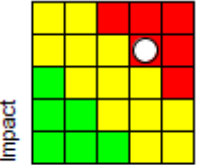

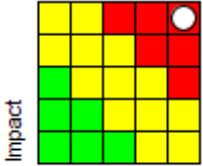


Risk	Increased demand on Housing services					
Description	If the council is unable to fulfil its statutory duties in relation to homelessness, then it may find itself in breach of legislation such as the Homelessness Reduction Act 2017.					
 <p>Impact- 4 Likelihood- 4</p>	Risk Owner	Gill Duffy	Current score	16 (4x4)	Last reviewed	15/09/21
			Raw score	25 (5x5)	Next review	01/07/21
			Target Score	8 (4x2)	Target Date	01/04/22
			Previous Score	12 (4x3)	Origin Date	19/03/18
	Triggers		Likelihood factors (vulnerability)		Potential consequences	
	<ul style="list-style-type: none"> HRA Consequences of Covid leading to increased homelessness/less available Housing stock 		<ul style="list-style-type: none"> The economic situation within the district Impact of COVID on residents within district leading to more complex cases (increase in domestic abuse cases, drug and alcohol support cases, mental health problems, debt) 		<ul style="list-style-type: none"> A serious shortfall in available and affordable temporary housing options. A Shortfall in available longer-term housing Impact on the ability of staff to deal with current demand levels 	
	<p>Latest Note-</p> <p>The council is currently seeing increased demand in terms of residents requiring housing support. Much of this increase has been attributed to the impact of COVID-19 and has also led to an increase in complex cases being dealt with by staff. As a result, the likelihood of this risk has been raised with its impact remaining the same. A target date for April 2022 has been set, at which point the council will review if Covid impacts still require this risk to be strategic.</p> <p>The Housing team have taken several steps to mitigate the impact of this risk including the filling of posts within the team, a new fit for purpose IT system as well as ongoing projects around ensuring processes are fit for purpose and simple. In the coming months work including the opening of Elm House and the result of the rough sleeper's accommodation bid will further help mitigate these risks through their additions as controls once completed. It should be noted that the training programme currently only meets the requirements as a satisfactory control as it is currently ongoing. This is expected to change in 2022.</p>					

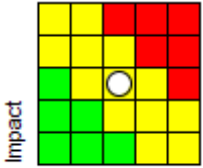
Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
Funding of three citizen advice bureaus across the district	Proactive	Good	Process review	Gill Duffy	Late 2021
Undergoing 6-month training programme with new and existing staff	Proactive	Satisfactory	Recruitment of outstanding posts	Gill Duffy	Imminent
Recruited to all but two post within team	Proactive	Good	Opening of Elm House	Gill Duffy	December 2021
Daisy programme funding	Proactive	Good	Rough Sleepers accommodation project bid	Gill Duffy	October/November 2021
Fit for purpose IT system	Proactive	Good	Training programme	Gill Duffy	Early 2022
Weekly multi-agency early intervention meetings	Proactive	Good			
Social prescribers to assist on Housing issues within the district					
Government grant funding for homeless prevention and relief activity	Proactive	Good			

Risk	<i>Impact of national HGV driver shortage on local critical services (waste collection)</i>					
Description	If there is a shortage of waste collection drivers then the council would experience impacts to its waste, recycling, and garden waste collections (critical services)					
 <p>Likelihood Impact- 2 Likelihood- 5</p>	Risk Owner	Riana Rudland	Current score	10 (5x2)	Last reviewed	03/08/21
			Raw score	15 (5x3)	Next review	01/10/21
			Target Score	4 (2x2)	Target Date	01/12/22
			Previous Score	N/A	Origin Date	03/08/21
	Triggers		Likelihood factors (vulnerability)		Potential consequences	
	<ul style="list-style-type: none"> A national shortage of HGV drivers Backlog of HGV tests limiting the current number of drivers COVID-19 isolation causing short term unavailability. 		<ul style="list-style-type: none"> Other sectors with greater financial resources recruiting current SERCO drivers. 		<ul style="list-style-type: none"> Collection delays Potential suspension of service 	
	<p>Latest Note-</p> <p>The above assessments have been made against the strategic risk matrix and notably fall within the disruption and contractual risks section.</p> <p>Two controls are currently deemed only satisfactory. Serco has applied for COVID 19 exemption for drivers to ease some of the shortages currently being seen but are yet to hear (currently on a case-by-case basis). This action is therefore ongoing until an agreement for a blanket exemption can be agreed. Furthermore, the use of agency drivers in large numbers is only a short-term solution.</p> <p>This risk will likely be in place for at least the next 12 months at which time it is expected that the national shortage should stabilise. Once this risk has met its target it will be absorbed into the operational risk around staff shortages, as it will no longer deemed a strategic issue worthy of a separate risk.</p>					

