

| Ref | Risk category | Corporate Priority | Risk name | Description | Negative risk | Opportunity risk | Risk owner | PFH | Existing control measures in place | Residual (net) risk score | | | | | | Risk control: Terminate; Tolerate; Transfer; Treat | Action/s | If Treat, target risk score and explanation | Management assurance (RAG) | Link to risk appetite |
|-----|-----------------|--------------------|--------------------------|--|---|---|------------|-----|--|---------------------------|----------------|--------|-----------------|---------|-------------|--|--|--|----------------------------|---------------------------------------|
| | | | | | | | | | | Likelihood | | Impact | | Total | | | | | | |
| | | | | | | | | | | 1 to 4 | | 1 to 4 | | 1 to 16 | | | | | | |
| 1.1 | Economic | CP1 | Flood risk | The risk of flooding may adversely impact on the Council's ability to achieve its corporate priority of prosperity | The risk of flooding and the impact this may have on investment in the area | The opportunity to establish flood defences and address misconceptions | MG | NW | Strategic Flood Risk Assessment; Lincolnshire Flood Risk Strategy; working closely with the Environment Agency; Local Plan adopted; plans for the Boston Barrier (which will reduce risk of tidal flooding from 2% to 0.3%); Lincolnshire Resilience Forum | 2 | Possible | 4 | Critical impact | 8 | Medium risk | Tolerate; continue to work with partners to manage flood risk and its impact; the risk score will only reduce when the Boston Barrier project is fully completed - target 2022 | | N/A | Amber | Business Continuity - Averse/Cautious |
| 1.2 | Economic | CP1 | Growth and local economy | Growth is vital to the future ability of the Council to achieve its corporate priority of prosperity | The risk of a lack of growth; the risk that the local economy stagnates | The opportunity to encourage more growth and stimulate the local economy | LR | NW | Proactive approach to growth; economic development plan; Town's Fund | 3 | Probable | 3 | Major impact | 9 | Medium risk | Treat | Implementation of the Economic Development Action Plan; Town's Fund | Aim to reduce the likelihood of lack of growth to possible and to take a proactive approach to growth with the ED Plan and actions and Town's Fund | Green | Projects & Major Change - Hungry |
| 2.1 | Social / people | CP2 | Housing | Future housing availability will have an impact on the ability of the Council to achieve its corporate priority to support and protect vulnerable people; there is a negative risk of a lack of housing and an opportunity risk to encourage housing provision | The lack of housing delivery, across tenures, impacting on housing need, the economy, business confidence and the ability of the Council to achieve its corporate priority to support and protect vulnerable people and meet the wider housing needs of the community | The opportunity to support and encourage appropriate housing provision | MH | MG | Local Plan. Housing Strategy actions. Transformation Programme focusing on wider housing enabling and housing delivery | 4 | Almost certain | 3 | Major impact | 12 | High risk | Tolerate; continue to work with partners to drive the delivery of new housing | Monitoring of total housing delivery. Monitoring of affordable housing delivery. | N/A | Red | Projects & Major Change - Hungry |
| 2.2 | Social / people | CP2 | Welfare | There is a risk that 'universal support - delivered locally' will impact on the ability of the Council to achieve its corporate priority to support and protect vulnerable people | The risk of 'universal support - delivered locally' adversely impacting on individuals and communities | The opportunity to assist individuals to manage their money better and to access employment opportunities | PP | JN | 'Universal support - delivered locally' project work underway with partners to ensure support and training is in place for staff and local people | 2 | Possible | 2 | Minor impact | 4 | Medium risk | Tolerate; continue to work on the 'universal support - delivered locally' project with partners | Monitor impact of universal credit; this will need ongoing attention due to the protracted nature of rollout and potential length of time before impacts appear | N/A | Green | Projects & Major Change - Hungry |
| 2.3 | Social / people | CP2 | Health | There is a risk that health issues will impact on the ability of the Council to achieve its corporate priority to support and protect people; long term health issues, deprivation, local perceptions, apathy, unsustainable health services | The risk of long term health issues, deprivation, apathy, unsustainable local 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 | MH | PS | Partnership working with health | 3 | Probable | 2 | Minor impact | 6 | Medium risk | Tolerate; continue to work with partners to deliver the Sustainable Health Strategy | Partnership work on the Sustainable Health Strategy | N/A | Green | Projects & Major Change - Hungry |
| 3.1 | Economic | CP3 | Town centre | The future sustainability of the Town Centre in terms of retail, evening economy, housing, heritage, culture, leisure, events and car parking will have an impact on the ability of the Council to achieve its corporate prosperity and place priorities. | The risk that the town centre deteriorates | The opportunity to reshape a vibrant Town Centre, its economy and to develop its visitor economy | LR | TA | Corporate Plan priorities; Local Plan & Conservation Area Management Plan; Heritage Strategy; Economic Development Plan; Town's Fund | 2 | Possible | 3 | Major impact | 6 | Medium risk | Treat | Town's Fund; economic development projects; Covid recovery projects | Aim to reduce the likelihood of the town centre deteriorating and to take all available opportunities to reshape a vibrant and sustainable town centre | Green | Projects & Major Change - Hungry |
| 4.1 | Social / people | CP4 | Population change | There is a risk that population change will impact on the ability of the Council to achieve its corporate priority of public service | The risk of poor community relations and an inability to adapt to change; local perceptions | The opportunity to support and encourage good community relations and maximise the benefits of change; the younger generation are willing to integrate | MH | PS | 'Social Impact of Population Change' report actions; East Midlands Strategic Migration Partnership; All Party Parliamentary Group on Migration | 2 | Possible | 3 | Major impact | 6 | Medium risk | Tolerate | | N/A | Green | Projects & Major Change - Hungry |
