



**Report To:** Audit and Governance Committee

**Date:** 21<sup>st</sup> April 2026

**Subject:** Quarter 3 25/26 Risk Report

**Purpose:** To provide an update on risk monitoring as at the end of December 2025

**Key Decision:** No

**Portfolio Holder:** Councillor Dale Broughton, Leader of the Council

**Report Of:** John Medler, Assistant Director – Governance & Monitoring Officer

**Report Author:** Richard Baldwin, Strategic Performance Analyst

**Ward(s) Affected:** All

**Exempt Report:** No

### **Summary**

This is the quarterly report covering risk monitoring information for Quarter 3 of 2025/26 (as at the end of December 2025).

### **Recommendations**

That the Committee notes the quarterly risk monitoring information for Q3 of 2025/26.

### **Reasons for Recommendations**

To monitor governance and to support future planning and decision making within the Council.

## Other Options Considered

Alternative reporting arrangements.

### 1. Risk management (Appendix A, B, C)

1.1 The strategic risk register has been reviewed for Q3, as at the end of December 2025.

1.2 A summary of the risks and scores are set out in the table below, with full details in Appendix A, B, C.

In response to recommendations from the recent Internal Audit review of risk management practices, enhancements have been made to the this report to improve clarity and focus on key areas of concern

- **Target Status:** Each strategic risk now includes an indication of whether it is currently being managed at its target level. This addition supports better prioritisation by highlighting risks that require further mitigation to reach their desired state.
- **Mitigation Action Tracking:** The summary also incorporates the status of planned mitigation actions, using a RAG (Red, Amber, Green) rating. This provides assurance that actions are progressing as expected and helps identify where further attention may be needed.

These changes aim to strengthen the Council's oversight of strategic risks and ensure alignment with best practice recommendations outlined in the Internal Audit report.

Boston Strategic Risks	Risk score	Direction of travel	Target Status
BBC02: Health	Medium (9)	↔	At Target Score
BBC03: Local economy	Medium (9)	↔	At Target Score
BBC05: Budget	High (16)	↔	At Target Score
BBC06: Civil contingency risks	Medium (8)	↔	At Target Score
BBC07: Infrastructure risks	Medium (8)	↔	At Target Score
BBC08: Capital Programme	Medium (6)	↔	At Target Score
BBC09: General Fund Assets	Low (4)	↔	At Target Score
BBC10: Cyber Incident	High (15)	↔	At Target Score
BBC11: Technology infrastructure failure	High (10)	↔	At Target Score

<b>Boston Strategic Risks</b>	<b>Risk score</b>	<b>Direction of travel</b>	<b>Target Status</b>
BBC12: Implementation of the Environment Act 2021	High (16)	↔	Not at Target
BBC13: Introduction of Extended Producer Responsibility	Low (4)	↔	At Target Score
BBC14: Depot	Low (3)	↔	At Target Score
BBC15: Waste Collection Round Pressures (Recommended for removal - Round review commenced Aug 2025; Q3 notes routes underway and strategic risk mitigated, shift of focus to operational delivery and proposal is to <b>remove</b> this risk)	Medium (6)	↔	N/A
BBC16: Capacity	Medium (6)	↔	At Target Score
BBC17: Third Party Service Delivery	Medium (9)	↔	At Target Score
BBC20: Service Delivery	Medium (9)	↔	Not on Target
BBC24: Health and Safety	Medium (9)	↔	Not on Target
BBC25: Information	Medium (8)	↔	At Target Score
BBC26: Local Plan being considered out of date	Medium (6)	↔	At Target Score
BBC27: Safeguarding	Medium (8)	↔	At Target Score
BBC28: Local Government Reform (LGR) in Greater Lincolnshire	High (15)	↔	At Target Score
BBC29: Inadequate mitigation of infrastructure risks in the BBC server room	Medium (6)	↔	At Target Score
BBC30: Net Zero target	Low (4)	↓	At Target Score
BBC31: AI Governance and Oversight	Medium (9)	N/A	Not on Target