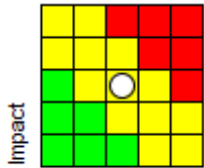
Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
Prioritisation of services to allow some service continuity (non-critical services reassigned)	Reactive	Good	Exemption for Serco drivers as core workers	Riana Rudland	Imminent and ongoing
Exemption application for Serco drivers as core workers	Proactive	Satisfactory	Serco retention package	Riana Rudland	Ongoing
Increased proactivity around HGV driving tests	Proactive	Good	Serco driver academy	Riana Rudland	Ongoing
Working with unions on pay/reward packages to help staff retention	Proactive	Good	Agreement with trade unions on pay/retention.	Riana Rudland	Ongoing
Reworking staff retention packages	Proactive	Good			
Ongoing recruitment drive	Proactive	Good			
Use of agency drivers during shortages	Reactive	Satisfactory			
Creation of driver academy for career progression and staff retention.	Proactive	Good			
Regular review of sickness and vacancies by relevant assistant director	Proactive	Good			

Risk	<u>Waste consultation</u>					
Description	If the government is to pursue certain options within its current waste consultation, then the council's current service delivery of waste services will be required to change at a cost to the organisation as well as its waste partners within the district.					
 <p>Likelihood Impact- 5 Likelihood- 5</p>	Risk Owner	Riana Rudland	Current score	25 (5x5)	Last reviewed	03/08/21
			Raw score	25 (5x5)	Next review	01/10/21
			Target Score	15 (5x3)	Target Date	01/04/23
			Previous Score	N/A	Origin Date	03/08/21
	Triggers	Likelihood factors (vulnerability)		Potential consequences		
	Launch of a government consultation into waste management	<ul style="list-style-type: none"> Gov have indicated food waste from 2023/4. Government decision on other specific areas (see the latest note) 		<ul style="list-style-type: none"> Financial/budget impact – (£1.5-3.5m) Loss of recycling credits Service delivery impact Viability to MRF Resident impact- behaviour changes Political impact 		
	<p>Latest Note-</p> <p>The council continues to work with partners concerning the potential outcomes and impacts of the governments waste consultation. The main risk areas within this consultation are-</p> <ul style="list-style-type: none"> Deposit retention scheme Consistency of collections Introduction of food waste service Introduction of non-chargeable garden waste service <p>The above will have impacts including but not limited to reduced recycling credits, loss of outstanding income streams, reduced kerbside tonnage and associated costs with setting up a new service. Currently, the council is working with partners and other district councils to discuss mitigations to the potential introduction of these changes. A decision by Christmas 2021 should make the timeline of impacts clearer with a reassessment of the situation scheduled for January 2022. Burdens funding is currently only marked as satisfactory as it is only potential funding.</p>					

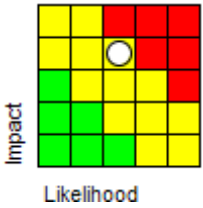
Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
To engage with partners e.g. contractor organisations if the consultation agrees to certain elements	Proactive	Good	To retain a monitoring brief of the situation	Riana Rudland	Ongoing
Potential burdens funding	Reactive	Satisfactory	To respond to the consultation	Riana Rudland	June 2021 (completed)
Working with other district councils within the district on specific issues from the consultation.	Proactive	Good			
Working with disposal authority and disposal providers	Proactive	Good			

