Report To:	Audit & Governance Committee
Date:	7th July 2025
Subject:	Quarter 4 Risk Report 24/25
Purpose:	To provide an update on risk as at the end of March 2025
Key Decision:	No
Portfolio Holder:	Councillor Anne Dorrian, Leader of the Council
Report Of:	John Medler, Assistant Director – Governance & Monitoring Officer
Report Author:	Suzanne Rolfe, Group Manager – Insights & Transformation
Ward(s) Affected:	All
Exempt Report:	No

Summary

This is the quarterly report covering risk monitoring information for Quarter 4 of 2024/25 (as at the end of March 2025).

Recommendations

That the Committee considers and notes the quarterly risk monitoring information for Q4 of 2024/25.

Reasons for Recommendations

The Audit and Governance Committee is responsible for overseeing the effectiveness of the Council's risk management arrangements.

Other Options Considered

Alternative reporting arrangements.

1. Risk management

1.1 The Audit & Governance Committee is responsible for monitoring the effective development and operation of risk management in the Council according to its terms of reference.

1.2 A shared approach to risk management has been agreed across the Partnership with common formatting but not content. The revised Risk Management Framework has been agreed by all three Councils.

1.3 Individual strategic and operational risk registers are in place for each of the Councils to reflect individual circumstances, locality and reporting. Strategic risks are high level, relating to corporate priorities. Operational risks are service specific. In addition, a risk register of strategic risks to the Partnership has been developed and is set out below.

1.4 A quarterly corporate governance clinic is held with Assistant Directors to review risks.

1.5 A separate training session for Audit & Governance Committee will be held to go through the risks in more detail.

2. Strategic Risk Register

2.1 The strategic risk register has been reviewed for Q4, as at the end of March 2025. An additional column to track the delivery of actions has been added – Green where actions are on track, Amber where a date for the action needs to be added and Red where actions are off track.

2.2 A summary of the risks and scores are set out in the table below, with full details in Appendix 1.

Boston Strategic Risks	Risk score	Direction of travel
BBC02: Health	Medium (9)	↔
BBC03: Local economy	Medium (9)	↔
BBC05: Budget	High (16)	↔
Update in Q4: Under review by S151 - for update in Q1		
BBC06: Civil contingency risks	Medium (8)	↔
BBC07: Infrastructure risks	Medium (8)	↔
Update in Q4: Treatment reviewed and updated		
BBC08: Capital Programme	Medium (6)	↔
BBC09: General Fund Assets	Low (4)	↔
BBC10: Cyber Incident	High (15)	↔
Update in Q4: Wording reviewed and updated.		
BBC11: Technology infrastructure failure	High (10)	↔
BBC12: Implementation of the Environment Act 2021	High (16)	↔
Update in Q4: Wording and planned action reviewed and updated; quarterly review and update of planned actions.		
BBC13: Introduction of Extended Producer Responsibility	Low (4)	↔
Update in Q4: Wording and planned action reviewed and updated.		

Boston Strategic Risks	Risk score	Direction of travel
BBC14: Identification and Suitability of future Depot Accommodation	Medium (9)	↓
Update in Q4: Wording, score and planned action reviewed and updated. Overall risk score reduced from high (15) to medium (9) due to lease agreement.		
BBC15: Waste Collection Round Pressures	Medium (9)	↔
Update in Q4: Wording reviewed and updated; target risk reduced from medium to minimal.		
BBC16: Capacity	High (12)	↔
Update in Q4: Planned action reviewed and date added		
BBC17: Third Party Service Delivery	Medium (9)	↔
BBC18: External Communication	Medium (6)	↔
BBC19: Retention of staff	Medium (8)	↔
Update in Q4: Wording and planned action reviewed and updated; remove from strategic risk register as covered in partnership risk register		
BBC20: Service Delivery	Medium (9)	↔
BBC21: Internal Communications	Medium (6)	↔
BBC22: Net Zero target	Medium (8)	↔
BBC23: Business continuity	Medium (9)	↔
BBC24: Health and Safety	Medium (6)	↔
BBC25: Information	Medium (8)	↔
BBC26: Local Plan being considered out of date	Medium (6)	↔
BBC27: Safeguarding	Medium (8)	↔
BBC28: Local Government Reform (LGR) in Greater Lincolnshire	High (15)	New
Update in Q4: Wording reviewed and updated		

Risk Scoring Matrix

Impact	Rare	Unlikely	Possible	Likely	Almost certain
Critical		11	10		
High	9	6; 7; 19; 25; 27		5; 12	
Medium		4; 8; 18; 21; 24	2; 3; 14; 15; 17; 20; 23	16	
Low		13	26	22	
Minimal					

