

## BDC Strategic Risk Report inc Targets



Title	Description	Original Score	Current Risk Score		Impact	Likelihood	Trend (last qtr)	Target Impact	Target Likelihood	Target Date
<b>Impact of epidemic/pandemic on delivery of key council services</b>	If an event deemed to be either a epidemic or pandemic were to affect the District, <b>then</b> the council may struggle deliver key and statutory services to its residents	16	25		5	5	↑			
<b>Critical breach of ICT security</b>	If the council does not ensure that it's ICT security and associated plans and policies are up to date and robust <b>then</b> it places itself at increased risk of breaches including but not limited to ransomware and data exfiltration (which are becoming more common, with the public sector as with all other government systems and private companies).	25	12		4	3	↑			30-Jun-2019

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Target Impact	Target Likelihood	Target Date	
<b>General Data Protection Regulation</b>	If the council does not ensure that data identified in the General Data Protection Regulations is held in an appropriate and secure manner, <b>then</b> it would be in breach of the act and would be liable for action from the Information Commissioners Office (ICO).	16	12		4	3	▬	3	2	31-Jul-2019
<b>Impact of the council being unable to fulfil its statutory duties in relation to homelessness</b>	If the council is unable to fulfil its statutory duties in relation to homelessness, <b>then</b> it may find itself in breach of legislation such as the Homelessness Reduction Act 2017.	12	12		4	3	▬	3	2	31-Oct-2019
<b>Failure to maximise income from investment asset portfolio</b>	If the council fails to maximise income from the investment asset portfolio (commercial property) <b>then</b> there would be a budget gap	16	12		4	3	↑	3	2	31-Mar-2020
<b>Emerging government policy</b>	If the council does not monitor emerging government policy, <b>then</b> it may not fully understand the implications of certain policies on organisational service delivery models and budget position. This includes but is not limited to policy around local industrial strategies, environmental policy, Domestic Abuse Bill, emerging waste strategies, any white papers with	9	12		3	4	↑			

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Target Impact	Target Likelihood	Target Date	
	regards to local authority devolution and exiting the European Union.									
<b>Business rate retention scheme</b>	<b>If</b> the Business rate retention and fair funding review changes from 2020-2021 <b>then</b> the reduction in funding will impact the council's budget	16	9		3	3	↑	2	2	31-Dec-2018
<b>Contracts Monitoring</b>	<b>If</b> the council fails to monitor its contracts with external partners correctly <b>then</b> it places itself at an increased risk of implications from both a financial and performance perspective.	16	9		3	3	▬	2	3	31-Jul-2019
<b>Medium Term Financial Plan Not Delivered</b>	<b>If</b> the council's medium-term financial plan is not delivered, <b>then</b> it may not be able to produce a balanced budget.	12	8		2	4	↑	2	2	31-Dec-2019
<b>Failure to deliver Local Plan and its Delivery Plan</b>	<b>If</b> the councils fails to deliver Local Plan and its Delivery Plan - <b>then</b> there is a risk to reputation, financial implications and possible Secretary of State intervention.	8	6		3	2	▬	4	1	30-Apr-2019

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Target Impact	Target Likelihood	Target Date	
Failure to effectively implement corporate business continuity plan	If the council fails to effectively implement the corporate business continuity plan, then the council may be exposing itself to the risk of service outage following a major incident.	4	3		3	1		3	1	31-Mar-2019

Title	Mitigations/Controls	Latest Note	Latest note update date
<b>Impact of epidemic/pandemic on delivery of key council services</b>	<ul style="list-style-type: none"> <li>Weekly management Team meetings to assess the potential risks and ensure Business Continuity arrangements are robust.</li> <li>Work currently underway to ensure critical services continue, including collaboration with our contract and partners.</li> </ul>	<p>Winter preparedness scenario planning complete to manage and mitigate whilst we are in the pandemic. Weekly management team meetings continue to be held in order assess the potential risks related to the pandemic and ensure Business Continuity arrangements remain are robust.</p>	24 <sup>th</sup> November 2020
<b>Critical breach of ICT security</b>	<ul style="list-style-type: none"> <li>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.</li> <li>Centrally managed antivirus software with daily updates to protect against virus and malware together with proactive reporting.</li> <li>On access scanning of all files processed giving real-time protection.</li> <li>Daily full scans of all files held at rest on drives.</li> <li>Advisory updates from Government Cyber Security forum giving detailed information on any risks seen across the Government estate (both central and local).</li> <li>Corporate firewall provides additional protection on all traffic entering or leaving Breckland Council network giving different AV engine scanning.</li> <li>External scanning of all emails entering the council network which uses 4 different</li> </ul>	<p>BDC continues to work closely with the other local authorities and central Government bodies to enhance our ability to detect and protect against cyber-attacks.</p> <p>The current climate though is showing a marked increase in cyber criminals targeting public sector bodies (a 300% increase) mainly due to the amount of data they hold and the difficult position many local authorities are in with regards spend on cyber defence. Given the upturn in cyber-attacks on public sector bodies is increasing it would seem sensible to increase the likelihood of a cyber-attack against Breckland Council.</p> <p>The team is also working to roll out Dojo cyber security training to staff again.</p>	27 <sup>th</sup> November 2020

