

Ref	Risk category	Corporate Priority	Risk name	Risk owner	Description	Cause/s	Potential impact and consequences	Mitigation: existing control measures in place	Risk score			Future mitigation: action to be taken
									Likelihood	Impact	Overall risk	
1.1	Social/People	1: People	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.	Medium	High	Medium	
1.2	Social/People	1: People	Health	AD: Leisure & Culture	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.	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	Medium	Medium	Medium	
2.1	Economic	2: Prosperity	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	Medium	Medium	Medium	
3.1	Environmental	3: Environmental	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.	Low	Medium	Medium	Natural environment strategy in development as well as a single use waste policy.
3.2	Environmental	3: Environmental	Environmental crime	AD: Neighbourhoods	Impact of environmental crime (fly tipping and littering) on local people, the local area and the reputation of the Council		Increase in fly tipping and littering	Education and enforcement; Partnership working, including with community groups	Medium	Medium	Medium	Climate Change Strategy; Working with partners, particularly schools to educate and Lincolnshire County Council to make it easier to dispose of waste appropriately; Environment Bill - opportunity to work with manufacturers. Development of a partnership environmental crime enforcement contract.
4.1	Financial	4: Service delivery	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	Medium	High	High	

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4.2	Managerial & Professional	4: Service delivery	Service delivery	AD: Corporate	Risks to service delivery	Capacity, workload and resilience; Recruitment and retention; Uncertainty around Local Government Reorganisation (LGR); Compliance failure (audit, health & safety, safeguarding, information governance and management, legal); Technical infrastructure failure; Cyber incident; Negative press; Effects of change and how it affects both officers and elected Members.	Failure in service delivery; Impact on local people; Impact on staff; Impact on budget; Reputational damage; Failure of third party service delivery; Contract failure.	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.	Medium	Medium	Medium	
4.3	Governance	4: Service delivery	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.	Medium	High	Medium	Additional mitigations are considered by the Governance Group/LT Governance. Partner to the SLA with the LRF.

Risk Scoring Matrix (The Current Risk Level including mitigation)

Impact	Very High	Red	Red	Red	Red
	High	Yellow	Yellow	Red	Red
	Medium	Green	Yellow	Yellow	Yellow
	Low	Green	Green	Yellow	Yellow
		Low	Medium	High	Very High
		Likelihood			

Boston Corporate Strategy 2020-2024

Priority 1 - People Focused

Priority 2 - Future Prosperity, Regeneration and Inclusive Growth

Priority 3 - Environmental Awareness and Accountability

Priority 4 - Delivering high quality services and maximising use of technology to support residents

People

Prosperity

Environment

Services

3

Priority 1 – People Focused (Our Main Priority)

Boston – Live, Work and Visit – Amazing Place to Live

We want Boston to be a place where people want to live, a place where they can thrive in their local communities, feel safe, secure, healthy and welcome.

We will:

- ♦ Help ensure our community continues to feel safe by maintaining our existing community safety funding/resources.
- ♦ Invest and support growth to meet local housing needs by co-funding affordable housing delivery.
- ♦ Educate and enforce to improve the quality of rented properties in the Borough.
- ♦ Provide affordable and accessible leisure opportunities for all.
- ♦ Work in partnership to deliver improved transport networks, both road and rail, particularly to Lincoln as well as other cities.
- ♦ Work in partnership to secure excellent broadband to all homes in the Borough.

Fantastic Place to Work – We want people to THINK BOSTON, Think Business

We will:

- ♦ Make Boston a healthy and safe place to work.
- ♦ Promote growth and infrastructure including improved rail, road networks and waterways.
- ♦ Work with utility companies to ensure that local infrastructure is fit for purpose (i.e broadband, electricity supply and mobile phone networks)
- ♦ Promote Boston's economy, industry and opportunities.

Memorable Place to Visit – VISIT Boston

We want Boston to be a diverse and vibrant town to explore and discover, with a range of quality national and independent shops, wonderful dining experiences and a unique history and heritage. We want to build on this to further develop the visitor economy and position Boston as a leading visitor destination.

We will:

- ♦ Manage and enhance the heritage assets of Boston to increase tourism.
- ♦ Seek new opportunities to encourage visitors to Boston through culture, arts, events and sport.
- ♦ Increase the promotion of Boston as a visitor destination and improve its public spaces.
- ♦ Work with external agencies towards achieving water level management on the Haven through the town.

Priority 2 – Future Prosperity, Regeneration and Inclusive Growth

As a regional sub-centre of the county, we want to grow Boston's economy to ensure it remains a thriving town where people choose to live, work and visit. In doing so it is important we understand the needs of our communities and achieve growth in a way that is inclusive.

This includes ensuring the Council is fit for purpose and maintains its robust financial governance, remains financially sustainable and continues its journey towards becoming truly commercial.

Sustainable Economic Growth

We will:

- Support existing business.
- Further develop our relationship with the port to support its growth and increase international trade links.
- Ensure potential investors recognise Boston as a Borough open for investment.
- Signpost opportunities for funding, partnering, learning skills and business growth support.
- Promote skills and enterprise through partnerships with education providers and businesses.
- Use available evidence to inform the decisions we make about growth initiatives.

Inward Investment

We will:

- Promote and facilitate inward investment by working with strategic partners to make Boston a location of choice.
- Work with Boston Town Deal Board to prepare the Investment Plan and interventions and deliver the identified projects.

