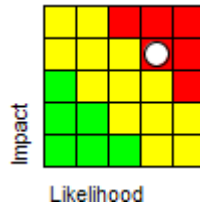


BDC Strategic Risk Report inc Targets

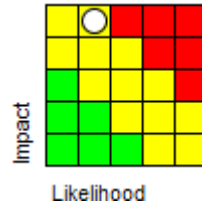


Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
Staff recruitment and retention at all levels within the organisation	Staff recruitment and retention issues could undermine the effectiveness 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.	16	4	4	↑	With recent recruitment proving difficult to attract Executive Level Managers to the post of delivery, and positions within this team further work is being undertaken to address this, such as actively looking at our methods and channels of recruitment with the intention of incorporating a more digital approach as well as looking to review and reshape our rewards packages which includes salary, staff discounts and other benefits such as flexible working and car allowance.	21 Nov 2017	2	2

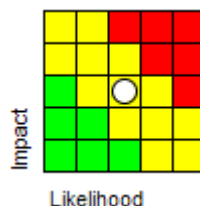


Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
Under occupancy of Riverside once complete	The completed lettings of Riverside is due to contribute income to support a balanced budget. Inability to complete lettings will impact on the contribution this will make to the budget.	9	Enhanced marketing strategy aimed at national occupiers with relevant covenants for food and beverage uses completed in May-Aug. Tenant incentive packages reviewed and re-set. Review strategy when scheme opens re target operators and use if unable to secure lettings.	12	4	3	—	Risk profile reviewed and should remain at Impact 4, Likelihood 3. Developing interest from two operators for units 1-3 and also currently agreed HoT for unit 4 - so interest is satisfactory. The proposal from the two operators for units 1-3 is being developed but at this stage is not certain until Heads of Terms are agreed or the matters have moved to legal drafting.	16 Oct 2017	2	2
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	Monthly meetings of the statutory information group have highlighted areas which need to be addressed and training is being delivered in September for managers and proposed service Data Protection leads.	12	4	3	—	This is being considered regularly by the Statutory Information Group. Training was undertaken in October by Senior Managers and officers throughout departments. A gap analysis has been commissioned. Once the results of the gap analysis are in and there is an action plan in place the score will be updated.	15 Nov 2017	2	2

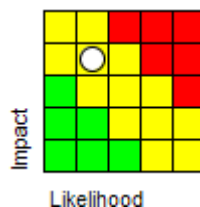
Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
Critical breach of ICT security	Attacks are happening with increasing frequency at present. Ransom and theft specialists are targeting banking details and personal information, as with all other government systems and private companies	25	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	10	5	2	↓	<p>Whilst the risk remains the same a lot of work has been done to improve security, in particular getting patching up to date and regularly applied together with improving the equipment such as the new corporate firewall with enhanced security features.</p> <p>Most of the older systems have also been updated or retired so the attack window has been minimised greatly along with greater control over security measures with the ICT service now being provided fully in house and no longer with NCC as of 14th November</p>	15 Nov 2017	4	2



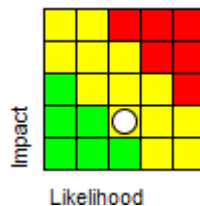
Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
Medium Term Financial Plan Not Delivered	The council's medium term financial strategy has identified a budget gap, the transformation programme will need to make this level of saving for the organisation over that period to balance the budget.	12	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	9	3	3	■	<p>The medium term financial plan and balanced budget is reliant on the delivery of the moving forward transformation programme. The programme is on track to deliver the savings over the longer term, but timing has slipped slightly for some Year 2 projects.</p> <p>The new Delivery Unit and Corporate Contracts team have been approved by Council and these should help to deliver parts of the Moving Forward program which will deliver the additional savings/income. The programme will continue to be monitored closely and flexed as part on the annual budget setting.</p>	12 Oct 2017	2	2




Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
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	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	8	4	2	■	The Local Plan has been subject to its final round of 6 weeks consultation (known as Pre-submission publication) which closed on 2nd October. The comments received have been analysed and supporting material is being prepared in order that the plan, supporting evidence and the representation received can be submitted for examination by the end of November. The hearing sessions are likely to take place in Spring 2018 but the precise timing is subject to the Planning Inspectorate. As such, the risk of failure to deliver a local plan continues to decrease, and will decrease further again once the plan is submitted for Examination in Public (EiP).	17 Nov 2017	4	3

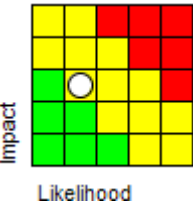

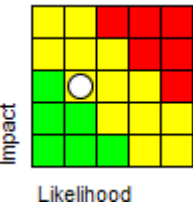

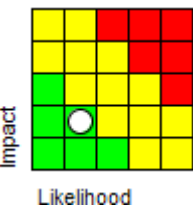



Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
<p>Uncertainty over future government funding settlement</p>	<p>Government has indicated further cuts to public services, exact impact on the council as yet unknown</p>	<p>12</p>	<p>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</p>	<p>6</p>	<p>2</p>	<p>3</p>	<p>■</p>	<p>The current four year settlement has provided some certainty over levels of funding for the medium term, however there is a high level of uncertainty currently regarding two areas:</p> <p>1) The 'Fair funding Needs Review' which Government were going to consult on in the spring, but this was delayed due to the General Election. Government appear to be committed to this review still and a consultation is expected in autumn 2017. This will provide a new financial needs level for all councils and will come into play for the 2020 financial year.</p> <p>2) The 100% retained business rates scheme was consulted on just before the announcement of the General Election. The Local Government Finance Bill had started through Parliament to implement this 100% retention scheme, however did not complete passage before the General Election. As this was not included in the</p>	<p>15 Nov 2017</p>	<p>2</p>	<p>2</p>



Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
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<p>Failure to maximise trading opportunities</p>	<p>Failure to maximise trading opportunities could result in lack of commercial exploitation of assets or income from trading arms</p>	<p>9</p>	<p>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</p>	<p>6</p> 	<p>2</p>	<p>3</p>	<p>▬</p>	<p>The Moving forward programme is already in progress and includes some areas to begin delivery of trading opportunities, such as BTS and EHT & C. To date the outcomes of this trading are not known as it is too early.</p> <p>The risk remains that opportunities may not be identified, or well delivered, or well resourced.</p>	<p>22 Nov 2017</p>	<p>2</p>	<p>2</p>
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Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood	
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	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		3	2		A gender pay gap report will be taken to Council in December. Testing is currently in place and work being undertaken to produce the report through the HR system	10 Nov 2017	2	2
Business rate retention scheme	Business rate retention policy changes leave the council exposed to risks on collection and baseline income.	16	Financial provision has been made to cover the risk of current appeals, collection rates and growth. Continue to keep up to date with CLG consultations and update MTFP accordingly	6		3	2		Due to the Queens speech not including the Local Government Finance Bill, the likelihood of this 100% retention scheme progressing has reduced. We will continue to monitor and update the risk as necessary	15 Nov 2017	3	3
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	Corporate Delivery Plan sets out how to achieve corporate plan and this is underpinned by individual service plans and these are monitored at Performance, Risk & Audit Board monthly	4		2	2		Both risks remain unchanged as the Corporate improvement and performance team continue to monitor and work with staff towards achieving the corporate priorities.	10 Nov 2017	2	2

Title	Description	Original Score	Controls/ Mitigation	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
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	Ensure that Place directorate are involved in conversations at an early stage to represent BDC and its residents	4 	2	2	■	Any County Council budget consultation will be closely monitored for potential impacts to Breckland services or costs. Consultation will take place by County Council in Q3 of the year.	12 Oct 2017	2	2
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	Working jointly with County to have business continuity post. Each team has a plan reviewed annually	3 	3	1	■	The risk remains the same while the emergency planning role is being embedded into the organisation	24 Oct 2017	3	1