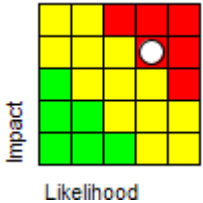
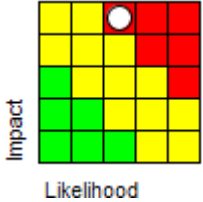
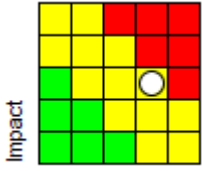


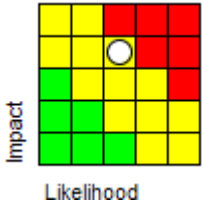
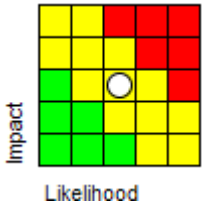
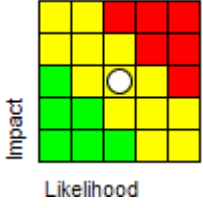
## BDC Strategic Risk Report inc Targets



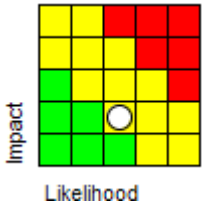

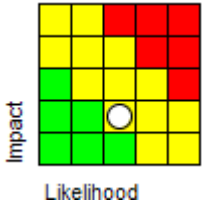

Title	Description	Original Score	Original Likelihood	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
<b>Impact of Homelessness Reduction Act</b>	The implementation of the new act places additional burdens on BDC which may mean a reduced ability within the service to adhere 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	12	16		4	4	—	Demand as a result of the Homelessness reduction act continues to grow however the service is now recruiting additional staff that are due to start in Sept. The service continues to monitor the demand and resources and would look to see this risk reduce in the next few months as staff are embedded into the team.	3	2	31-Dec-2018

Title	Description	Original Score	Original Likelihood	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
<b>Failure to maximise income from investment asset portfolio</b>	This risk covers the councils failure to maximise income from the investment asset portfolio (commercial property)	16	16		4	4	↑	A number of commercial (investment) assets are going through a review or change process (i.e. some assets that are currently void and some assets that are being considered for disposal) and the outcome in the short term could have a detrimental impact on the income achieved. However is a varied number of opportunities that have been or are currently being appraised and a number projects underway to address this including a review on the Council's Investment Strategy. Until there is some more certainty around the outcomes of those opportunities/projects it is prudent to retain the score at 4 x 4.	3	2	01-Dec-2018
<b>Critical breach of ICT security</b>	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	→	<p>No change in current risk score as same protection measures exist. Existing protection measures include;</p> <p>Centrally managed antivirus software with daily updates to protect against virus and malware together with proactive reporting</p> <p>On access scanning of all files processed giving real-time protection and daily full</p>	4	2	31-Dec-2018

Title	Description	Original Score	Original Likelihood	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
								<p>scans of all files held at rest on drives</p> <p>Advisory updates from Government Cyber Security forum giving detailed information on any risks seen across the Government estate (both central and local)</p> <p>Corporate firewall provides additional protection on all traffic entering or leaving Breckland Council network giving different AV engine scanning. External scanning of all emails entering the council network which uses 4 different AV engines to provide additional granular AV scanning</p>			
<b>Staff recruitment and retention at all levels within the organisation</b>	Staff recruitment and retention issues could undermine the effectiveness of the organisations though loss of experience and knowledge	15	12	 <p>Impact</p> <p>Likelihood</p>	3	4	■	All roles above a grade 6, a new post or a change in circumstance are approved at the HR board to ensure consistency, we also have launched our talent management programme which address our talent and how we utilise our internal skills	2	2	31-Oct-2018