- Develop the bold investment plan and explore delivery models for the PE21 ambition.
- Equip the town centre to adapt to behavioural change and economic growth more generally, including developing the retail experience.
- Implement the Local Plan and undertake specific master planning and policy reviews to support delivery of growth within the Borough.

Promote Boston's Potential

We will:

- Promote Boston regionally, nationally and internationally as a place to live, work and visit.
- To continue to develop existing commercial and other arrangements to further promote Boston internationally.
- Promote trade and tourism opportunities created by the multinational community of the area.
- Promote Boston as a visitor hub for the area.
- Develop our membership of the New Hanseatic League (Die Hanse), to promote tourism in Boston Borough and Lincolnshire in general.
- Build on the transatlantic relationship with Boston USA.

Priority 3 – Environmental Awareness and Accountability

The Council declared a climate change emergency in January 2020, committing to reduce the Council's carbon footprint and become net zero carbon in advance of the timetable declared by UK Parliament. The Borough Council will play its role to ensure we begin to reverse the impact on climate change. We will encourage others to follow our example and be more environmentally aware.

We will:

- ♦ Develop a Carbon Reduction Plan for the Council to achieve the target agreed.
- ♦ Ensure that every service and policy deliver on the climate change commitments of the Council to support positive environmental impact on the Borough.
- ♦ Proactively educate and enforce against environmental crime, such as fly tipping and littering, to both protect the environment and keep the Borough clean and tidy.
- ♦ Work with partners to encourage the community to produce less waste and recycle more.
- ♦ Be climate aware and spearhead the change in thinking about the impact that our actions have, not only on the local environment here in Boston but also on the entire planet.

Priority 4 – Delivering high quality services and maximising use of technology to support residents

There is continued pressure on funding to Local Government, whilst at the same time the demand is increasing for many of the services we deliver. Making use of the latest technology will increase the efficiency of our services so we can deliver more for our communities. There is also the opportunity to be more creative in the ways we generate income to fund our core services.

We will:

- ♦ Make better use of technology and data to reduce costs and improve performance and efficiency.
- ♦ Produce and deliver a Workforce Development Strategy that supports the delivery of the Corporate Strategy.
- ♦ Seek new and more creative ways to generate income to support the Council's ambitions.

For reference, the category definitions are set out below:

LIKELIHOOD			
1 - LOW	2 - MEDIUM	3 - HIGH	4 - VERY HIGH
- Never happened	- Happened a few times in 10 yrs	- Numerous times in 10 yrs	- Often in last 10 yrs
- No more than once in ten years	- Happened in last 3 yrs	- Happened in last year	- More than once in last year
- Extremely unlikely to ever happen	- Could happen again in year	- Likely to happen again in year	- Expected to happen again in year

	IMPACT			
	SERVICE DELIVERY (Core business, Objectives, Targets)	FINANCE (Funding streams, Financial loss, Cost)	REPUTATION (Statutory duty, Publicity, Embarrassment)	PEOPLE (Loss of life, Physical injury, Emotional distress)
4 VERY HIGH (Disastrous impact, Catastrophic failure)	Prolonged interruption to core service. Failure of key strategic project.	Severe costs incurred Financial loss >£160,000 Impact on whole Council Statutory intervention	National media interest seriously affecting public opinion	Loss of life Multiple casualties
3 HIGH (Significant impact, Disruption to key services)	Key targets missed. Some services compromised	Significant costs incurred Financial loss <£160,000 Re-jig of budgets required Service budgets exceeded	Local media interest Comment from external inspection agencies Impact on public opinion	Serious injuries Traumatic experience Exposure to dangerous conditions
2 MEDIUM (Minor impact on non-core services)	Management action required to overcome short-term difficulties	Some costs incurred Financial loss <£25,000 Minor impact on budgets Handled by line manager	Limited local publicity Mainly within local government community Causes staff concern	Minor injuries or discomfort Feelings of unease.
1 LOW (No noticeable impact)	Handled within normal day-to-day routines	Little loss anticipated Financial loss <£10,000	Little or no publicity Little staff comment	

Risk categories

- Contractual/Supplier
- Customer/Citizen
- Economic
- Environmental
- Financial
- Governance
- Legal
- Legislative & Regulatory
- Managerial & Professional
- Partnership
- Physical
- Political
- Procurement/Competitive
- Social/People
- Technological

Risk controls

- Terminate - rarely, we may be able to stop doing an activity altogether
- Tolerate - accept the risk and live with it, particularly if it is within the tolerance threshold or where 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 so caution is advised
- Treat - take action to control the likelihood and/or impact and set a target level of risk if appropriate i.e. If the action should reduce the overall risk score once implemented

Risk appetite

Minimal: Avoidance of risk and uncertainty; minimal exposure to risk preferred; consequently likely to be low potential for reward / achieving a stretching objective; corresponding risk score = low

Cautious: Preference for safe options with low to medium risk; consequently reduced potential for reward / achieving a stretching objective; tight controls in place; corresponding risk score = low to medium

Creative and aware: Willing to consider all potential options and choose the one most likely to achieve the objective, while also providing an acceptable level of reward and value for money; balanced approach recognising that things may go wrong but we will learn from them; corresponding risk score = medium

Seek: Eager to be innovative and to choose options offering potentially higher rewards, despite greater inherent risk; willing to tolerate uncertainty and accept possibility of significant loss; corresponding risk score = high