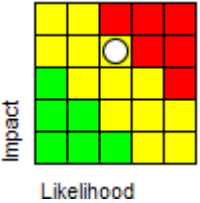
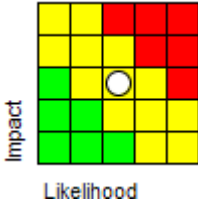
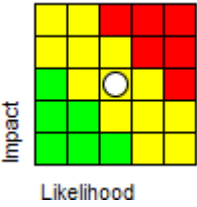
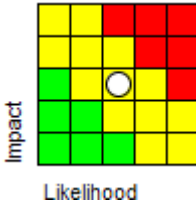
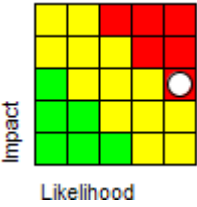
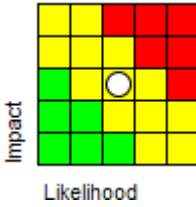
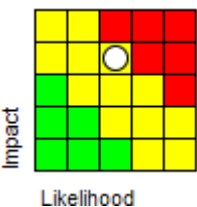
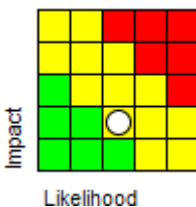


BDC Strategic Risk Report



Title	Description	Original Risk Score	Controls/Mitigation	Current Risk Score	Impact	Likelihood	Latest Note
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 <p>Impact</p> <p>Likelihood</p>	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 <p>Impact</p> <p>Likelihood</p>	5	3	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.
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 <p>Impact</p> <p>Likelihood</p>	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 <p>Impact</p> <p>Likelihood</p>	4	3	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. Once the preferred sites consultation documents have been agreed by Cabinet, we will re profile the timetable to assess the new pathway to submission.

Title	Description	Original Risk Score	Controls/Mitigation	Current Risk Score	Impact	Likelihood	Latest Note
<p>Medium Term Financial Plan Not Delivered</p>	<p>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.</p>	<p>12</p>  <p>Impact</p> <p>Likelihood</p>	<p>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</p>	<p>9</p>  <p>Impact</p> <p>Likelihood</p>	<p>3</p>	<p>3</p>	<p>No change to score, situation continues to remain positive the transformation plan is in progress to deliver the savings starting from next year, however there remain risks of lower achievement or later achievement which will impact on the budget if not achieved. Regular monitoring reports are presented to transformation board on project status and finances.</p> <p>The changing economic picture is likely to negatively impact the budget setting process later this year once further details are announced around areas such as 100% NNDR retention, new homes bonus consultation results, etc, but it is too early to put financial implications against these at this point</p>

Title	Description	Original Risk Score	Controls/Mitigation	Current Risk Score	Impact	Likelihood	Latest Note
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	The transformation board monitors the service reviews and transformation projects to ensure they remain on track. Recruitment will be taking place for a replacement Executive Director Commercialisation shortly to push the commercialisation agenda forwards. We will need to effectively manage and co-ordinate the different trading opportunities, to ensure they are delivered in the best way for the Council.
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	There has been a minor revision of posts within the Senior Management Team to address some issues and there is ongoing interim and permanent recruitment for the Director post
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	6 	2	3	Likelihood upped to (3) from (2), the four year settlement provides a level of stability, providing this does not change. The changing economic picture is likely to negatively impact the budget setting process later this year once further details are announced around areas such as 100% NNDR retention, new homes bonus consultation results, etc, but it is too early to put financial implications against these at this point

Title	Description	Original Risk Score	Controls/Mitigation	Current Risk Score	Impact	Likelihood	Latest Note
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 Impact Likelihood	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 Impact Likelihood	3	2	Ongoing work is looking at this
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 Impact Likelihood	Corporate Delivery Plan sets out how to achieve corporate plan and this is under pinned by individual service plans and these are monitored at Performance, Risk & Audit Board monthly	4 Impact Likelihood	2	2	Through performance management and transformation programme, which encompasses the Growth Work-stream, we are effectively monitoring and driving delivery of the Council's strategic objectives. We are using this as a mechanism for early identification of issues and apply mitigation as appropriate
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 Impact Likelihood	Ensure that Place directorate are involved in conversations at an early stage to represent BDC and its residents	4 Impact Likelihood	2	2	No change to score this quarter, this will be monitored at each budget setting depending on the county council consultations to determine any new changes which could impact Breckland.
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 Impact Likelihood	Working jointly with County to have business continuity post. Each team has a plan reviewed annually	3 Impact Likelihood	3	1	Business continuity plans are reviewed regularly and there are service continuity plans, procedures for out of hours service and analysis of the impact to the council's business.