Risk	<u>Leisure reopening</u>					
Description	If visitor levels at the council's leisure facilities do not recover to pre-COVID levels/usage, then the council will need to consider its position regarding their continued support and make-up of operations.					
 <p>Impact- 3 Likelihood- 3</p>	Risk Owner	Riana Rudland	Current score	9 (3x3)	Last reviewed	03/08/21
			Raw score	16 (4x4)	Next review	01/10/21
			Target Score	6 (2x3)	Target Date	01/04/23
			Previous Score	N/A	Origin Date	03/08/21
	Triggers		Likelihood factors (vulnerability)		Potential consequences	
	<ul style="list-style-type: none"> COVID 19 Other leisure offerings within district 		<ul style="list-style-type: none"> Future COVID disruption 		<ul style="list-style-type: none"> Financial impact (on council, contractor, and potential grant income) Contractual impact Community impact 	
	<p>Latest Note-</p> <p>The leisure industry continues to recover from COVID-19 and the council's leisure offering continues to receive support from both the council and central government through grant funding. Currently, resident's behaviours have changed as a result of COVID meaning that much of the indoor leisure offering is still being impacted. This may change during winter 2021 as residents begin to use the indoor leisure offering more.</p> <p>A return to pre-COVID levels is expected to occur across several years, meaning that the council, therefore, continues to work with partners and monitor the ongoing situation.</p>					

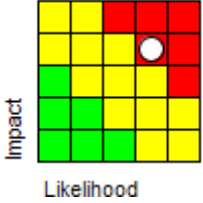
Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
September/October review of the current state of the nation	Proactive	Good	September review	Riana Rudland	September 2021
Engagement with leisure operator	Proactive	Good	Fees and charges	Riana Rudland	Feb/March 2021
Support with marketing	Proactive	Good	Quarterly review of data and trends	Riana Rudland	Ongoing
Changes to current operation to meet Covid controls	Proactive	Good	Centre cost reduction programme	Riana Rudland	Ongoing
Review of fees and charges	Proactive	Good	The direct agreement currently paused to mitigate costs	Riana Rudland	Ongoing (monthly)
Potential for further grant funding	Proactive	Good	Support to continue with surplus rolling over for future cost mitigation	Riana Rudland	Summer 2021 (July)
National lobbying by leisure industry	Proactive	Good			
Open dialogue with partners and contractors	Proactive	Good			

Risk	<u>Sustainability strategy</u>					
Description	If the council does not meet the targets set out in its sustainability strategy, then it will not be able to achieve its target of net-zero by 2035.					
 <p>Impact- 3 Likelihood- 3</p>	Risk Owner	Greg Pearson	Current score	9 (3x3)	Last reviewed	13/09/21
			Raw score	25 (5x5)	Next review	01/10/21
			Target Score	4 (2x2)	Target Date	01/04/22
			Previous Score	N/A	Origin Date	09/08/21
	Triggers	Likelihood factors (vulnerability)		Potential consequences		
	<ul style="list-style-type: none"> Climate emergency declaration in September 2019 Government policy drivers (the UK to be net-zero by 2050) Growing public focus and expectations for organisations such as councils to take proactive climate actions 	<ul style="list-style-type: none"> Technology Funding Public interest Policy drivers (local/national) Specific local drivers e.g. air quality/flooding 	<ul style="list-style-type: none"> Environmental impact Financial impact Political impact Reputational impact 			
	<p>Latest Note-</p> <p>Work continues around the delivery of the sustainability strategy through the current programme of work.</p>					

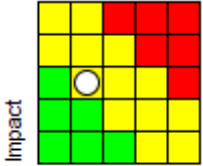
Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
Appointed a climate change officer	Proactive	Good	The council continues to deliver its programme of activities	Greg Pearson	Ongoing
Allocated additional one-off funding from reserves to pump prime action	Proactive	Good			
Integrated strategy into the council's corporate plan	Proactive	Good			
Linking to other key strategies e.g. local plan and economic strategies	Proactive	Good			

