter
BBC09	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	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)	No changes to score in quarter

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BBC10	Cyber Incident	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.	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 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)	Tolerate	Continued robust cyber security and training	3	5	High (15)	No changes to score in quarter
BBC11	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 whilst 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. This review considers resiliency options that may be used to lower the risk scoring in the future.	2	5	High (10)	Tolerate	Regular review of resilience arrangements	2	5	High (10)	No changes to score in quarter
BBC12	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.	4	4	High (16)	Treat	Pending clear Government guidance	3	3	Medium (9)	No changes to score in quarter
BBC13	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; Potential Budget implications	Officers closely follow 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 Officer Working Group. Officers are meeting Defra on a regular basis, and taking part in research where relevant.	3	3	Medium (9)	Treat	Pending clear Government guidance	2	2	Low (4)	No changes to score in quarter
BBC14	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. Depot at St Johns Road does not currently have sufficient capacity on the operators license for future growth	Failure to complete rounds; Budget implications; Failure to increase garden waste and commercial services	Future options are being investigated	5	3	High (15)	Treat	Future options are being investigated	3	3	Medium (9)	Risk score reviewed by SLT- this was showing the same score as East Lindsey in error. The correct score for Boston is now shown and is high rather than critical. Future options are being investigated.
BBC15	Waste Collection Round Pressures	Increased housing growth has led to an increase in the amount of waste presented for collection each week, putting pressure on the service.	AD: Neighbourhoods	Housing growth; Increased waste from more residents at home	Increase in missed collections; Reputational Damage; Failure to increase Garden waste and commercial services; Staff Absence; Budget Implications	Implementation of a round review to ensure staff are able to finish their working day on time and that all waste presented is collected. This will result in some collection day changes for some properties. Hire in Vehicles to enable waste collection	3	3	Medium (9)	Treat	Round review	2	2	Low (4)	No changes to score in quarter

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BBC16	Capacity	Capacity 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 initiatives to consider the capacity required and the need to bid for capacity if it can't be accommodated within existing resources.	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)	No changes to score in quarter
BBC17	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 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.	3	3	Medium (9)	Tolerate	Continued monitoring and reporting	3	3	Medium (9)	No changes to score in quarter
BBC18	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.	2	3	Medium (6)	Tolerate	Monitored by Communications Team	1	3	Low (3)	No changes to score in quarter
BBC19	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.	2	4	Medium (8)	Tolerate	Workforce Strategy	2	4	Low (4)	No changes to score in quarter
BBC20	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; Ineffective 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.	3	3	Medium (9)	Tolerate	Annual Delivery Plan monitoring and reporting	2	3	Medium (6)	No changes to score in quarter
BBC21	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	3	4	High (12)	Treat	Monitored by Communications Team	3	3	Medium (9)	No changes to score in quarter
BBC22	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	Annual carbon footprint monitoring of operational emissions reported to E&P Committee. Carbon reduction target and interim target measured in our performance framework. Carbon reduction implications of decisions included in standard committee report template	4	2	Medium (8)	Treat	Carbon reduction performance reporting	2	2	Low (4)	New Risk






Risk Scoring Matrix						
Impact	Critical		11	5; 10		
	High	9	7; 19	1; 6; 21	12; 14	
	Medium		4; 8; 18	2; 3; 13; 15; 17; 20	16	
	Low				22	
	Minimal					
		Rare	Unlikely	Possible	Likely	Almost certain
		Likelihood				

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

Ref	Risk name	Ref	Risk name
BBC01	Economic hardship	BBC12	Implementation of the Environment Act 2021
BBC02	Health	BBC13	Introduction of Extended Producer Responsibility
BBC03	Local economy	BBC14	Identification and Suitability of future Depot Accommodation
BBC04	Sustainability	BBC15	Waste Collection Round Pressures
BBC05	Budget	BBC16	Capacity
BBC06	Civil contingency risks	BBC17	Third Party Service Delivery
BBC07	Infrastructure risks	BBC18	External Communication
BBC08	Capital Programme	BBC19	Retention of staff
BBC09	General Fund Assets	BBC20	Service Delivery
BBC10	Cyber Incident	BBC21	Internal Communications
BBC11	Technology infrastructure failure	BBC22	Net Zero Target

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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	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	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	Medium (9)	Tolerate		3	3	Medium (9)	Q3
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	Medium (9)	Tolerate		3	3	Medium (9)	Q3
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	Medium (9)	Tolerate		3	3	Medium (9)	Q3
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	Medium (9)	Tolerate		3	3	Medium (9)	Q3
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	High (12)						Q3
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	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	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	High (12)	Treat	Review of Workforce Strategy	3	3	Medium (9)	Q3

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

Boston Q3 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

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