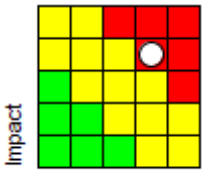
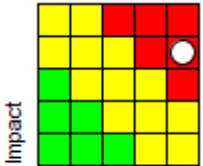
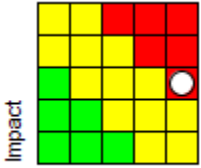


Strategic Risk Register – Quarter 3 (22/23)

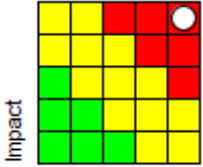
Risk	<i>Increased demand for Housing services</i>						
Description	If the Council is unable to deal with increased demand levels for housing, then there will be an impact on the Council’s ability to house residents and on also staff wellbeing						
 <p>Likelihood Likelihood- 4 Impact- 4</p>	Risk Owner	Gill Duffy	Current score	16 (4x4)	Last reviewed	17/01/23	
			Raw score	25 (5x5)	Next review	01/04/23	
			Target Score	8 (4x2)	Target Date	01/04/23	
			Previous Score	16 (4x4)	Origin Date	19/03/18	
	Triggers		Likelihood factors (vulnerability)		Potential consequences		
	<ul style="list-style-type: none"> HRA Cost of living impact leading to increased homelessness/less available Housing stock Loss of trained staff Reduction in available properties for rent 		<ul style="list-style-type: none"> The district economy Impact of cost-of-living crisis in relation to private tenancies Increase of complex cases (increase in domestic abuse, drug & alcohol support cases, mental health problems, debt) Shrinking rental market 		<ul style="list-style-type: none"> A serious shortfall in available and affordable temporary housing options. Slower decision-making process A shortfall in available longer-term housing and longer stays in temporary accommodation. Impact on the ability of staff to deal with current demand levels 		
	<p>Latest Note-</p> <p>The Council continues to work to house residents to the best of its ability, however, due to the nature of the risk its ability to control demand is outside of its control. Work is generated from two separate areas for the service (housing register and homelessness). The majority of work currently being undertaken relates to homelessness as work starts once the Council is first contacted. Due to external economic factors, a large number of these cases now result in homelessness due to the limited options available to the Council. This, therefore, leads to residents being placed in temporary accommodation (a separate risk related to this can be found below)</p> <p>As a result, new processes have been developed to manage expectations amongst cases deemed to be a lower priority with regards to the housing register. Whilst demand management has had some impact, due to housing legislation the Council can only make recommendations to residents. If a resident still wishes to proceed onto the housing register, the Council has no power to prevent them from doing this.</p> <p>In relation to the below controls and mitigations, a six-month internal programme for new staff is now underway and recruitment to outstanding posts continues with four vacancies being interviewed for in the next two weeks. The team are also working with the OD&P Team to look at where there might be efficiencies in processes and failure demand.</p>						
Controls	Type	Adequacy		Action Plan	Responsibility	Target Date	
Funding of three citizen advice bureaus across the district	Proactive	Good		Recruitment of outstanding posts	Gill Duffy	Complete	
Undergoing 6-month training programme with new staff	Proactive	Good		Rough Sleepers accommodation project bid	Gill Duffy	Completed	
Daisy programme funding	Proactive	Good		Rough Sleepers accommodation build	Gill Duffy	Q4 23/24	
Fit for purpose IT system	Proactive	Good					
Weekly multi-agency early intervention meetings	Proactive	Good					
Social prescribers to support with issues that affect housing	Proactive	Good					
Government grant funding for homeless prevention and relief activity	Proactive	Good					
Demand and expectation management through changing traditional approach towards housing	Proactive	Satisfactory					

Risk	<u>Rising Temporary Accommodation Usage</u>					
Description	If the cost of temporary accommodation continues to stay the same or rises further then there will be financial and welfare impacts on Council staff and service users.					
 <p>Impact</p> <p>Likelihood</p> <p>Likelihood-5 Impact- 4</p>	Risk Owner	Gill Duffy	Current score	20 (5X4)	Last reviewed	17/01/23
			Raw score	25 (5X5)	Next review	01/04/23
			Target Score	4 (2X2)	Target Date	01/04/23
			Previous Score	-	Origin Date	01/05/22
	Triggers		Likelihood factors (vulnerability)		Potential consequences	
	<ul style="list-style-type: none"> Increased homelessness presentations to the Council Reduced options for housing move on 		<ul style="list-style-type: none"> Cost of living increase Nutrient neutrality impact on development Reduction in availability of properties to let Increase in rental costs 		<ul style="list-style-type: none"> Large costs to the Council Welfare impact on people stuck in temporary accommodation Welfare impact on staff dealing with increased numbers 	
	<p>Latest Note-</p> <p>The introduction and operation of Elm House and the use of Michael Monument Court have helped alleviate this to an extent but demand currently outstrips these two properties. In addition to this, the council have purchased 7 additional units, comprising of 1-2 bed properties. Of these, 3 are currently occupied with the further 4 due to be occupied once works have been completed by the end of January. An additional 4 units are currently in the pipeline.</p> <p>A Council-wide working group is currently looking at the purchasing and leasing of further temporary accommodation, which will further lower the risk. Furthermore, a draft plan is currently being reviewed which would allow the Council to inspect the accommodation we use on a nightly basis for quality. Nightly accommodation has also gone up in cost as a result of rising utility costs.</p>					

