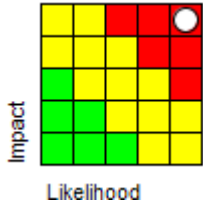
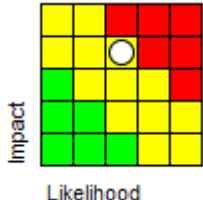
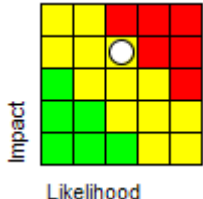
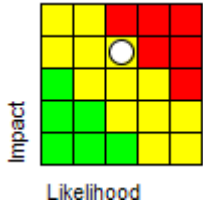
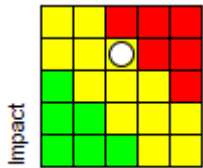

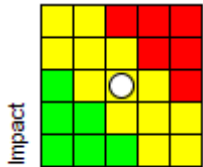

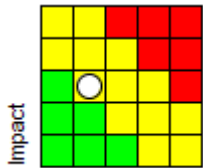

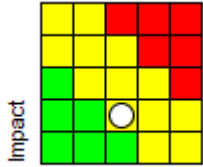

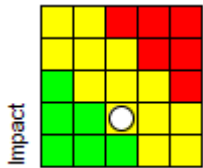
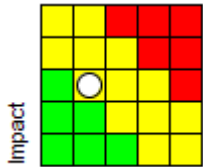
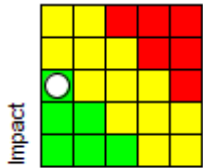


BDC Strategic Risk Report

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Target Impact	Target Likelihood	Target Date	
Impact of epidemic/pandemic on delivery of key council services	If an event deemed to be either an epidemic or pandemic were to affect the district, then the council may struggle to deliver key and statutory services to its residents.	16	25		5	5	▬			
Critical breach of ICT security	If the council does not ensure that its ICT security and associated plans and policies are up to date and robust then 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	↑	5	1	30-Jun-2019
General Data Protection Regulation	If the council does not ensure that data identified in the General Data Protection Regulations is held in an appropriate and secure manner, then 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
Impact of the council being unable to fulfil its statutory duties in relation to homelessness	If the council is unable to fulfil its statutory duties in relation to homelessness, then it may find itself in breach of legislation such as the Homelessness Reduction Act 2017.	12	12		4	3	▬	3	2	31-Oct-2019

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Target Impact	Target Likelihood	Target Date	
Failure to maximise income from investment asset portfolio	If the council fails to maximise income from the investment asset portfolio (commercial property) then there would be a budget gap.	16	12	 <p>Impact</p> <p>Likelihood</p>	4	3		3	2	31-Mar-2020
Emerging government policy	If the council does not monitor emerging government policy, then 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 regards to local authority devolution.	9	9	 <p>Impact</p> <p>Likelihood</p>	3	3				
Failure to deliver Local Plan and its Delivery Plan	If the council fails to deliver the Local Plan and its Delivery Plan - then there is a risk to reputation, financial implications and possible Secretary of State intervention.	8	6	 <p>Impact</p> <p>Likelihood</p>	3	2		4	1	30-Apr-2019
Medium Term Financial Plan Not Delivered	If the council's medium-term financial plan is not delivered then it may not be able to produce a balanced budget.	12	6	 <p>Impact</p> <p>Likelihood</p>	2	3		2	2	31-Dec-2019

Title	Description	Original Score	Current Risk Score	Impact	Likelihood	Trend (last qtr)	Target Impact	Target Likelihood	Target Date	
Business rate retention scheme	If the Business rate retention and fair funding review changes from 2020-2021 then the reduction in funding will impact the council's budget.	16	6	 <p>Impact</p> <p>Likelihood</p>	2	3	▬	2	2	31-Dec-2018
Contracts Monitoring	If the council fails to monitor its contracts with external partners correctly then it places itself at an increased risk of implications from both a financial and performance perspective.	16	6	 <p>Impact</p> <p>Likelihood</p>	3	2	↓	2	3	31-Jul-2019
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	 <p>Impact</p> <p>Likelihood</p>	3	1	▬	3	1	31-Mar-2019

