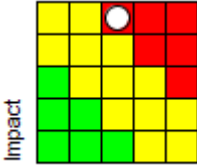



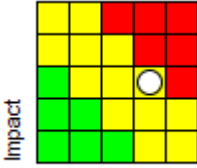

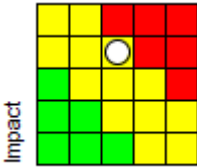

Breckland District Council Strategic Risk Report Q4

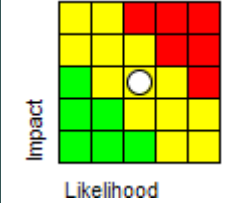

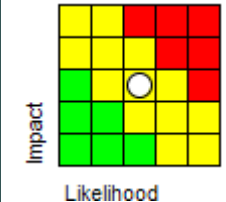

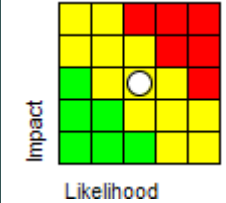

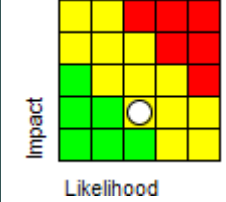

Appendix A

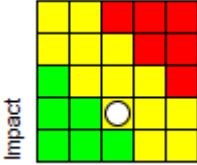
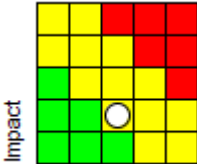


Title	Description	Original Score	Current Risk Score	Impact	Likeli- hood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date	
Under occupancy of Riverside once complete	The completed lettings of Riverside is due to contribute income to support a balanced budget. Inability to complete lettings will impact on the contribution this will make to the budget.	9	16		4	4		<p>Risk profile reviewed and kept at Impact 4, Likelihood 4.</p> <p>Whilst Heads of Terms are agreed for Unit 4 (largest void unit) the operator is unable to complete the lease (and progress fit out) because of a lack of confidence of trading conditions - therefore remarketing this Unit.</p> <p>Heads of Terms agreed by Cabinet (March) for letting of Units 1-3 to non-food operator. Whilst this could reduce the impact and likely scores, it is prudent for them to remain as they are until the contract for Units 1-3 has been completed and planning approval granted.</p>	2	2	31-Dec-2018
Impact of Homelessness Reduction Act	The implementation of the new act places additional burdens on BDC which may mean a reduced ability within the service to adhere	12	16		4	4		<p>There has been a significant increase in demand being reported from the service. A mitigation plan is being prepared in order to address this rising demand.</p>	3	2	31-Oct-2018

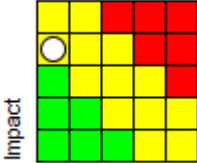
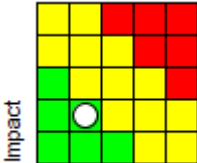
Title	Description	Original Score		Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
	to the act due to an unpredictable increase of persons approaching the housing options service. Capacity may be impacted by increased volumes of homeless applications, increased time needed to manage each case in order to fulfil the requirements of the new legislation and risk that the expansion of the duty could lead to a serious shortfall in available temporary housing options to accommodate homeless individuals and families										
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	15		5	3		Due to the recent escalation of cyber security incidents globally it is felt that there is a slight escalation in risk.	4	2	31-Dec-2018

Title	Description	Original Score		Current Risk Score	Impact	Likeli- hood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
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	12	 Likelihood	3	4		<p>The HR board as part of its TOR, reviews all levels of recruitment and levels of leavers and reason identified. This is then used to seek ways on both retaining current staff, through effect tools that encourage staff to develop and evolve. The council has now set up a talent management group that is reviewing how we develop staff for the future.</p> <p>The board is also looking at how we recruit staff, with new processes and systems all being developed</p>	2	2	31-Oct-2018
General Data Protection Regulation Implementation	With the implementation of the General Data Protection Regulation, which replaces the Data Protection Action of 1998, there is a risk that the council will not manage its data appropriately and in line with the new regulations.	16	12	 Likelihood	4	3		<p>The score should remain at 12. Whilst much work has been undertaken, there remains a lot of work to do. Mitigation measures include monthly SIG meetings, appointment of the Information Governance Officer (from 14 May) and we are also investigating extending our insurance. Work on our Information Assets Register is largely complete and a template privacy notice is about to be rolled out to Data Champions to be used to notify data subjects of how their data is being used. E-Learning has now been rolled out to all staff.</p>	2	2	31-Oct-2018

