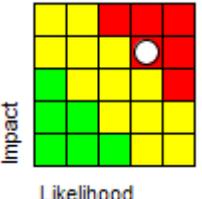


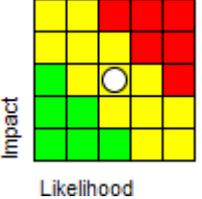
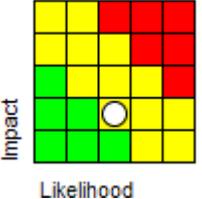
BDC Strategic Risk Report inc Targets



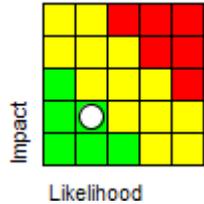
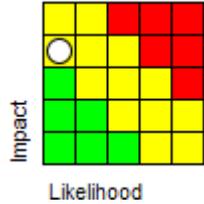
Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Original Target Date	Revised target date
Impact of Homelessness Reduction Act	The implementation of the new act places additional burdens on BDC which may mean a reduced 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		4	4	—	<p>The impact of the Homelessness Reduction Act continues to result in increased levels of demand into the Housing Service.</p> <p>Additional officers funded from the Government's new burdens fund have now been recruited and trained which has brought a level of resilience to the service. In addition the team are in the process of commissioning a new service, funded by and in partnership with Norfolk Council with a particular focus on the prevention of homelessness and rough sleeping.</p> <p>The risk score remains static but is expected to reduce in Q4 following the implementation of the above.</p>	3	2	31-May-2019	

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Original Target Date	Revised 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		4	4	—	<p>The score has been reviewed but remains 'as is' because of a number of significant lettings and lease terminations that are currently in the process of being undertaken – this includes one of the Council's larger investment assets that is due to be void in March 2019 and work has started to re-let this property.</p> <p>All current void units continue to be actively marketed and interest is good and properties continue to churn in the portfolio.</p> <p>We are also currently working through the disposal of a number of smaller assets (which do not perform) which would contribute to reduced revenue income, despite creating capital receipts.</p> <p>To replace any reduced revenue income we are continuing to search for investment opportunities and in January we are due to complete the purchase of a an investment property</p>	3	2	31-Oct-2019	

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Original Target Date	Revised 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		5	3		This risk has been reviewed but remains static. 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, end user education, system patching on servers and desktop devices to ensure risks from vulnerabilities is minimised.	4	2	30-Jun-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		3	2		The Council's staff turnover has improved significantly indicating that retention has also improved. Our talent management programme and new ways of advertising vacancies has improved recruitment rates. The team is confident that the impact would be manageable if our retention dramatically dropped but this is considered unlikely and we are not forecasting any reasons for a sudden drop in retention to occur.	3	2	31-May-2019	
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		3	3		This risk remains just above the desired minimum target. Privacy Notices and Information Asset Registers are now complete and the Project Plan is being followed. 'Reasonable Assurance' has been received through Audit. Additional Terms and Conditions for contractual obligations are being forwarded to suppliers. Revised target date set in line with audit recommendation completion dates, at this point this risk should be reduced to desired score	3	2	01-Jan-2019	31-May-2019

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Original Target Date	Revised target date
Contracts Monitoring	This risk covers the councils monitoring of contracts with external partners to ensure arrangements are financially secure and performing	16		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> <p>The team also ensure that all strategic contracts procured undergo thorough 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 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.</p>	2	3	31-Mar-2019	
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	12		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>	2	2	31-Mar-2019	

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Original Target Date	Revised target date
	that period to balance the budget.						<p>The moving forward programme has been flexed and the new budget now includes the agreed phase 2 projects to achieve the best outcome and focus resources to the most appropriate areas for returns. The programme is well on track to deliver the new budget outcomes over the medium term, which is managed through the finance board.</p> <p>Many income streams could be affected by economic conditions and therefore the risk likelihood remains at a '3' currently whilst there is so much economic uncertainty within the UK.</p> <p>Reliance on RSG and New Homes Bonus has been removed from the budget which means the Council is well placed to deal with any income shortfalls in future as we will have options for reserve use.</p>				
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	<p>The risk matrix is a 4x4 grid. The vertical axis is labeled 'Impact' and the horizontal axis is labeled 'Likelihood'. The grid cells are colored as follows: (Impact 1, Likelihood 1) is yellow; (Impact 1, Likelihood 2) is yellow; (Impact 1, Likelihood 3) is red; (Impact 1, Likelihood 4) is red; (Impact 2, Likelihood 1) is green; (Impact 2, Likelihood 2) is yellow; (Impact 2, Likelihood 3) is yellow; (Impact 2, Likelihood 4) is red; (Impact 3, Likelihood 1) is green; (Impact 3, Likelihood 2) is yellow; (Impact 3, Likelihood 3) is yellow; (Impact 3, Likelihood 4) is yellow; (Impact 4, Likelihood 1) is green; (Impact 4, Likelihood 2) is green; (Impact 4, Likelihood 3) is yellow; (Impact 4, Likelihood 4) is yellow. A white circle is located in the cell at (Impact 2, Likelihood 2).</p>	2	2	—	Risk remains unchanged as the Corporate improvement and performance team continue to monitor and work with staff towards achieving the corporate priorities. The performance risk and audit board continues to be held monthly to address any areas of poor performance should they arise. It also monitors good	2	2	30-Apr-2019	

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Original Target Date	Revised target date
							performance, so that learning can be transferred across the organisation where possible, 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.				
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		2	2	—	<p>The commercial activities that the Council undertakes (excluding commercial Property) are relatively limited (BTS and EHT&C) and these are now established services, so the likelihood of this risk has been reduced.</p> <p>The Commercial Property service is very well established and has temporary resources engaged currently to work on specific projects.</p>	2	2	31-Mar-2019	
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.	8		4	1	—	<p>The Local Plan continues to remain under examination, following the close of the oral hearings in September 2018. The next step in the process is to undertake consultation on the proposed Main Modifications requested by the Inspector. These were considered and agreed by full Council on 6th December 2018. The consultation is due to commence during February 2019.</p> <p>In light of the current stage of progress it remains appropriate for the impact and likelihood scores to remain unchanged for this update.</p>	4	1	30-Apr-2019	

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Original Target Date	Revised 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		2	2	↓	<p>The NCC budget consultation for the 19-20 does not consult on any new changes which would have an immediate effect on the District Council and therefore the likelihood of this risk has been reduced.</p> <p>There is a risk that Council Tax increases for 19-20 could impact on customer payments, however NCC and NPCC take their relative shares of any bad debts or delayed income, so Breckland only takes their share of any impact (around 5% of the total council tax).</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		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 Council has been successful in becoming a pilot for the 75% scheme for 2019-20, so we will be able to gain some learning from this.</p> <p>The draft settlement announced in December 2018 launched consultations on the Fair Funding Review and Business Rates Reform which the Council will respond to. However these consultations still do not give a clear picture of what the outcome for the council may be for funding levels in 2020.</p>	2	2	31-Dec-2018	

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Latest Note	Target Impact	Target Likelihood	Original Target Date	Revised target date
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	1		The Emergency planning officer 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. This activity is monitored by the Emergency Planning group.	3	1	31-Mar-2019	