Ref	Risk	Risk description	AD	Existing control measures in place	Likelihood	Impact	Risk score	Treatment (4Ts)	Planned action / future mitigation	Target likelihood	Target impact	Target risk score
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	The opportunity to work with health and wider system 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, VCS and wider system partners to ensure appropriate support and treatment measures are carried out.	3	3	Medium (9)	Treat	Healthy Living Action Plan	3	3	Medium (9)
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	Dir: ED	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 Investment plan for East Lindsey using additional funding (Due to be considered at Exec Board in September)	3	3	Medium (9)
BBC05	Budget	Risk around the long term balancing of the budget with economic and funding uncertainty	DCX Corporate Development and S151	Medium Term Financial Strategy; Budgetary process; Sound level of reserves Continued close monitoring Continued lobbying regarding the IDB pressure. Savings and Efficiency Plan developed to support the MTFS	4	4	High (16)	Tolerate	Continued controls, monitoring and reporting	3	5	High (15)
BBC06	Civil contingency risks	Community risks shared across Lincolnshire, managed in partnership with the Lincolnshire Resilience Forum (LRF)	AD: Regulatory	Community Risk Register. Engagement with the Lincolnshire Resilience Forum (LRF); Work with partners to assess, monitor, plan exercise and train for these risks together. Exercising of plans and training of staff. Strategic and Tactical duty rota in place with all staff trained to minimum standard set by LRF. Partnership providing resiliance for response and recovery from emergencies/incidents. Strategic Management Group in place to monitor performance and report to LT Governance. Partnership Emergency Plan and Business Continuity Plans for critical services all revised in 2024.	2	4	Medium (8)	Tolerate	Continued partnership working with the Lincolnshire Resilience Forum (LRF). Alignment of service support, plans, procedures and polices across the S&ELCP to aid resilience and share learning. Joint Emergency Plan and Business Continuity Plans in place. Local Cyber related BC exercise planned for Q4 24.25 to test new BC plans.	2	4	Medium (8)
BBC07	Infrastructure risks	Risks to infrastructure - roads, rail, waste management, water supply, energy, digital connectivity	Dir: ED	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)

Ref	Risk	Risk description	AD	Existing control measures in place	Likelihood	Impact	Risk score	Treatment (4Ts)	Planned action / future mitigation	Target likelihood	Target impact	Target risk score
BBC08	Capital Programme	Failure to deliver Major capital schemes within the capital programme	DCX Programme Delivery	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	2	3	Medium (6)	Tolerate	Continued robust project management	2	3	Medium (6)
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	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)
BBC10	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	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. We are about to commission an external validation of our cyber response plan for ICT. We have also recently enabled and implemented further cyber security controls within Mimecast which will ensure further mitigation in this area is in place.	3	5	High (15)	Tolerate	Continued robust cyber security and training	3	5	High (15)
BBC11	Technology infrastructure failure	The loss of ICT impacting upon the organisation to operate effectively and deliver services to residents.	AD: Corporate	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. As part of business continuity planning, services are considering in detail how they would continue to operate should an ICT outage occur	2	5	High (10)	Tolerate	Regular review of resilience arrangements	2	5	High (10)

Ref	Risk	Risk description	AD	Existing control measures in place	Likelihood	Impact	Risk score	Treatment (4Ts)	Planned action / future mitigation	Target likelihood	Target impact	Target risk score
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 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 Government guidance	3	3	Medium (9)
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	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.	3	3	Medium (9)	Treat	Pending Government guidance	2	2	Low (4)
BBC14	Identification and Suitability of future Depot Accommodation	This risk identifies the need for additional depot capacity to be identified and secured	AD: Neighbourhoods	Future options are being investigated	5	3	High (15)	Treat	Future options are being investigated	3	3	Medium (9)
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	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)
BBC16	Capacity	Capacity to deliver the work programme for the Partnership/Councils	AD: Corporate	Allignment and 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. This matter was discussed at a recent internal conference for senior managers, email appears to be the biggest pressure and services are considering how they best manage this. Services have been informed they can bid into the transformation reserve for short term capacity if they have a suitable proposal.	4	3	High (12)	Treat	Enscourage Services to consider the transformation/capacity reserve for short term support where existing service capacity isn't sufficient.	3	3	Medium (9)

Ref	Risk	Risk description	AD	Existing control measures in place	Likelihood	Impact	Risk score	Treatment (4Ts)	Planned action / future mitigation	Target likelihood	Target impact	Target risk score
BBC17	Third Party service delivery	Risk around resilience and quality of service delivery arrangements with third parties	AD: Corporate	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)
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	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. Recently we have adopted an engagement charter accross the partnership.	2	3	Medium (6)	Treat		2	3	Medium (6)
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	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. We have launched our own recruitment academy which seeks to recruit and develop apprentices specifically in those services where it is harder to recruit. The new managers development programme has launched also.	2	4	Medium (8)	Tolerate		2	4	Low (4)
BBC20	Service Delivery	The risk to service delivery, impacting residents and partners we work with.	AD: Corporate	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)	Treat		2	3	Medium (6)
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	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. Single Partnership Intranet in place	2	3	Medium (6)	Tolerate	Satisfied with level of mitigation, however, will continue to keep communications channels under review.	2	3	Medium (6)