Risk	<i>Impact of disease, including pandemic, on the ability to deliver critical Council services</i>					
Description	If there is a pandemic flu, a significant outbreak of norovirus or other infectious diseases which affecting a significant number of key staff then the council's resultant ability to deliver critical council services will be impacted					
 <p>Impact – 4 Likelihood - 3</p>	Risk Owner	Sarah Shipley	Current score	12 (4x3)	Last reviewed	09/08/21
			Raw score	25 (5x5)	Next review	01/10/21
			Target Score	-	Target Date	N/A
			Previous Score	N/A	Origin Date	10/03/2020
	Triggers		Likelihood factors (vulnerability)		Potential consequences	
	<ul style="list-style-type: none"> The significant spread of an infectious disease into the community. 		<ul style="list-style-type: none"> Low levels of winter sickness in 2020 Seasonal sickness factors Potential future waves/increased case prevalence Impact of future disease variants such as COVID-19 		<ul style="list-style-type: none"> The council is made to suspend non-core services to ensure that critical services continue to run. The council is forced to suspend critical services due to a lack of available staff. 	
	<p>Latest Note-</p> <p>This risk has been refocused and split out into two separate areas to allow for a specific focus on service delivery and the potential impact on the district. The council continues to feed into the recovery review through Norfolk Resilience Forum.</p> <p>This risk does not have a target as Breckland is being led by the NRF. It would therefore be wrong for the council to declare a district-specific target in relation to COVID.</p>					

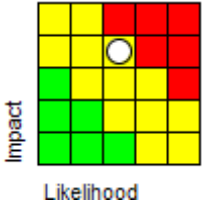
Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
Business continuity plans which have been tested and adapted through lessons learnt	Proactive	Satisfactory	Workforce plan and redeployment plans being refreshed ahead of the winter	Sarah Shipley	Winter 2021
Additional resources through the COVID support team until March 2022	Proactive	Satisfactory	Overall preparation exercise	Sarah Shipley	September 2021
COMF funding to support outbreak management controls	Proactive	Satisfactory	Business continuity plans	Sarah Shipley	Autumn 2021
H&S measures in place	Proactive	Good			
Agile working enables staff to work from anywhere.	Proactive	Good			

Risk	<i>Impact of a pandemic or other civil emergencies on local businesses, communities, and local and national infrastructure</i>					
Description	If there is a pandemic flu or other large scale civil emergency then local businesses and communities may be impacted through the loss of businesses, significant detrimental effects on local communities and impacts on national infrastructure, e.g. food supply chains.					
 <p>Impact – 4 Likelihood - 4</p>	Risk Owner	Sarah Shipley	Current score	16 (4x4)	Last reviewed	09/08/21
			Raw score	25 (5x5)	Next review	01/10/21
			Target Score	-	Target Date	N/A
			Previous Score	-	Origin Date	10/03/2020
	Triggers		Likelihood factors (vulnerability)		Potential consequences	
	<ul style="list-style-type: none"> The significant spread of an infectious disease into the community. An event constituting a civil emergency 		<ul style="list-style-type: none"> Low levels of winter sickness in 2020 Seasonal sickness factors Potential future waves/increased case prevalence variants 		<ul style="list-style-type: none"> Loss of businesses Internal and external district supply chain disruption Community impact Economic impact 	
	<p>Latest Note-</p> <p>This risk has been refocused and split out into two separate areas to allow for a specific focus on service delivery and the potential impact on the district. The council continues to feed into the recovery review through Norfolk Resilience Forum.</p> <p>This risk does not have a target as Breckland is being led by the NRF. It would therefore be wrong for the council to declare a district-specific target in relation to COVID.</p>					

Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
Multi-agency working to support across Norfolk (NRF/HPB)	Proactive	Good	Engaging with resilience forums and external bodies for response coordination	Sarah Shipley	Ongoing
COMF funding to support outbreak management (to support COVID)	Proactive	Satisfactory			
COVID support team	Reactive	Good			
Grant funding to Businesses	Reactive	Good			
Self-isolation support for the vulnerable	Reactive	Good			