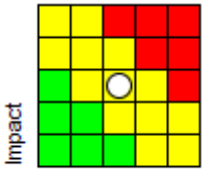
Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
Elm House is now in use to offer further temporary accommodation	Reactive	Good	Corporate wide temporary accommodation project- looking at purchasing and leasing as temp	Rob Walker	Ongoing
Michael Monument court- Council-owned temp run by victory homes	Reactive	Good	Process mapping	Gill Duffy	Ongoing

Risk	<u>Nutrient Neutrality</u>					
Description	If the Council is unable to process planning applications due to the introduction of nutrient neutrality, then there will be an impact on housing and planning delivery within the district.					
 <p>Likelihood- 5 Impact- 3</p>	Risk Owner	Simon Wood	Current score	15 (5x3)	Last reviewed	20/01/23
			Raw score	15 (5x3)	Next review	01/04/23
			Target Score	2 (2x1)	Target Date	01/04/23
			Previous Score	-	Origin Date	16/04/22
	Triggers	Likelihood factors (vulnerability)		Potential consequences		
	<ul style="list-style-type: none"> Introduction of guidance from Natural England on 16th March 2022 	<ul style="list-style-type: none"> Introduction of guidance from Natural England on 16th March 2022 Lack of mitigation available at the time of announcement 		<ul style="list-style-type: none"> Impact on delivery of the Local Plan Impact on Housing delivery Impact on Planning fees Moratorium on housing planning decisions in the affected area 		
	Latest Note-					
	The Council continues to work with and engage with partners and stakeholders at both a local and regional level in order to progress works related to net neutrality. As a result, this risk remains unchanged as discussions around mitigations continue to be ongoing. Once these discussions have concluded, it is hoped the risk level can be reassessed based on the start of mitigation work. The council also awaits decisions from central government in relation to specific elements of the scheme which will impact mitigation routes.					

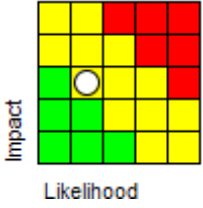
Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
Government grant (£200k) for consultants (Countywide)	Reactive	Good	To continue to work with partners around future guidance to establish a way forward	Simon Wood	Ongoing
Districts working group (countywide)	Reactive	Good			
Political working group (Countywide)	Reactive	Good			
Internal group for BDC	Reactive	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 Likelihood- 5 Impact- 5</p>	Risk Owner	Riana Rudland	Current score	25 (5x5)	Last reviewed	20/01/23	
			Raw score	25 (5x5)	Next review	01/04/23	
			Target Score	15 (5x3)	Target Date	01/04/23	
			Previous Score	25 (5x5)	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 decisions 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 of having a facility to process materials 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 government's waste consultation. Since this risk was last viewed by the committee there has been increased movement around some of the above areas in terms of announcements and start dates.</p> <p>The main risk areas within this consultation are-</p> <ul style="list-style-type: none"> Deposit retention scheme- The council now understands that this will be introduced from October 2025 and will be an industry-led process rather than a local authority-led one. Work around the impact of local authorities continues to be ongoing. Consistency of collections Introduction of food waste service- The council now understands that this will begin from 2024. It is currently feeding into a second consultation, due to close in February in relation to how this service may be delivered. Introduction of non-chargeable garden waste service <p>Other minor announcements have been made such as reference to burdens funding in the late 2022 financial settlement, however, without further detail, these have little impact on the current risk score. As announcements are now being made at a greater frequency, it is hoped that the council can begin to change its risk position as greater levels of information are made available.</p>						

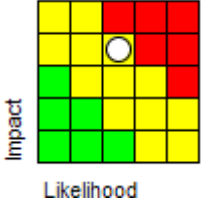
Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
To engage with partners e.g. contractor organisations if the consultation agrees to certain elements	Proactive	Good	To retain a monitoring brief of the situation	Riana Rudland	Ongoing
Potential burdens funding	Reactive	Satisfactory	To respond to the consultation	Riana Rudland	Ongoing
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>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>Likelihood-3 Impact-3</p>	Risk Owner	Greg Pearson	Current score	9 (3x3)	Last reviewed	07/01/23
			Raw score	25 (5x5)	Next review	01/04/23
			Target Score	4 (2x2)	Target Date	01/04/23
			Previous Score	9 (3x3)	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 availability and feasibility 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>The Council has an established programme of work in place to support the delivery of its sustainability strategy and remains on track to meet its work programme. An update of annual progress was presented to the Cabinet in late 2022.</p>					

Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
Dedicated climate officer resource	Proactive	Good	The Council continues to deliver its programme of activities	Greg Pearson	Ongoing
Allocation of £525k from reserves to support the delivery of the sustainability plan and its associated work plan	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	<u>Failure to deliver the local plan and its delivery plan</u>					
Description	If the Council fails to deliver the Local Plan within the terms of the local development scheme - then there is a risk to the Council's reputation					
 <p>Likelihood- 2 Impact- 3</p>	Risk Owner	Simon Wood	Current score	6 (2x3)	Last reviewed	08/09/22
			Raw score	12 (4x3)	Next review	01/04/23
			Target Score	3 (3x1)	Target Date	01/12/23
			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 (INFO3 policy) Guidance in National Planning Policy Framework (NPPF) to review plan every 5 years 	<ul style="list-style-type: none"> Planning reforms Financial resources 		<ul style="list-style-type: none"> Reputational impact Financial impact 		
	<p>Latest Note-</p> <p>There have been no changes to this risk since it was last seen by Governance and Audit. Work around the local plan continues in line with the local development scheme. A related risk around nutrient neutrality has also been added to the strategic risk register. Whilst this falls under the local plan risk, it has been separated due to the fact that the local plan is a long-term piece of work whereas the risk posed by nutrient neutrality is regarded as short to medium-term risks. The Council's position on this has not changed since the last committee and both risks will therefore continue separately for the foreseeable future.</p>					

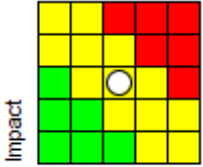
Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
Local plan review	Proactive	Satisfactory	Publication Draft	Simon Wood	Q4 22/23
Other options to deliver Housing within the district through the development management process	Reactive	Good	National planning policy framework review (advisory)	Simon Wood	2024 review
			Prepare and consult on Statement of Community Involvement (Cabinet approval)	Simon Wood	Complete
			Sustainability Appraisal Scoping Report and preparation (including consultation) (Prepared externally)	Simon Wood	Ongoing
			Collation of evidence base	Simon Wood	Q1 2024
			Prepare Call for Sites (Cabinet)	Simon Wood	Complete
			Consult on Call for Sites and processing of responses	Simon Wood	Complete

Risk	<u>Critical breach of ICT security risk</u>					
Description	If the Council does not ensure that it's 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).					
 <p>Likelihood- 3 Impact- 4</p>	Risk Owner	Ben Meen	Current score	3x4 (12)	Last reviewed	19/01/23
			Raw score	25 (5x5)	Next review	01/04/23
			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- Likelihood and impact have been revised in line with the request from Governance and Audit at the September meeting. Cyber security training has continued to be rolled out to staff as a planned refresher. This risk is likely to be merged with the General Data Protection Regulations moving forwards, due to their overlap and the removal of specific issues related to GDPR.</p> <p>BDC also continues to work closely with other local authorities and central Government bodies to enhance our ability to detect and protect against cyber-attacks through the sharing of intelligence and best practice.</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			