Likelihood

Risk Score	Colour
Minimal Risk	(green)
Low Risk	(light green)
Medium Risk	(yellow)
High Risk	(orange)
Critical Risk	(red)

2.3   As set out in the risk policy, we use the 4Ts of risk control:

- 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 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

2.4   The strategic risks for the Partnership have also been reviewed for quarter 4, as at the end of March 2025.

2.5   A summary of the Partnership risks and scores are set out in the table below, with full details in Appendix 1.

SELCP Partnership Risks	Risk score	Direction of travel
SELCP-01: Vision	Medium (8)	↔
SELCP-02: Trust	Medium (9)	↑
SELCP-03: Sovereignty	Medium (9)	↔
SELCP-05: Culture	Medium (6)	↔
SELCP-06: LGR	High (12)	↔
Update in Q4: Wording reviewed and updated.		
SELCP-07: Funding	High (16)	↔
Update in Q4: Planned action and date reviewed and updated; under review by S151		
SELCP-08: Staffing	High (12)	↔
Update in Q4: Wording and planned actions reviewed and updated.		
SELCP-09: PSPS	Medium (6)	↔
Update in Q4: Wording reviewed and updated.		

2.6   The fraud risks have also been reviewed for Q4, as at the end of March 2025.

2.7 A summary of the fraud risks and scores are set out in the table below.

Fraud Risks	Risk score	Direction of travel
1: Asset - Equipment	Minimal (1)	↔
Update in Q4: Wording reviewed and updated		
3: Assets – Land and Property	Minimal (1)	↔
Update in Q4: Wording reviewed and updated		
4: Procurement – Contracts	Medium (6)	↓
Update in Q4: Risk score reduced from 8 to 6 following procurement card follow up audit action completed.		
5: Procurement – Contract Payments	Medium (8)	↔
Update in Q4: Wording and risk treatment reviewed and updated		
6: Council Tax – Credit Refund and Income Fraud	Medium (6)	↓
Update in Q4: Wording, action and scores reviewed and updated. Likelihood reduced from 3 to 2 as checks and controls in place; overall remains medium		
7: Council Tax Fraud	Low (4)	↔
8: Council Tax Support Scheme	Low (4)	↔
9: National Non-Domestic Rate (NNDR) Fraud	Medium (9)	↔
Update in Q4: Wording, action and target score reviewed and updated		
10: Housing Benefit Fraud	Low (4)	↔
Update in Q4: Wording reviewed and updated		

Risk Scoring Matrix					
Critical					
High		5			
Medium		4; 6	9		
Low		7; 8; 10			
Minimal	1; 3				
	Rare	Unlikely	Possible	Likely	Almost certain

Likelihood

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

2.8 Details of high operational risks are also set out in Appendix 1 for information.

3. Conclusion

3.1. The risk management arrangements are designed to provide the Council with a clearer and fuller understanding of the key risks facing the organisation and how these are being managed. Strategic and operational risks continue to be managed in accordance with the Risk Management Framework. The Committee's review of this report and its feedback enables the Committee to discharge its role in considering the effectiveness of the Council's risk management arrangements.

Implications

South and East Lincolnshire Councils Partnership

A Partnership approach has been agreed for 2024/25.

Corporate Priorities

Whole report. Performance information is set out by priority.

Staffing

No implications specific to this report. Risks relating to staffing are included in the report, with a specific update from the Head of HR planned for the meeting itself.

Workforce Capacity Implications

No implications specific to this report. Risks relating to workforce capacity are included in the report, with a specific update from the Head of HR planned for the meeting itself.

Constitutional and Legal Implications

No implications specific to this report

Data Protection

No implications specific to this report

Financial

No implications specific to this report

Risk Management

Whole report

Stakeholder / Consultation / Timescales

Consultation with SLT

Reputation

No implications specific to this report. Potential reputational risks are included in the report.

Contracts

No implications specific to this report. Risks relating to contracts and procurement are included in the report.

Crime and Disorder

No implications specific to this report.

Equality and Diversity / Human Rights / Safeguarding

No implications specific to this report.

Health and Wellbeing

No implications specific to this report.

Climate Change and Environmental Implications

No implications specific to this report.

Acronyms

- AD: Assistant Director
- DCX: Deputy Chief Executive
- SLT: Senior Leadership Team

Appendices

Appendices are listed below and attached to the back of the report:

Appendix 1   Q4 Risks

Background Papers

No background papers as defined in Section 100D of the Local Government Act 1972 were used in the production of this report.

Chronological History of this Report

A report on this item has not been previously considered by a Council body.

Report Approval

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