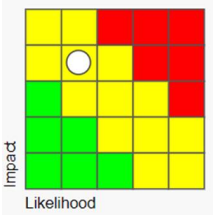

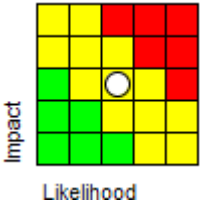



BDC Strategic Risk Report inc Targets



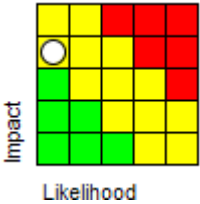

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date	
Impact of Homelessness Reduction Act	The implementation of the new act places additional burdens on BDC which may mean a reduced ability within the service to adhere 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		<p>The impact of the Homelessness Reduction Act continues to result in increased levels of demand into the Housing Service.</p> <p>We are in the process of internally analysing our processes and the impact of service demand and have also commissioned an LGA peer review of the service which will provide an objective critique of the service and make a series of recommendations for improvement.</p>	3	2	31-Oct-2019

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date	
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	8		4	2		As per the previous statement the risk still exists but impact and likelihood has reduced. Reasons for this is that Breckland Council ICT takes multiple steps to protect its internal IT systems from Cyber attack, these include firewalls to restrict external access, up to date antivirus and malware software (which is updated on a regular basis), end user education, system patching on servers and desktop devices to ensure risks from OS vulnerabilities is minimised.	4	2	30- Jun-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		<p>The status for this risk remains the same, there have been no incidents to note with existing contracted suppliers or service providers which the team continues to monitor closely.</p> <p>In addition the service continues to maintain a watching brief in relation to Brexit developments and what impact this may have on our contracted supplier supply chains.</p>	2	3	31-Jul-2019

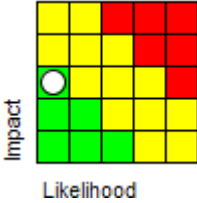

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date	
Failure to maximise income from investment asset portfolio	This risk covers the councils failure to maximise income from the investment asset portfolio (commercial property)	16	9	<p>Impact</p> <p>Likelihood</p>	3	3	■	<p>No change to the score that remains in the yellow risk category.</p> <p>We continue to actively market the current core void units and interest is good and properties continue to churn in the portfolio. The Council currently has two large void investment assets impacting on this risk. One is being marketed through an external agent and there is some interest. The other property is currently off the market pending the outcome of a feasibility study on the potential opportunity for an alternative use which may result in the conversion of this property into an operational asset.</p>	3	2	31-Oct-2019
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	6	<p>Impact</p> <p>Likelihood</p>	3	2	■	<p>Overall our turnover rate is slightly over target for the quarter at 5.1% against a target of below 4.3%. The resignations we have received are mainly due to long service and other opportunities being pursued and we have not picked up any issues or retention concerns in those exit interviews. A large % of the leavers are not returning after maternity leave, this has</p>	3	2	31-May-2019

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date	
							been their choice to spend time with their young families.				
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	<p>Impact</p> <p>Likelihood</p>	2	3		<p>The medium term financial plan and balanced budget is reliant on the delivery of the moving forward transformation programme and the delivery of income streams such as planning and commercial property.</p> <p>The transformation programme is already well on track to deliver the majority of savings in 19-20 and this is closely monitored by finance board and any issues would be reported to Members in the quarterly financial Cabinet report.</p> <p>Many income streams could be affected by economic conditions (i.e. Property rentals) and competition from others (i.e. Building control income) and therefore the risk likelihood remains at a '3' and slightly above the target set for this time period. It is likely the risk will remain at the score it is at currently whilst there is so much economic uncertainty within the UK.</p> <p>However, the Council is well placed to deal with any</p>	2	2	31-Mar-2019

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date	
							impacts, as reliance on RSG and New Homes Bonus has been removed from the budget, the transformation programme is on track and we have set up a 'buffer fund' to cushion impacts of major property tenants moving out/ceasing trading.				
General Data Protection Regulation Implementation	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	6		3	2		Continued progress with the GDPR Project Plan and provision of in house training and advice reduces the likelihood to unlikely, however the potential impact remains at Medium.	3	2	31-Jul-2019
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		The CIP team are currently working with all services to ensure that the councils corporate priorities are achieved and measured against the corporate plan, any areas within the corporate priorities that are not achieved will be raised accordingly.	2	2	30-April-2019
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	4		2	2		The commercial activities that the Council undertakes (excluding commercial Property) are relatively limited (BTS and EHC) and these are now established services, with relatively small budgets overall.	2	2	31-March-2019

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date	
							<p>The Commercial Property service is very well established and has temporary resources engaged currently to work on specific projects as required.</p> <p>Monitoring of income and expenditure is carried out through the usual budget monitoring and any financial risks are highlighted through this process.</p> <p>Therefore this risk is within target and unlikely to change unless new commercial activities are undertaken.</p>				
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		<p>Following the Local Plan Examination in Public hearings, a number of modifications to the plan were discussed. These have been subject to consultation from 18th February to 1st April. The Inspector has requested a period of further consultation on the proposed modification to Policy HOU5 as a result of an administrative error. As a result, the Inspector's report is now expected in early summer 2019. The risk rating therefore remains unchanged.</p>	4	1	30-Apr-2019

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	4		2	2		<p>Funding pressures faced by the Council Council may lead them to make changes to their budgets which in turn impact on the costs of the District Councils.</p> <p>There has been no change to this risk score this quarter, we will await the consultation for the 20-21 budget which is likely late summer/early autumn 2019 and will review the score again at this time.</p>	2	2	31-May-2019
Business rate retention scheme	Business rate retention and fair funding review changes from 2020-2021 reduce the level of funding to the council	16	4		2	2		<p>There is still little information on the fair funding review (FFR) and business rates retention changes and Spending Review 2019 which would allow us to forecast future levels of funding.</p> <p>It is now possible that these changes may not take place for 2020-21 as planned. There have been no further consultations issued and unless we see a consultation in Q2 of the year, then the likelihood is this will be delayed by a year.</p> <p>If delayed a year, we will still need to see the Spending Review 2019 to know the overall level of funding, but</p>	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
							<p>expect if delayed we will receive similar funding to the current year.</p> <p>We continue to monitor working group minutes and publications and subscribe to an advisory service for the most up to date information.</p> <p>The Council set a budget with no reliance on RSG or NHB, which means we are well placed to deal with any impacts from the fair funding review once forecasts are known.</p> <p>The risk score will be reviewed as more information becomes available.</p>			
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	 <p>Impact</p> <p>Likelihood</p>	3	1		3	1	31-Mar-2019