Ref	Risk	Risk description	AD	Existing control measures in place	Likelihood	Impact	Risk score	Treatment (4Ts)	Planned action / future mitigation	Target likelihood	Target impact	Target risk score
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	Carbon Reduction Action Plan approved. Partnership Environment Policy approved. Climate Change Strategy approved. Green Home Grants are in delivery. MEES project delivered. Decarbonisation feasibility studies completed for Municipal Buildings, Crematorium and Guildhall - funds yet to be secured from Government.	4	2	Medium (8)	Treat	Monitoring delivery of carbon reduction plan via Environment and Performance Committee. Applying to Government in future rounds of the public decarbonisation fund. Engagement in large infrastructure projects like Rosegarth Sq and GMLC redevelopment to embed carbon mitigation and energy efficiency. Approval for a Climate Change and Environment Decsioin making tool into committee and project decision making and training of Officers and elected members in its application	2	2	Low (4)
BBC23	Business continuity	Risk around business continuity and recovery in the event of a major incident or event	AD: Regulatory	The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared and procedures and policies are being joined up to make our response to and recovery from an incident more resilient, efficient and effective. A strategic group meets regularly, including representation from PSPS, with minutes and actions reported to LT Governance for awareness. The S&ELCP has a Strategic and Tactical duty rota with personnel trained to a minimum standard set by the LRF. All three councils are members of the LRF 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. Staff are regularly involved in training exercises delivered by the LRF and coordinated at County level to maximise preparedness. We have a Partnership Emergency Plan & critical services have Business Continuity Plans in place to prioritise and maintain service deliveryin times of emergency. Public Sector Partnership Services (PSPS) and Magna Vitae have Business Continuity Plans in place.	3	3	Medium (9)	Tolerate	Continued partnership working with the Lincolnshire Resilience Forum (LRF). Business Continuty Plans for critical services will be tested with a cyber attack exercise scenario in Q4 24.25 with learning being incorprated into future plans.	3	3	Medium (9)

Ref	Risk	Risk description	AD	Existing control measures in place	Likelihood	Impact	Risk score	Treatment (4Ts)	Planned action / future mitigation	Target likelihood	Target impact	Target risk score
BBC24	Health and Safety	Risk of failure to comply with Health and Safety requirements	AD: Regulatory	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 harmonised, with assistance from PSPS, 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 each soverign council 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 Forums. Policies and procedures are revised by PSPS, consulted upon through Staff H&S forums before being recieved and approved by the Governance Group and referred to LT Governance for information. Health and Safety is included within Internal Audit's annual audit plan.	2	3	Medium (6)	Tolerate	Continued monitoring and reporting through Staff H&S Forums, Partnership H&S Governance Group and LT Governance. Internal audits and Groups provide the opportunity to share learning across each entity	2	3	Medium (6)
BBC25	Information	Risk of failure to comply with Information Governance and Management requirements	AD: Governance and Monitoring Officer	All employees receive annual online training in data protection. Arrangements are in place to ensure that the organisation is compliant with the new General Data Protection Regulation (GDPR) requirement, including lead staff attending training. PSPS also have a lead officer overseeing compliance. An experienced Data Protection Officer is in place who monitors training, compliance and development of policy; also, full assessment of any breaches, providing recommendations for continual improvement. There is now additional resilience with two qualified DPOs in place across the Partnership which allows for cover.	2	4	Medium (8)	Tolerate	Continued monitoring, reporting and training	2	4	Medium (8)
BBC26	Local Plan being considered out of date	The South East Lincolnshire Local Plan (2019) seeks to support proposals which assist in the delivery of economic prosperity and some jobs in Boston across the Plan period. Risk relates to failure to deliver an updated version of the local plan.	AD: Planning and Strategic Infrastructure	Monitoring of the Plan policies. Taking of decision on planning applications. Review of the Local Plan where necessary.	3	2	Medium (6)	Tolerate	Continued monitoring and reporting	3	2	Medium (6)