Title	Description	Original Score		Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
Staff recruitment and retention within the shared services arrangement	This risk focuses on the recruitment and retention of staff within the shared management arrangement between Breckland and South Holland	12	9		3	3		HR board is activity reviewing our recruitment and retention position, with actions being taken to enhance our packages for both recruitment of skill staff, but also reviewing how we retain current staff, this is both inside the shared structure arrangement but also in the Place environment for talent management development.	2	1	30-Apr-2019
Contracts Monitoring	This risk covers the councils monitoring of contracts with external partners to ensure arrangements are financially secure and performing	16	9		3	3		The contracts register is being compiled with information from finance supporting a spend analysis to ensure the most accurate picture of the current contract expenditure is obtained	2	3	01-Sep-2018
Failure to maximise income from investment asset portfolio	This risk covers the councils failure to maximise income from the investment asset portfolio (commercial property)	16	9		3	3		The financial targets set for income of the asset portfolio have been met for 2017/18	3	2	01-Dec-2018
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	6		2	3		No change to score currently, trading arms such as EHT&C and BTS continue to deliver their business plans for additional income to the Council	2	2	31-Dec-2018

Title	Description	Original Score		Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
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	6		2	3	↑	<p>The County Council budget was approved in February 2018 and the main risk areas for the Breckland budget are around waste collection/recycling.</p> <p>The Norfolk councils are in close contact with Norfolk County Council on all waste related proposals and this risk will be updated as discussions progress through the year.</p>	2	2	31-Dec-2018
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	6		2	3	▬	<p>The medium term financial plan and balanced budget is reliant on the delivery of the moving forward transformation programme savings. The programme is on track to deliver the savings over the longer term, but timing has slipped for some Year 2 projects which will have an impact on year 3 (18-19) unless these are pushed forward.</p> <p>The main areas of risk are the growth & investment fund return and procurement savings.</p> <p>The new Delivery Unit and Corporate Contracts team have been in place for almost one year and should help to deliver parts of the programme which will deliver the additional</p>	2	2	30-Sep-2018

Title	Description	Original Score		Current Risk Score	Impact	Likeli- hood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
								<p>savings/income. The programmed savings will continue to be monitored closely and flexed as part on the annual budget setting.</p> <p>Reliance on RSG has been removed from the budget from 2018-19 and our reliance on New Homes Bonus is reduced to around £0.5m by the end of the medium term - this will provide funding to carry out Member preferred communities related work and projects</p>			
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	4		2	2	■	<p>Risk remains unchanged as the Corporate improvement and performance team continue to monitor and work with staff towards achieving the corporate priorities. The annual refresh of the Corporate Plan and associated service level delivery plans have now been completed along with the performance framework refresh which ensures performance is monitored in line with corporate objectives</p>	2	2	30-Apr-2019

Title	Description	Original Score		Current Risk Score	Impact	Likeli- hood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
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	4		4	1	—	The Local Plan was Submitted for Examination in Public on 30th November 2017. The Examination hearing sessions commenced in April 2018, with further hearings to be held during May and June with a likelihood of further sessions in July. Therefore, the plan is progressing according to timetable. Whilst significant progress is being made on the examination of the plan, whilst the hearings are ongoing it remains appropriate for the impact and likelihood ratings to remain unchanged at the time of this update.	4	1	30-Apr-2019
Business rate retention scheme	Business rate retention policy changes leave the council exposed to risks on collection and baseline income.	16	4		2	2	—	The timing of the Business Rates retention scheme has been delayed to 2020, providing more time to devise a fit for purpose scheme. This timing also fits with the implementation of the fair funding review, which will provide a new 'needs' formula for councils. The 100% retention require primary legislation to implement and therefore cannot happen for 2020, so the Government will be consulting on an alternative 75% retention scheme which will incorporate other grants (such as Revenue Support Grant	2	2	31-Dec-2018

Title	Description	Original Score		Current Risk Score	Impact	Likeli- hood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
								RSG)			
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	3		3	1		Business impact assessments continue to be updated by services with assistance from the emergency planning officer to ensure all critical activities are identified.	3	1	31-Oct-2018
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	2		2	1		<p>The council has, under its compliance with this new legislation, published its Gender Pay Gap declaration.</p> <p>Systems have been put in place so this is published on an annual basis following council approval, in addition the council is activity looking at improving areas identified for the benefit of all parties</p>	2	2	31-May-2018