Title	Mitigations/Controls	Latest Note	Latest note update date
	<p>AV engines to provide additional granular AV scanning.</p> <ul style="list-style-type: none"> <li>Digital off-site backups we still utilise tapes which are taken off site and stored. These tapes are rotated on a weekly and monthly basis so there is a history of backups that can be used in the event of data recovery being required if the digital copies are corrupt.</li> </ul>		
<b>General Data Protection Regulation</b>	<ul style="list-style-type: none"> <li>Monthly meetings of the statutory information group monitor the situation and identify areas of remediation, which continue to be addressed.</li> <li>GDPR education and training continues to be rolled out</li> </ul>	<p>Latest GDPR training is being rolled out. The Contracts monitoring team and Information Governance officer, continue to work together in relation to implications around EU exit and GDPR.</p> <p>It should be noted that the target date for this risk was achieved but has subsequently gone back up. This was a result of a result of the ongoing pandemic in which many staff had to work from home in shared workspaces. The Council's information governance as a result increased the risk. It should be noted that whilst this has led to an unavoidable increase in data risks, there has not been a increase in reported breaches.</p>	25 <sup>th</sup> November 2020
<b>Impact of the council being unable to fulfil it's statutory duties in relation to homelessness</b>	<ul style="list-style-type: none"> <li>Specialist case management software in place.</li> <li>Experienced staff and ongoing training.</li> <li>Increase of admin support to Housing Options Team to better utilise specialist staff to focus on complex cases.</li> <li>Training in new duties to be ongoing (initial joint SHDC/BDC training held in January 2018).</li> <li>Utilisation of New Burdens funding £180k.</li> </ul>	<p>The risk remains the same for the short-medium term as the changes to the service are implemented over the next 4 months. Changes and processes currently under review. We are positioning the service to deal with this as best as it can in the future, but the change management period will be unsettling and could have an impact on the ability to prevent homelessness as early as we would like.</p> <p>We are anticipating an increase in service demand in the new year when we start seeing the courts open for possession hearings and the impact of COVID starts trickling through in other areas too - e.g. unemployment, increasing mental health issues etc. The risk may therefore be revised at this point, to reflect the increase.</p>	25 <sup>th</sup> November 2020

Title	Mitigations/Controls	Latest Note	Latest note update date
	<ul style="list-style-type: none"> <li>• Two Housing Link workers recruited for BDC under Government provision (flexible housing grant) to managed and prevent homeless cases for complex cases.</li> <li>• Identification of private sector options within both districts.</li> <li>• Work with partners to open other potential options</li> </ul>		
<b>Failure to maximise income from investment asset portfolio</b>	<ul style="list-style-type: none"> <li>• Work within the tenants notice period to re-let.</li> <li>• Appropriate marketing budget to allow for advertising to fill voids as soon as possible.</li> <li>• Monitoring of tenants business performance in larger units.</li> <li>• Active asset management (i.e. acquisitions / disposals) to create a balanced portfolio in terms of unit site and use leasehold rental charges at/or above market rental valuation.</li> <li>• Maintain policy on leasehold security deposits.</li> <li>• Continual maintenance programme to assess condition of stock to allow for prioritisation of capital expenditure.</li> </ul>	<p>A number of businesses/Tenants in the Council's Commercial Property Portfolio continue to be affected by the Covid-19 pandemic and the ongoing restrictions. This will continue to affect the Council's Commercial Property income outturn for 20/21.</p> <p>Despite the ongoing situation, the occupancy of the portfolio remains very good at 98% and interest in any future voids remains very healthy with units continuing to be let minimizing any void period.</p>	24 <sup>th</sup> November 2020
<b>Emerging government policy</b>	<ul style="list-style-type: none"> <li>• The council ensures that it retains a dedicated post in order to oversee policy changes and their impact on both the council and the region, as well as senior</li> </ul>	<p>The council is likely to be impacted in the next 12 months by a number of key government decisions including: -</p> <p>1. EU Exit this is being mitigated ongoing planning work</p>	22 <sup>nd</sup> November 2020