Risk	<u>Failure to deliver the local plan and its delivery plan</u>					
Description	If the councils fail to deliver the Local Plan and its Delivery Plan - then there is a risk to reputation, financial implications and possible Secretary of State intervention.					
 <p>Impact</p> <p>Likelihood</p> <p>Impact- 3</p> <p>Likelihood- 2</p>	Risk Owner	Simon Wood	Current score	6 (3x2)	Last reviewed	26/05/21
			Raw score	12 (4x3)	Next review	01/06/21
			Target Score	4 (4x1)	Target Date	01/12/22
			Previous Score	6 (3x2)	Origin Date	04/01/16
	Triggers	Likelihood factors (vulnerability)		Potential consequences		
	<ul style="list-style-type: none"> Agreeing a new local plan (INF03 policy) Guidance in NPPF to review plan every 5 years 	<ul style="list-style-type: none"> Planning reforms Financial resources 		<ul style="list-style-type: none"> Financial impact Reputational impact Secretary of state intervention 		
	<p>Latest Note-</p> <p>The decision was taken by Members not to continue with the Local Plan review at present pending the government planning 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 continues to be monitored to reflect and mitigate the ongoing situation. A paper relating to the options around both a partial review and full review of the local plan will be taken to the cabinet in September 2021.</p>					

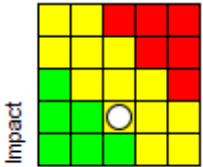
Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
Local plan review	Proactive	Poor	Establish a governance system for the local plan	Simon Wood	To be agreed by cabinet.
Other options to deliver Housing within the district through development management process	Reactive	Good	Publication Draft	Simon Wood	December 2022
			Policy review completed	Simon Wood	November 2022 (target)
			National planning policy framework review (advisory)	Simon Wood	2024 review

Risk	<u>Critical breach of ICT security risk</u>					
Description						
 <p>Impact- 4 Likelihood- 3</p>	Risk Owner	Simon Stubbs	Current score	12 (4x3)	Last reviewed	08/09/21
			Raw score	25 (5x5)	Next review	01/10/21
			Target Score	5 (5x1)	Target Date	01/04/22
		Previous Score	12 (4x3)	Origin Date	07/01/20	
	Triggers		Likelihood factors (vulnerability)		Potential consequences	
	<ul style="list-style-type: none"> The amount of personal data held by the council An increase in public sector cyber attacks 		<ul style="list-style-type: none"> Increasingly sophisticated attacks Increase in the volume of attacks Staff awareness of being able to spot signs of a cyber attack 		<ul style="list-style-type: none"> Loss of private and personal data Loss of IT capabilities for sections of or the whole council Infrastructure damage to IT hardware Financial impact Reputational impact Legal implications 	
	<p>Latest Note-</p> <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>					

Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
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.	Proactive	Good	Monitor IOC announcements for changes to regulations in light of increased home working	Kirsty Porter	Ongoing
On-access scanning of all files processed giving real-time protection.	Proactive	Good			
Daily full scans of all files held at rest on drives.	Proactive	Good			
Advisory updates from the Government Cyber Security forum giving detailed information on any risks seen across the Government estate (both central and local).	Proactive	Good			
A corporate firewall provides additional protection on all traffic entering or leaving Breckland Council network giving different AV engine scanning.	Proactive	Good			

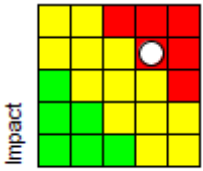
External scanning of all emails entering the council network which uses 4 different AV engines to provide additional granular AV scanning.	Proactive	Good
Digital off-site backups we still utilise tapes that are taken off-site and stored. These tapes are rotated on a weekly and monthly basis so there is a history of backups that can be used in the event of data recovery being required if the digital copies are corrupt.	Proactive	Good
Centrally managed antivirus software with daily updates to protect against virus and malware together with proactive reporting	Proactive	Good
Quarterly meetings of the statutory information group monitor the situation and identify areas of remediation, which continue to be addressed in relation to GDPR	Proactive	Good
GDPR education and training continues to be rolled out for staff to help them identify GDPR related cyber attacks	Proactive	Good
Up to date information asset registers to help identify where sensitive and personal data is held	Proactive	Good

