

BDC Strategic Risk Report inc Targets

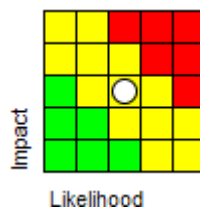


Title	Description	Original Score	Controls/Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
Critical breach of ICT security	Attacks are happening with increasing frequency at present. Ransom and theft specialists are targeting banking details and personal information, as with all other government systems and private companies	25	Through a suite of protection measures such as web filtering and antivirus software, there is a good level of protection from viruses. Disaster recovery is also well maintained	15	5	3		<p>There is a suite of protection measures in place including web filtering, antivirus and windows updates and disaster recovery is well placed should there be a need for total shut down of ICT. However, impact remains at its highest as total shut down of services, whether by virus or as protection from a virus, would critically impact services</p> <p>Currently there are 2 Disaster Recovery solutions in place:</p> <p>1) A mirroring server which is hosted off-site and can be bought online very swiftly which backs up every 4 hours</p> <p>2) A backup to tape solution which is a nightly backup process.</p>	13 Feb 2017	4	2



Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
Failure to deliver Local Plan and its Delivery Plan	Failure to deliver Local Plan and its Delivery Plan - reputational and financial risk due to possible Secretary of State intervention. there is also a new risk emerging due to New Homes Bonus.	8	The current mitigations will be put in place; we will work with Capita to fill vacancies and put in effective interim cover; we will establish additional informal working plan working groups to reach agreement over the settlement boundary policy; re-evaluation of trajectory to establish the appropriate level of allocations for preferred sites consultation	12	4	3	■	<p>There has been slippage against the timetable which will result in later submission than planned in February, however, we do not believe this slippage will be significant enough to result in financial or reputational damage to the Council.</p> <p>Preferred site consultation closed on 31/10/16. Timetable re profiled with agreement to pre-submission document expected in March 17.</p>	10 Nov 2016		
Loss of Devolution Influence	Following the decision to no longer be part of the Devolution talks, there may be a risk that we lose influence should new powers be devolved to the Councils which are still talking to Central Government.	9	Mitigation against this risk is to ensure that we continue to work with partners and try to remain as influential as possible whilst being unable to be part of the Devolution work stream	9	3	3	■				

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Failure to maximise trading opportunities	Failure to maximise trading opportunities could result in lack of commercial exploitation of assets or income from trading arms	9	Governance is in place for MTFP through transformation board, finance board and Performance Risk and Audit Board which monitor the work towards maximising trading opportunities	9	3	3	—	no change	09 Jan 2017	2	2
Staff recruitment and retention at all levels within the organisation	Staff recruitment and retention issues could undermine the effectiveness of the organisations though loss of experience and knowledge	15	The mitigation for key senior posts that are vacant or serving their notice period will be to start recruitment and find suitable interim cover.	9	3	3	—	The new director has started, however a vacancy has arisen at Executive Manager level. Council has ratified new staffing structures for Democratic Services which is likely to generate some recruitment activity.	13 Feb 2017	2	2

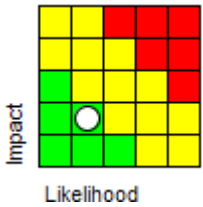

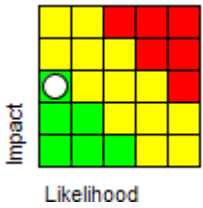

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Medium Term Financial Plan Not Delivered	The council's medium term financial strategy has identified a budget gap, the transformation programme will need to make this level of saving for the organisation over that period to balance the budget.	12	There are a number of controls in place to track delivery including transformation board, Performance, Risk & Audit Board & Finance Board. PI's are tracking variance from plan	9	3	3	■	<p>No change to score</p> <p>The changing economic picture has negatively impacted the budget setting process for next year and forwards and the financial implications of this have been modelled into the new budgets. These include; lower interest rates, new homes bonus funding reductions following the consultation and continued austerity measures, leading to increased need for a small level of additional income or savings over the medium term.</p> <p>The transformation plan is in progress and on track to deliver the current years efficiency target. The programme has been flexed for the new budgets to reflect actual activity on the programme, with some areas over achieving targets and other areas slower to start than planned.</p> <p>The timing changes to the Moving Forward programme have resulted in a budget pressure for 2017-18, but the programme is still on track to deliver</p>	09 Jan 2017	2	2



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Business rate retention scheme	Business rate retention policy changes leave the council exposed to risks on collection and baseline income.	16	Financial provision has been made to cover the risk of current appeals, collection rates and growth. Continue to keep up to date with CLG consultations and update MTFP accordingly	9	3	3		no change to score	09 Jan 2017	3	3
Publication of gender pay gap under transparency legislation	The evolution of Transparency legislation will mean a requirement to publish the gap between male and female earnings within pay bandings. This could lead to increased scrutiny from the unions which may trigger a Unison audit. The collateral effect of the risk coming to fruition would be around reputational damage and legal ramifications of potentially backdated claims from workers	12	The mitigation for this is to proactively establish i) if there is a gender based pay gap within job roles and ii) to identify funding to cover any liability in this area should liability be identified. The Council advocates equitable and fair treatment of its employees and would not wish to perpetuate any such discrepancy. gap	6	3	2		We await further publication from Government	08 Nov 2016	2	2

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Under occupancy of Riverside once complete	The completed lettings of Riverside is due to contribute income to support a balanced budget. Inability to complete lettings will impact on the contribution this will make to the budget.	9	Enhanced marketing strategy aimed at national occupiers with relevant covenants for food and beverage uses completed in May-Aug. Tenant incentive packages reviewed and reset. Review strategy when scheme opens re target operators and use if unable to secure lettings.	6	3	2	▬	The direction of travel is good - the risk remains until legal completion of remaining units has happened. The scheme is currently 88% let.	13 Feb 2017	2	2
Uncertainty over future government funding settlement	Government has indicated further cuts to public services, exact impact on the council as yet unknown	12	4yr MTFP sets out programme to be free of reliance on RSG by 2019. Setting investment funds, commercial property and growth to ensure continued income	4	2	2	↓	Four year settlement leads to some certainty Longer term uncertainty will still exist	09 Jan 2017	2	2
Failure to deliver the council's Corporate Priorities	Would lead to missed targets and failure to deliver objectives and may result in the Council suffering reputational damage and a failure to deliver priorities to residents.	6	Corporate Delivery Plan sets out how to achieve corporate plan and this is underpinned by individual service plans and these are monitored at Performance, Risk & Audit Board monthly	4	2	2	▬	Consideration to be put to de-escalation as within target threshold.	13 Feb 2017	2	2

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Impact of County Council Budget Reductions	Impact of County Council Budget Reductions - this will potentially impact on our ability to deliver Services. This will potentially impact on resident wellbeing.	9	Ensure that Place directorate are involved in conversations at an early stage to represent BDC and its residents	4		2	2		no change	09 Jan 2017	2	2
Failure to effectively implement corporate business continuity plan	Failure to effectively implement the corporate business continuity plan, thereby exposing the authority to the risk of service outage following a major incident	4	Working jointly with County to have business continuity post. Each team has a plan reviewed annually	3		3	1		Council have approved to recruit an emergency planning post which will look to start in April 2017	08 Nov 2016		