Title	Description	Original Score	Original Likelihood	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
<b>General Data Protection Regulation Implementation</b>	With the implementation of the General Data Protection Regulation, which replaces the Data Protection Act of 1998, there is a risk that the council will not manage its data appropriately and in line with the new regulations.	16	12		4	3	▬	The risk is unchanged at this stage as there remains a lot of work left to do. Much progress has been made - especially in preparing policies & procedures, and in preparing privacy notices and the information assets register. We have also agree a formal audit to commence in December 2018.	2	2	01-Jan-2019
<b>Under occupancy of Riverside once complete</b>	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	9		3	3	↓	Planning approval granted on Units 1-3 and contracts exchanged. Trading conditions have improved recently as a result of a programme of leisure based community activities. Continuing to market last unit (4) now that units 1-3 are secured.	2	2	31-Dec-2018
<b>Staff recruitment and retention within the shared services arrangement</b>	This risk focuses on the recruitment and retention of staff within the shared management arrangement between Breckland and South Holland	12	9		3	3	▬	We are continuing to reshape our talent management programme to address all the issues we have with recruitment currently, we have also improved the way in which we approve recruitment so we have a consistent approach.	2	1	31-Oct-2019

Title	Description	Original Score	Original Likelihood	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
<b>Contracts Monitoring</b>	This risk covers the councils monitoring of contracts with external partners to ensure arrangements are financially secure and performing	16	9		3	3		<p>The contracts team have sourced strategic supplier updates from central government which detail any changes in business strategy, financial stability or shareholder activity which could de-stabilise the companies. The team also ensure that all strategic contracts procured undergo through supplier appraisal before the award of contract, which can be refreshed on an annual basis where necessary.</p> <p>The likelihood of this happening on one of our major strategic contracts remains unchanged given recent financial issues in the sector for companies such as Carillion and Capita. The potential impact also remains the same.</p>	2	3	31-Dec-2018
<b>Failure to maximise trading opportunities</b>	Failure to maximise trading opportunities could result in lack of commercial exploitation of assets or income from trading arms	9	6		2	3		<p>No change to risk score for this quarter, opportunities will continue to be monitored.</p>	2	2	31-Dec-2018

Title	Description	Original Score	Original Likelihood	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
<b>Impact of County Council Budget Reductions</b>	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		The County Council budget consultation will be reviewed when it is produced later this year (likely quarter 3).	2	2	31-Dec-2018
<b>Medium Term Financial Plan Not Delivered</b>	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. The programme has slipped for some Year 3 projects which will have an impact on year 3 and 4 (18-19 &amp; 19-20) unless these are pushed forward.</p> <p>The main areas of risk are the growth &amp; investment fund return and procurement savings.</p> <p>In order to mitigate this we are working on the phase 2 moving forward projects to re-profile and flex savings to achieve the best outcome and focus resources to the most appropriate areas for returns. This will form part of the new budget for next year.</p> <p>An economic vision is being worked on to look at the best</p>	2	2	30-Sep-2018

Title	Description	Original Score	Original Likelihood	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
								<p>use of the growth and investment reserve as purchase opportunities have proved difficult to achieve.</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>			
<b>Failure to deliver the council's Corporate Priorities</b>	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	—	Risk remains unchanged as the Corporate improvement and performance team continue to monitor and work with staff towards achieving the corporate priorities. The performance risk and audit board continues to be held monthly to address any areas of poor performance should they arise.	2	2	30-Apr-2019
<b>Failure to deliver Local Plan and its Delivery Plan</b>	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 Examination in Public remains in progress and the initial hearing sessions have been held. Further hearing sessions are expected later in the summer. After the hearing sessions conclude, any modifications will be subject to a period of 6 weeks public consultation. Therefore,	4	1	30-Apr-2019

Title	Description	Original Score	Original Likelihood	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
								whilst the Local Plan is making good progress, it is appropriate to leave the risk rating unchanged at this time.			
<b>Business rate retention scheme</b>	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 - RSG).	2	2	31-Dec-2018
<b>Failure to effectively implement corporate business continuity plan</b>	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	■	The Environmental Protection officer is continuing to support managers with their refresh of Business Continuity plans. A large number are now complete with all others in progress and due to be completed by end of August/September.	3	1	31-Oct-2018