

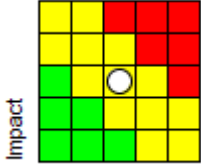

## BDC Strategic Risk Report inc Targets

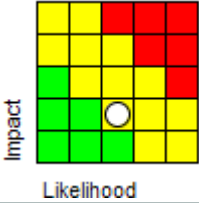

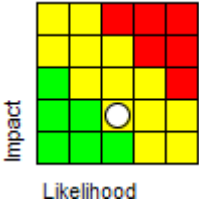

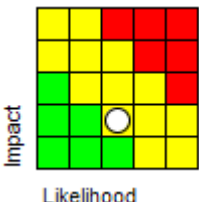



Title	Description	Original Score	Current Risk Score		Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
<b>Impact of Homelessness Reduction Act</b>	The implementation of the new act places additional burdens on BDC which may mean a reduced ability within the service 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 remains high however the service recruited additional staff towards the end of Q2, the risk remains unchanged as there is a degree of training and embedding the new staff before we can see a reduction in pressure due to the work load being shared out. 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-Mar-2018

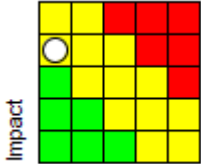

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date	
<b>Failure to maximise income from investment asset portfolio</b>	This risk covers the councils failure to maximise income from the investment asset portfolio (commercial property)	16	16		4	4		Risk score remains the same due to one large void property, the potential disposal of another large property and the disposal of a number of smaller assets which would all contribute to reduce revenue income, despite creating capital receipts. Despite appraising a number of options for re-investment this year to replace the income, these have not been successful and new opportunities continue to be sought via a refreshed Investment Strategy to invest in existing assets or create opportunities off-market. In addition to the above, all current void units continue to be actively marketed and interest is good and properties continue to churn in the portfolio.	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	25	15		5	3		The position is the same as the last time this risk was assessed, there has been a lot of focus in this quarter around GDPR compliance as well as	4	2	31-Mar-2018

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
	with all other government systems and private companies						data retention as well as ensuring the ICT systems allow for efficient and responsive backups and restoration of data.			
<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		3	4	<p>This quarter the HR service have focused on social media to enhance our recruitment campaigns and this has boosted our recruitment numbers, the services continues to look at ways to reshape our recruitment process to ensure it is effective in attracting the talent we need, that being said recruitment has been positive for this quarter. Analysis has also been conducted by the CIP team which has shown positive trends among staff turnover within Breckland and that Breckland staff turnover is well in line with the national average for all local authorities, meaning we are at a point which could be classed as a "healthy" turnover rate.</p>	2	2	31-Mar-2018
<b>General Data Protection Regulation Implementation</b>	With the implementation of the General Data Protection Regulation, which replaces the Data Protection Action of 1998, there is a risk that the council will not manage its data	16	12		4	3	<p>Whilst further progress has been made, and privacy notices/IARs are complete with only one or two exceptions, it remains too early to reduce the overall level of risk. A detailed</p>	2	2	31-Jan-2019

Title	Description	Original Score	Current Risk Score		Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
	appropriately and in line with the new regulations.							project plan has been produced for remaining work, and an Audit is scheduled for December. Some key actions remain outstanding - in particular the introduction of contractual obligations on a number of our suppliers.			
<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>Risk remains unchanged as the contracts team continue to receive strategic supplier updates from central government which detail any changes in business strategy, financial stability or shareholder activity which could de-stabilise the companies.</p> <p>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</p>	2	3	31-Jan-2018

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date	
							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.				
<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		No change to risk score for this quarter as commercial opportunities continue to be put forward and existing ones reviewed.	2	2	31-Dec-2018
<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		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 & 19-20). The main area of risk is the growth & investment fund return as opportunities for spend in the area are proving	2	2	30-Sep-2018

Title	Description	Original Score	Current Risk Score		Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
								<p>limited.</p> <p>In order to mitigate this we have included the phase 2 transformation projects in the new year budget and have re-profiled and flexed the existing programme to achieve the best outcome and focus resources to the most appropriate areas for returns.</p> <p>An economic investment vision is being worked on to look at the best use of the growth and investment reserve.</p> <p>Reliance on RSG has been removed from the budget from 2018-19 and our aim is to remove reliance on New Homes Bonus in the new budget - this will provide funding to carry out Member preferred communities related work and projects.</p> <p>The new year budget is almost completed and this will provide full information on the medium term financial plan.</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	6	4		2	2		<p>Risk remains unchanged as the Corporate improvement and performance team continue to monitor and work with staff towards achieving the corporate</p>	2	2	30-Apr-2019

Title	Description	Original Score	Current Risk Score		Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Target Date
	residents.							priorities. The performance risk and audit board continues to be held monthly to address any areas of poor performance should they arise. It is worth noting that this risk will be re-assessed when the new corporate priorities are established and agreed in the new corporate plan.			
<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 continues to remain under examination, following the close of the oral hearings in September. The next step in the process is to undertake consultation on the proposed Main Modifications requested by the Inspector. These are due to be considered by full Council, and if agreed it is expected that this consultation will occur during January and February 2019. In light of the current stage of progress it remains appropriate for the impact and likelihood scores to remain unchanged for this	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
								update.			
<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	4		2	2	↓	<p>Risk profile reviewed and reduced to Impact 2, Likelihood 2.</p> <p>Units 1-3 let and only 1 single void unit remaining. Continuing to market last unit now that units 1-3 are let. Marketing strategy reviewed and further push to secure letting.</p> <p>Improved trading conditions as a result of a programme of leisure based community activities. Secured monies to fund a further programme in 2019.</p>	2	2	31-Dec-2018
<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	→	<p>The timing of the Business Rates retention scheme has been delayed to 2020 and will be a 75% retention scheme, providing more time for MHCLG 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 new 75% retention scheme which will incorporate other</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
								grants (such as Revenue Support Grant - RSG) and further consultations are expected in the autumn on this and the fair funding review, when more detail will start to emerge allowing better analysis of the impacts.			
<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 Emergency planning officer in conjunction with the EP board is continuing to support managers with their refresh of their business continuity plans. A large number are now complete and the emergency planning officer will continue to work with the services and managers to ensure these are effective in real life scenarios.	3	1	31-Oct-2018