

| Ref | Risk name | Risk description | Lead | Existing control measures in place | Current risk likelihood | Current risk impact | Current risk score | Treatment (4Ts) | Planned action / future mitigation | Action RAG | Target risk likelihood | Target risk impact | Target risk score |
|----------|-------------|--|-------|--|-------------------------|---------------------|--------------------|-----------------|---|------------|------------------------|--------------------|-------------------|
| SELCP-01 | Vision | A lack of clear and shared vision; the reasons for shared management and sharing of joint services | SD-CS | 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 are underway which focus on ensuring the vision of the partnership is clear and aligned. A significant number of services have now aligned workforce through service reviews. | 2 | 4 | Medium (8) | Tolerate | | N/A | 2 | 4 | Medium (8) |
| SELCP-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 | 3 | 3 | Medium (9) | Tolerate | | N/A | 3 | 3 | Medium (9) |
| SELCP-03 | Sovereignty | Concerns around the loss of sovereignty of a council | SD-LG | 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 | | N/A | 3 | 3 | Medium (9) |
| SELCP-05 | Culture | A fundamental difference in the organisational culture of the councils | SD-CS | A shared set of values and behaviours are in place across the Partnership and a significant number of services reviews have now taken place creating single teams serving the three Councils in many areas. A job evaluation and pay structure has also been introduced for shared officers | 2 | 3 | Medium (6) | Tolerate | Future work taking place around workforce terms and conditions | N/A | 2 | 3 | Medium (6) |
| SELCP-06 | LGR | Local Government Reorganisation (LGR) | CX | Local Government Reorganisation will create a prolonged period of uncertainty impacting organisational culture, workforce stability, leadership capacity and change readiness, as well as service delivery and community confidence. LGR workforce and OD readiness planning. Consistent manager toolkits and staff engagement. Cultural integration principles. Proposal for LGR model has been submitted and we're now awaiting the outcome | 4 | 3 | High (12) | Tolerate | Continue to work with other Councils to ensure our Councils and Greater Lincolnshire are well positioned for LGR, regardless of proposal to be implemented. | N/A | 4 | 3 | High (12) |
| SELCP-07 | Funding | Local Government Funding | ED-F | 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 monitored by Transformation Board; review quarterly. | 30/06/2026 | 3 | 3 | Medium (9) |
| SELCP-08 | Staffing | Staff retention and resilience | SD-CS | <p>The workforce strategy is aligned across the 3 Councils. A training 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, with the first cohort inducted. We also continue to have in place our Future Leaders' Programme to support colleagues in their career development. Corporate Management Team invest time in mentoring colleagues within the organisation through both of these development programmes.</p> <p>Alignment and 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. 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. Seek to improve the employee benefits package Continue to promote opportunities to work in the sector through the SELCP Academy.</p> | 4 | 3 | High (12) | Treat | <p>Encourage Services to consider the transformation/ capacity reserve for short term support where existing service capacity isn't sufficient. Review quarterly.</p> <p>A refresh of the Workforce Development Strategy action plan will take place this year, in light of LGR, to help ensure colleagues have the skills and confidence required to continue to want to work in Local Government post re-organisation</p> | 30/06/2026 | 3 | 3 | Medium (9) |

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| SELCP-09 | PSPS | Relationship with PSPS | SD-CS | 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) | Tolerate | Continued monitoring and liaison | N/A | 2 | 3 | Medium (6) |
| SELCP-10 | Service Delivery | The risk to service delivery, impacting residents and partners we work with. | SD-CS | 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. | 2 | 3 | Medium (6) | Tolerate | | N/A | 2 | 3 | Medium (6) |