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Risk	<i>Medium-term financial plan not delivered</i>					
Description	If the council's medium-term financial plan and efficiency plan is not delivered, then it may not be able to produce a balanced budget.					
 <p>Likelihood Impact- 2 Likelihood- 3</p>	Risk Owner	Alison Chubbock	Current score	6 (2x3)	Last reviewed	09/07/21
			Raw score	25 (5x5)	Next review	01/10/21
			Target Score	4 (2x2)	Target Date	01/04/22
			Previous Score	6 (2x3)	Origin Date	08/09/15
	Triggers	Likelihood factors (vulnerability)		Potential consequences		
	<ul style="list-style-type: none"> Government funding/settlement Wider economy Business rates retention Emerging policy 	<ul style="list-style-type: none"> Government funding/settlement Wider economy Business rates retention Emerging policy 		<ul style="list-style-type: none"> Financial implications Noncritical service delivery reduces or ceases 		
	<p>Latest Note-</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 to identify and resource a plan with some feasibilities underway.</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>					

Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
Reliance on New Homes Bonus has been removed from the budget.	Proactive	Good	Develop efficiency programme in light of budget gap	CMT/ Alison Chubbock	31 st March 2022
'Buffer fund' to cushion impacts of major property tenants moving out/ceasing trading	Proactive	Good	Regular financial monitoring to allow for plan delivery	Alison Chubbock	Ongoing
Funding settlement preparation (annual budget)	Proactive	Good	Lobbying government and responding to consultations around settlement	Alison Chubbock	Ongoing (as of when)
Financial provision has been made to cover the risk of current appeals, collection rates and growth. (BR)	Reactive	Good			
Continue to keep up to date with MHCLG consultations and update MTFP accordingly.	Proactive	Good			
Regular financial monitoring to allow for plan delivery	Proactive	Good			
Active asset management (i.e. acquisitions/disposals) to create a balanced portfolio in terms of unit size and use leasehold rental charges at/or above market rental valuation	Proactive	Good			
Monitoring of tenants business performance in larger units	Proactive	Good			

Maintain policy on leasehold security deposits in relation to commercial properties.	Proactive	Good
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Risk	<u>Emerging government policy</u>					
Description	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, Environment bill, Spending reviews, any white papers with regards to the expected government white paper on levelling up and recovery, which will also include local authority devolution (County deals).					
 <p>Impact</p> <p>Likelihood</p> <p>Impact- 4</p> <p>Likelihood- 4</p>	Risk Owner	Greg Pearson	Current score	16 (4x4)	Last reviewed	08/09/21
			Raw score	25 (5x5)	Next review	01/10/21
			Target Score	4 (2x2)	Target Date	01/04/21
			Previous Score	9 (3x3)	Origin Date	19/07/19
	Triggers		Likelihood factors (vulnerability)		Potential consequences	
	<ul style="list-style-type: none"> New government policy 		<ul style="list-style-type: none"> Environment bill reaches royal assent Levelling up and recovery white paper 		<p>Specific policy impacts could impact multiple areas of the council.</p> <p>Specific risks related to policy contain further</p>	
	<p>Latest Note-</p> <p>The Government has announced the publication of its levelling up and recovery white paper in the Autumn. This will revisit the devolution of central government powers to county and urban areas. The exact detail of the white paper is not yet known but likely will have an impact on the council going forward.</p> <p>The implementation of the Environment Bill will have a significant impact on the cost and how the council delivers its waste services going forward.</p> <p>Therefore, due to both these factors, the risk score has been escalated to 4x4.</p>					

Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
The council ensures that it retains a dedicated post to oversee policy changes and their impact on both the council and the region	Proactive	Good			
Senior management also ensuring an awareness around government policy changes.	Proactive	Good			