Title	Mitigations/controls	Latest Note	Latest note update date
<p>Impact of epidemic/pandemic on delivery of key council services</p>	<ul style="list-style-type: none"> Weekly management Team meetings to assess the potential risks and ensure Business Continuity arrangements are robust. Work currently underway to ensure critical services continue, including collaboration with our contract and partners. 	<p>COVID-19 continues to be a high risk for the council and structures remain in place for the ongoing situation to be monitored correctly.</p> <p>Whilst there are specific threats to Breckland such as localised outbreaks and local lockdowns, this risk will likely be revised in the coming weeks and months due to both the recent lowering of the national threat level and the continued vaccine rollout.</p>	<p>9th June 2021</p>
<p>Critical breach of ICT security</p>	<ul style="list-style-type: none"> 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. Centrally managed antivirus software with daily updates to protect against virus and malware together with proactive reporting. On-access scanning of all files processed giving real-time protection Daily full scans of all files held at rest on drives Advisory updates from the Government Cyber Security forum giving detailed information on any risks seen across the Government estate (both central and local). Corporate firewall provides additional protection on all traffic entering or leaving the Breckland Council network giving different AV engine scanning. External scanning of all emails entering the council network which uses 4 different AV engines to provide additional granular AV scanning. Digital off-site backups we still utilise tapes that 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. 	<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 cybercriminals 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 Doja cyber security training to staff again.</p>	<p>27th November 2021</p>

Title	Mitigations/controls	Latest Note	Latest note update date
General Data Protection Regulation	<ul style="list-style-type: none"> Monthly meetings of the statutory information group monitor the situation and identify areas of remediation, which continue to be addressed. GDPR education and training continues to be rolled out 	No change. Breaches at the same level as the last review. Training has been rolled out again to all staff. Access to the training system has been prevented to the new DPO since their IT system has changed from SHDC to BDC. This is in the process of being rectified and training will be monitored and encouraged. Training is compulsory, but we have not put pressure on staff to complete during the pandemic.	10 th May 2021
Impact of the council being unable to fulfil its statutory duties in relation to homelessness	<ul style="list-style-type: none"> Specialist case management software in place Experienced staff and ongoing training Increase of admin support to Housing Options Team to better utilise specialist staff to focus on complex cases Training in new duties to be ongoing (initial joint SHDC/BDC training held in January 2018) Utilisation of New Burdens funding £180k Two Housing Link workers recruited for BDC under Government provision (flexible housing grant) to managed and prevent homeless cases for complex cases. Identification of private-sector options within both districts Work with partners to open other potential options 	The implementation of the service restructure is underway at the moment with 13 posts being recruited. It will be 2 - 3 months until the service is fully staffed and then a 6-month training programme will be in place. New procedures are being implemented, along with a better IT system. Even though the implementation is on track, whilst the service is carrying so many vacancies and, whilst new staff are trained, the service is still vulnerable as it is not working at full capacity.	22 nd April 2021
Failure to maximise income from investment asset portfolio	<ul style="list-style-type: none"> Work within the tenants notice period to re-let Appropriate marketing budget to allow for advertising to fill voids as soon as possible 	Several businesses/Tenants in the Council's Commercial Property Portfolio continue to be affected by the Covid-19 pandemic and the ongoing associated lockdown restrictions. This has had a significant effect on the Council's Commercial	7 th April 2021