Risk Scoring Matrix						
Impact	Critical		11	10		
	High	9	6; 7; 19; 25; 27		5; 12	
	Medium		4; 8; 18; 21;	2; 3; 14; 15; 17; 20; 23;16;24	29	
	Low		13	26	22	
	Minimal					
		Rare	Unlikely	Possible	Likely	Almost certain
		Likelihood				

Risk Score      Colour

Minimal Risk     

Low Risk Medium Risk     

High Risk     

Critical Risk

1.3 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

1.4 The strategic risks for the Partnership have also been reviewed for Quarter 3, as at the end of December 2025.

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

SELCP Partnership Risks	Risk score	Direction of travel	Target Status
SELCP-01: Vision	Medium (8)	↔	At Target Score
SELCP-02: Trust	Medium (9)	↓	At Target Score
SELCP-03: Sovereignty	Medium (9)	↔	At Target Score
SELCP-05: Culture	Medium (6)	↔	At Target Score
SELCP-06: LGR	High (12)	↔	At Target Score
SELCP-07: Funding	High (16)	↔	Not on Target
SELCP-08: Staffing	High (12)	↔	Not on Target
SELCP-09: PSPS	Medium (6)	↔	At Target Score

Risk Scoring Matrix						
Impact	Critical					
	High		1		7	
	Medium		5; 9	3	2; 6; 8	
	Low					
	Minimal					
		Rare	Unlikely	Possible	Likely	Almost certain

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

1.6 The fraud risks have also been reviewed for Q3, as at the end of December 2025.

1.7 A summary of the fraud risks and scores are set out in the table below, with full details in Appendix C.

Fraud Risks	Risk score	Direction of travel	Target Status
1: Asset - Equipment	Minimal (1)	↔	At Target Score
3: Assets – Land and Property	Minimal (1)	↔	At Target Score
4: Procurement – Contracts	Medium (6)	↔	At Target Score
5: Procurement – Contract Payments	Medium (8)	↔	At Target Score
6: Council Tax – Credit Refund and Income Fraud	Medium (6)	↔	At Target Score
7: Council Tax Fraud	Low (4)	↔	At Target Score
8: Council Tax Support Scheme	Low (4)	↔	At Target Score
9: National Non-Domestic Rate (NNDR) Fraud	Medium (9)	↔	At Target Score
10: Housing Benefit Fraud	Low (4)	↔	At Target Score

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	Green
Low Risk	Light Green
Medium Risk	Yellow
High Risk	Orange
Critical Risk	Red

**2. Conclusion**

2.1. The governance reporting and review arrangements support the Council to manage its services in an effective and efficient manner.

**Implications**

**South and East Lincolnshire Councils Partnership**

A Partnership approach has been agreed for 2025/26.

**Corporate Priorities**

Whole report. Performance information is set out by priority.

**Staffing**

No implications specific to this report. KPIs and risks relating to staffing are included in the report.

**Workforce Capacity Implications**

No implications specific to this report. KPIs and risks relating to workforce capacity are included in the report.

**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**

Section 1 of the report and Appendix A, B, C.

## **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. KPIs and 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**

- 2Y: 2 year rolling period
- A&G: Audit & Governance Committee
- B&B: Bed & Breakfast accommodation
- BAU: Business As Usual
- EAP: Employee Assistance Programme
- LGR: Local Government Reorganisation
- Q: Quarterly (Q1: April to June; Q2: July to September; Q3: October to December; Q4: January to March)
- NDR: Non-domestic rates (business rates)
- R&B: Revenues & Benefits
- SLA: Service Level Agreement
- SLT: Senior Leadership Team
- YE: Year End (April to March)

## Appendices

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

Appendix A	Q3 BBC Risk Registers
Appendix B	Q3 Partnership Risks
Appendix C	Q3 Fraud 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

<i>Overview</i>	<i>17<sup>th</sup> March 2026</i>
<i>Cabinet</i>	<i>25<sup>th</sup> March 2026</i>

## Report Approval

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