Ref	Risk	Risk description	AD	Existing control measures in place	Likelihood	Impact	Risk score	Treatment (4Ts)	Planned action / future mitigation	Target likelihood	Target impact	Target risk score
BBC27	Safeguarding	Risk of failure to deliver safeguarding children, young people and vulnerable adults responsibilities	AD: Wellbeing & Community Leadership	Lead Officer and Deputies identified, with Portfolio Holders engaged. The Safeguarding Policy and Procedures have been reviewed. The lead officer liaises regularly with other District Councils and external agencies. Team leaders identify relevant actions and staff training in their service plans. Human Resources supports safer recruitment (including DBS checks) and training for officers, volunteers and councillors. An incident reporting mechanism is in place to monitor the Council's responses. Wellbeing Lincs Service has provided a countywide response and support service for vulnerable and clinically vulnerable residents. Safeguarding was a key focus of a report to LCC during the Covid response. The District Councils and County Council continue to meet to collaborate and discuss matters around safeguarding policy and procedures.	2	4	Medium (8)	Tolerate	Continued monitoring, reporting and training	2	4	Medium (8)

Ref	Risk	Risk description	AD	Existing control measures in place	Likelihood	Impact	Risk score	Treatment (4Ts)	Planned action / future mitigation	Target likelihood	Target impact	Target risk score
01	Vision	A lack of clear and shared vision; the reasons for shared management and sharing of joint services	AD: Corporate	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. Adoption of a Sub-regional Strategy across the Partnership to embed shared vision, objectives and priorities. Quarterly stakeholder board meetings take place to ensure the vision of the partnership is clear and aligned. Joint Strategy Board takes place every six months when the three cabinets come together. Service Review plan and technical system alignment plan are in place to facilitate the partnership. To facilitate joint services the terms and conditions review is being undertaken and work is commenced on a shared officer pay structure.	2	4	Medium (8)	Treat		2	3	Medium (6)
02	Trust	A poor relationship or lack of trust between members, leaders or senior staff	CX	Openness, transparency and accessibility for all groups. Building on the existing positive relationships between Members and Officers. Member/Officer relationships are developed through day to day working as well as the formal governance structure around the partnership which includes stakeholder board, joint strategy board and joint scrutiny, regular employee engagement including briefings from the CX and events like the staff awards continue to support the development of relationships between the organisation and its work force.	3	3	Medium (9)	Tolerate		3	3	Medium (9)
03	Sovereignty	Concerns around the loss of sovereignty of a council	AD: Governance	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)
04	Takeover	Fears of a 'takeover' by one council	CX	~~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)~~
05	Culture	A fundamental difference in the organisational culture of the councils	AD: Corporate	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. Culture is a key consideration as part of the development of shared teams. Cross-working between teams happens on a significant number of projects and through the sharing of services, cultural barriers are therefore being broken down to create a one team ethos, a single staff forum is also in place across the partnership.	2	3	Medium (6)	Tolerate	Future work taking place around workforce terms and conditions and shared officer pay.	3	3	Medium (9)
06	LGR	Local Government Reorganisation (LGR)	CX	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)	Tolerate		4	3	High (12)
07	Funding	Local Government Funding	DCX Corporate Development and S151	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. Partnership continues to seek external funding to support the delivery of services and projects.	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)

Ref	Risk	Risk description	AD	Existing control measures in place	Likelihood	Impact	Risk score	Treatment (4Ts)	Planned action / future mitigation	Target likelihood	Target impact	Target risk score
08	Staffing	Staff retention and resilience	AD: Corporate	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. We are on the verge of launching our own recruitment academy which seeks to recruit and develop apprentices specifically in those services where it is harder to recruit. Future Leaders Programme aims to identify and support upcoming talent, a managers development programme is shortly to be launched across the partnership to help grow our middle managers. We continue to review and develop the employee benefits offer. We continue to discuss capacity challenges with our workforce and have established reserves that can bring in temporary capacity for project delivery.	4	3	High (12)	Treat	Review of Workforce Strategy	3	3	Medium (9)
09	PSPS	Relationship with PSPS	AD: Corporate	The Partnership's relationship with PSPS could become strained due to demands being placed on the company to support organisational change. This is mitigated via SLAs being in place setting out the work programme, regular client liaison meetings, PSPS Stakeholder Board being in place to direct the company strategically and a process for Additional Work Requests that manages additional work required by the company.	2	3	Medium (6)	Treat	Continued monitoring and liaison	2	2	Low (4)

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	

Likelihood score	1	2	3	4	5
Definition	Rare	Unlikely	Possible	Likely	Almost certain
Description	This risk would occur only in rare / particular circumstances	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 expected to occur imminently / regularly
Timeframe	Will occur at some point in the next 10 or more years	Will occur at some point in the next 3-10 years	Will occur at some point in the next 1-3 years	Will occur at some point within the year	Will occur at some point in the next few months
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
Reputation risk	Individual complaint raised	Multiple complaints	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 £10,000	£10,000-£50,000	£50,000-£250,000	£250,000-£500,000	Over £500,0000
Service Delivery / Operations 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
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