Title	Mitigations/Controls	Latest Note	Latest note update date
	<p>management also ensuring an awareness around government policy changes.</p>	<p>across Norfolk with key partners and the Local Resilience Forum</p> <p>2. Devolution and Recovery White Paper - this has been placed on hold by the Government until the COVID pandemic has subsided</p> <p>3. Local Government Spending Review - this will be announced at the end of November 2020 and is likely to have a significant impact on Local Government Finances due to the need begin to repay the large amount of public borrowing that has occurred during the COVID pandemic. This will be mitigated through the budget planning process.</p> <p>4. Environment Bill - this will bring in new requirements for the council around waste collection from 2023. This is being mitigated through provisions in the new waste contract.</p>	
<p><b>Business rate retention scheme</b></p>	<ul style="list-style-type: none"> <li>• Financial provision has been made to cover the risk of current appeals, collection rates and growth.</li> <li>• Continue to keep up to date with CLG consultations and update MTFP accordingly.</li> </ul>	<p>These changes will not take place for 2021-22 as planned and have been delayed until at least 2022-23.</p> <p>Assumptions are included within the budget for the impact of these changes based on estimates (as full details of the schemes are not yet known).</p> <p>The risk score has increased as a result of the potential reduced income in both NNDR and future Government funding as a result of the Pandemic.</p>	<p>17<sup>th</sup> November 2020</p>
<p><b>Contracts Monitoring</b></p>	<ul style="list-style-type: none"> <li>• Regular monitoring of contracts.</li> <li>• Regular communication with external partners and stakeholders.</li> <li>• Keep up to date with external changes with partners.</li> </ul>	<p>The Contracts and Procurement team continue to monitor the contracts register, alongside the impact of COVID-19 on any of the council's contracts. There is currently focussed activity in relation to the leisure contract, where the team is working with the relevant client department.</p> <p>The team continue to monitor the impact of EU exit and COVID-19 and includes the impact on Thetford Power</p>	<p>25<sup>th</sup> November 2020</p>



Title	Mitigations/Controls	Latest Note	Latest note update date
	<ul style="list-style-type: none"> <li>Contracts team in place to regularly monitor contracts aligned with communications plan which ensures regular communication with partners and stakeholders.</li> </ul>	and GDPR implications. We continue to collaborate with partners to ensure that stakeholders are informed of the situation.	
<b>Medium Term Financial Plan Not Delivered</b>	<p>The Council is well placed to deal with future impacts as;</p> <ul style="list-style-type: none"> <li>Reliance on RSG and New Homes Bonus has been removed from the budget.</li> <li>The transformation programme is on track.</li> <li>We have set up a 'buffer fund' to cushion impacts of major property tenants moving out/ceasing trading.</li> </ul>	<p>A proposed savings plan has been identified which would have delivered a balanced budget over the MTFP based on the 2020-21 budget. However, the pandemic has brought additional financial impacts through lost income in areas such as commercial property, investment interest, NNDR and fees &amp; charges. As a result, the risk score has been increased.</p> <p>Further work is in progress between now and January 2021 to identify further options to balance the budget when they are presented to Committee for consultation.</p> <p>The budgets are subject to a large amount of assumptions currently due to the uncertainty around future funding of Local Government. Our financial Settlement for 2021-22 is expected to be announced in December 2020 and is likely to be a one-year announcement only.</p>	24 <sup>th</sup> November 2020
<b>Failure to deliver Local Plan and its Delivery Plan</b>	<p>The current mitigations will be put in place;</p> <ul style="list-style-type: none"> <li>We will work with Capita to fill vacancies and put in effective interim cover.</li> <li>We will establish additional informal working plan working groups to reach agreement over the settlement boundary policy.</li> <li>Re-evaluation of trajectory to establish the appropriate level of allocations for preferred sites consultation.</li> </ul>	<p>The decision was taken by Members not to continue with the Local Plan review at present pending the government planning reform changes. This has therefore led to a rise in risk likelihood.</p> <p>If a decision regarding planning reform is not made ahead of 2022 deadline, then other options are available to the council in order to deliver the plan. This situation risk continues to be monitored in order to reflect and mitigate the ongoing situation.</p>	25 <sup>th</sup> November 2020
<b>Failure to effectively implement corporate</b>	<ul style="list-style-type: none"> <li>Risk mitigation is included in individual</li> </ul>	<ul style="list-style-type: none"> <li>BDC plans are being updated to reflect new working</li> </ul>	25 <sup>th</sup> November 2020

Title	Mitigations/Controls	Latest Note	Latest note update date
<b>business continuity plan</b>	<p>service areas Business Continuity Plans for known threats.</p> <ul style="list-style-type: none"> <li>• BDC plans are being updated to reflect new working arrangements and under regular review.</li> </ul>	<p>arrangements as a result of COVID and under regular review.</p> <ul style="list-style-type: none"> <li>• The councils list of critical activities was reviewed March 2020 – to ensure these services continued during COVID -19 and to allow additional staffing resource to be deployed as needed across these services.</li> <li>• Specialist cells have been set up to ensure continuity in our at-risk areas of service delivery for the public and community.</li> </ul>	