Title	Mitigations/controls	Latest Note	Latest note update date
	<ul style="list-style-type: none"> Monitoring of tenants business performance in larger units 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 Maintain policy on leasehold security deposits Continual maintenance programme to assess the condition of stock to allow for prioritisation of capital expenditure 	<p>Property income outturn for 20/21.</p> <p>Nevertheless, the occupancy of the portfolio remains very good and interest in any future voids remains healthy with units continuing to be let minimizing any void period.</p> <p>The changes to the income forecast have lessened over recent months as we formally stabilise the tenants that have been most affected by the pandemic. The main issues are with some of the Council's retail and leisure tenants which are in the larger units that have been forced to close or are under alternative legal arrangements or pressure on lease renewals as a result of market conditions</p>	
Emerging government policy	<p>The council ensures that it retains a dedicated post to oversee policy changes and their impact on both the council and the region, as well as senior management also ensuring an awareness around government policy changes.</p>	<p>The council is likely to be impacted in the next 12 months by several key government decisions including: -</p> <ol style="list-style-type: none"> 1. EU Exit is being mitigated by ongoing planning work across Norfolk with key partners and the Local Resilience Forum. The council is most likely to be impacted by the implications of those who have not applied for EU settled status in July as they will no longer be able to access services around housing & benefits. The long term impacts on the local economy are still unclear. 2. Devolution and Recovery White Paper - this has been placed on hold by the Government until the COVID pandemic has subsided. 3. 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 	28 th April 2021
Failure to deliver Local Plan and its	<p>The current mitigations will be put in place;</p>	<p>The decision was taken by Members not to continue with the Local Plan review at present pending the government planning</p>	26 th May 2021

Title	Mitigations/controls	Latest Note	Latest note update date
Delivery Plan	<ul style="list-style-type: none"> 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 an agreement over the settlement boundary policy Re-evaluation of trajectory to establish the appropriate level of allocations for preferred sites consultation 	<p>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 to deliver the plan. This situation risk continue to be monitored to reflect and mitigate the ongoing situation.</p> <p>New target date (proposed) December 2022 when Publication Draft preparation and Council approval are achieved at the latest. A paper related to this being brought to Cabinet in June.</p>	
Medium Term Financial Plan Not Delivered	<p>There are several controls in place to track delivery including transformation board, Performance, Risk & Audit Board & Finance Board. PI's are tracking variance from plan</p>	<p>The approved budget delivers a balanced budget for the new financial year, with a budget gap in future years. The Council has time to work up a new efficiencies plan before April 2022 to deliver this budget gap and work has already begun in EMT to identify and resource a plan early in the year.</p> <p>The budgets remain subject to a large number of assumptions currently due to the uncertainty around future funding of Local Government alongside the impact on the economy and our residents from the covid pandemic. When the budgets are set for the next financial year we should have a clearer picture that will allow us to understand the exact budget gap facing us over the MTFP.</p> <p>Proposed new target date of April 2022</p>	9 th April 2021
Business rate retention scheme	<ul style="list-style-type: none"> 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. 	<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 approved budget for the impact of these changes based on estimates (as full details of the schemes are not yet known). As more information becomes available, budget assumptions will be updated</p>	9 th April 2021

Title	Mitigations/controls	Latest Note	Latest note update date
		<p>accordingly.</p> <p>Proposed new target date of April 2022</p>	
Contracts Monitoring	<ul style="list-style-type: none"> • Regular monitoring of contracts. • Regular communication with external partners and stakeholders. • Keep up to date with external changes with partners. • Contracts team in place to regularly monitor contracts aligned with communications plan which ensures regular communication with partners and stakeholders. 	<p>The Contracts and Procurement team are now once again operating with a senior manager meaning that the likelihood of this risk has dropped slightly.</p> <p>The team continues to monitor the impact of COVID-19 on specific contracts and whilst the situation has improved in some areas e.g. the ability of leisure facilities to reopen, the ongoing potential for events such as a local lockdown means that close monitoring continues.</p>	9 th June 2021
Failure to effectively implement corporate business continuity plan	<ul style="list-style-type: none"> • Risk mitigation is included in individual service areas Business Continuity Plans for known threats. • BDC plans are being updated to reflect new working arrangements and under regular review. 	<p>This risk has consistently been a low likelihood and low impact risk for the past three quarters and should therefore be downgraded to an operational risk.</p>	26 th May 2021