| 4.2 | Financial | CP4 | Budget | There is a risk around the long term balancing of the budget with economic and funding uncertainty impacting on the ability of the Council to achieve its corporate priority of public service | The risk of lack of money and lack of certainty going forward; lack of approval of potential transformation projects; impact of Internal Drainage Board (IDB) levy | The opportunity to maximise the efficiency of Council services and continue to improve value for money; transformation programme; fairer funding | AS | JN | Medium Term Financial Strategy; budgetary process; sound level of reserves; continued close monitoring; refresh of transformation programme; maintenance of the rateable value list; property fund; Strategic Alliance | 3 | Probable | 4 | Critical impact | 12 | High risk | Tolerate; continue to have a robust budget setting and MTFP process in place; continue to drive the delivery of the refreshed transformation programme | Delivery of MTFP; quarterly reporting; implementation of the transformation programme; lobby government for funds; assess impacts of next spending review when available | N/A | Amber | Finance / Money - Creative & Aware |
| 4.3 | Managerial | CP4 | Capacity | There is a risk that capacity will impact on the ability of the Council to achieve its corporate priority of public service | The risk of a lack of capacity, recruitment and retention; potential changes in leadership; fewer staff, increasing workload; potential local government changes could affect staff recruitment | The opportunity to maximise staff resources by targeting priority areas, working with partners and shared services, improving recruitment and retention, preparing for changes in leadership | JG | PS | Recruitment and retention project completed; succession planning ongoing; HR policies and procedures; good management practice; member training and development; there is capacity in priority areas; Strategic Alliance | 2 | Possible | 3 | Major impact | 6 | Medium risk | Tolerate; continue to train and develop staff and members and maximise resources by prioritising and shared services | Workforce planning; succession planning | N/A | Green | People - Averse / Cautious |

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| | | | | | | | | | | Likelihood | | Impact | | Total | | | | | | |
| | | | | | | | | | | 1 to 4 | | 1 to 4 | | 1 to 16 | | | | | | |
| 4.4 | Financial | CP4 | Transformation Programme | There is a risk that the next phase of the transformation programme will impact on the ability of the Council to deliver public service | The risk of change; the risk of having a smaller workforce impacting on capacity; the risk of less control; the risk of financial uncertainty; the risk of working in partnership; the risk of distractions from achieving objectives | The opportunity to build resilience; the opportunity to change our risk appetite and take more measured risks to achieve greater impact; the opportunity to work in partnership with others to maximise resources | AS | PS | Transformation Programme; project management methodology; governance in place | 2 | Possible | 3 | Major impact | 6 | Medium risk | Tolerate; continue to drive the delivery of the transformation programme | Delivery of the transformation programme | N/A | Amber | Projects & Major Change - Hungry |
| 4.5 | Financial | CP4 | Brexit | The Brexit process has resulted in economic uncertainty and there may be other changes around migration, the local workforce, and the legal framework in which we operate that are also uncertain at this time | The uncertainty is a negative risk | There are also potential opportunities as a result of the Brexit process, however, these are also uncertain at this time | RB | PS | Medium Term Financial Strategy; budgetary process; sound level of reserves; continued close monitoring | 3 | Probable | 3 | Major impact | 9 | Medium risk | Tolerate; continue to have robust financial plans and monitoring in place pending more clarity | Quarterly financial reporting | N/A | Green | Projects & Major Change - Hungry |
| 4.6 | Governance | Overall | Civil contingency risks | There are community risks which will impact on the ability of the Council to operate effectively | The risk of 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 | The opportunity to work with partners to assess, monitor and plan for these risks together | CA | NW | Community Risk Register monitored by the Lincolnshire Resilience Forum (LRF) | 2 | Possible | 4 | Critical impact | 8 | Medium risk | Tolerate; continue to work with the LRF | Working in partnership with the Lincolnshire Resilience Forum | N/A | Green | Business Continuity - Averse/Cautious |
| 4.7 | Governance | Overall | Compliance | There is a risk that non-compliance with legal requirements / governance / internal controls will impact on the ability of the Council to operate effectively | The risk of non-compliance with the legislative framework (including the Localism Act) and appropriate governance and controls e.g. safeguarding; financial loss due to fines; reputational damage; cyber security risk | The opportunity to ensure the continued effectiveness of the Council | JG | JN | Internal controls, policies and procedures in place; annual governance statement; internal audit; safeguarding policy and procedures; ongoing work to improve contract management and to update the contract register; Member training programme and corporate training programme in place; revised scheme of delegation; effective complaints management; cyber security monitoring and reporting | 2 | Possible | 3 | Major impact | 6 | Medium risk | Tolerate; continue to ensure compliance with legal requirements, governance and internal controls; improve contract register | Internal audit reporting; review of contract register; Member Code of Conduct | N/A | Green | Regulatory Standing & Legal Compliance - Creative & Aware |
| 4.8 | Governance | Overall | Reputation | There is a reputational risk to the Council which could impact on the ability of the Council to operate effectively | The risk of negative news stories affecting local people's views of the Council | The opportunity to communicate effectively about the work the Council is doing to serve the local community | JG | PS | Internal and external communication, press releases, bulletins, website, social media; policy, protocol and training for speaking to the press | 2 | Possible | 3 | Major impact | 6 | Medium risk | Tolerate; continue to communicate effectively and work with the press to portray the Council accurately | Production of press releases and bulletins; use of social media; training; development of Visit Boston, Think Boston, My Boston | N/A | Green | Reputation / Public Confidence - Hungry |