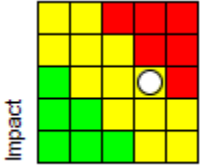
Digital off-site backups we still utilise tapes that are taken off-site and stored. These tapes are rotated on a weekly and monthly basis so there is a history of backups that can be used in the event of data recovery being required if the digital copies are corrupt.	Proactive	Good
Centrally managed 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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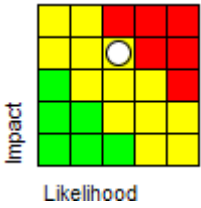
Risk	<u>Medium-term financial plan not delivered</u>					
Description	If the Council's medium-term financial plan and efficiency plan is not delivered, then it may not be able to produce a balanced budget.					
 <p>Likelihood Likelihood- 3 Impact- 3</p>	Risk Owner	Alison Chubbock	Current score	9 (3x3)	Last reviewed	09/01/23
			Raw score	25 (5x5)	Next review	01/04/23
			Target Score	4 (2x2)	Target Date	01/04/23
			Previous Score	9 (3x3)	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>Q3-</p> <p>The budget approved in February 2022 delivers a balanced budget for 2022-23, with a budget gap in future years. The value of the budget gap is dependent on timing the of the changes to local government funding, the timing and impact of these changes remains unknown, but it seems unlikely it will be any earlier than 2025-26 based on the recent announcement that authorities would receive a two-year Settlement and current Government priorities. However, there is a risk that spending cuts will be required by Government which could reduce our funding Settlement - this will not be known until December when the draft Local government Finance Settlement is announced.</p> <p>The budget includes a detailed plan to close this gap alongside a larger programme 'Evolve' to deliver longer-term plans, work has already begun on these projects with many efficiencies already delivered.</p> <p>Current high levels of inflation, particularly on fuel and utilities, has negatively impacted our in-year costs. Inflation, interest rates, the war in Ukraine and the general cost of living has resulted in even more increased demand to our temporary accommodation costs, lobbying to Government for additional funding continues in this area and is a national picture seen by all authorities. Full details of the financial position are provided in the quarterly finance reports to Cabinet alongside progress against our efficiency targets, with in year mitigations keeping the out-turn within manageable values.</p> <p>The budgets remain subject to a large amount of assumptions currently due to the uncertainty around future funding of Local Government. The future of New Homes Bonus (NHB) funding is still unknown, the budget does not include any NHB funding after 31 March 2023, if received this would provide additional unbudgeted income. The Council's reserves remain healthy if required to support short-term cost increases but cannot be relied on for longer-term solutions.</p> <p>Q4-</p> <p>The draft budget proposed in January 2023 delivers a balanced budget for 2023-24 and 2024-25, with a budget gap in future years. The value of the budget gap is dependent on the timing of the changes to local government funding, the timing and impact of these changes remains unknown, but it seems highly unlikely it will be any earlier than 2025-26 based on the recent provisional settlement announcement and current Government priorities.</p> <p>The budget includes a detailed plan to close this gap alongside a larger programme 'Evolve' to deliver longer-term plans, work has already begun on these projects with many efficiencies already delivered.</p> <p>Current high levels of inflation, particularly on fuel and utilities, has negatively impacted our in-year costs. Inflation, interest rates, the war in Ukraine and the general cost of living has resulted in even more increased demand to our temporary accommodation costs, lobbying to Government for additional funding</p>					

	<p>continues in this area and is a national picture seen by all authorities. Full details of the financial position are provided in the quarterly finance reports to Cabinet alongside progress against our efficiency targets, with in year mitigations keeping the out-turn within manageable values.</p> <p>The budgets remain subject to a large amount of assumptions currently due to the uncertainty around future funding of Local Government. The future of New Homes Bonus (NHB) funding is still unknown, the budget does not include any NHB funding after 31 March 2024, if received this would provide additional unbudgeted income. The Council's reserves remain healthy if required to support short-term cost increases but cannot be relied on for longer-term solutions.</p>
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Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
Reliance on New Homes Bonus has been removed from the budget.	Proactive	Good	Regular financial monitoring to allow for plan delivery	Alison Chubbock	Ongoing
'Buffer fund' to cushion impacts of major property tenants moving out/ceasing trading	Proactive	Good	Lobbying government and responding to consultations around settlement	Alison Chubbock	Ongoing (as & when)
Funding settlement preparation (annual budget)	Proactive	Good			
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 DLUHC 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			

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>Likelihood- 4 Impact- 3</p>	Risk Owner	Greg Pearson	Current score	L-4/I-3	Last reviewed	18/07/22
			Raw score	25 (5x5)	Next review	01/04/23
			Target Score	4 (2x2)	Target Date	01/04/23
			Previous Score	16 (4x4)	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 regeneration white paper 		<ul style="list-style-type: none"> Specific policy impacts could impact multiple areas of the Council. Specific risks related to policy contain further 	
	<p>Latest Note-</p> <p>The two major elements of emerging policy (nutrient neutrality and waste consultation) now form separate risks and therefore are not reflected in the score of this specific risk. The council continues to monitor announcements regarding levelling up and its implications.</p> <p>This risk was increased as a result of the new Prime Minister and Cabinet in October and the increased likelihood of potential policy change. As a result, this risk can now return to its previous level.</p>					

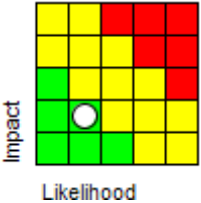
Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
The Council ensures that it retains a dedicated post to oversee policy changes and their impact on both the Council and the region	Proactive	Good			
Senior management also ensures an awareness of government policy changes.	Proactive	Good			

Risk	<u>General Data Protection Regulation</u>					
Description	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).					
 <p>Likelihood- 3 Impact- 4</p>	Risk Owner	Kirsty Porter	Current score	3x4 (12)	Last reviewed	04/01/23
			Raw score	5x4 (20)	Next review	01/04/23
			Target Score	3x2 (6)	Target Date	01/04/23
			Previous Score	4x3 (12)	Origin Date	01/11/21
	Triggers		Likelihood factors (vulnerability)		Potential consequences	
	<ul style="list-style-type: none"> Introduction of GDPR Incorrect handling of personal data Cyber security breaches (captured by cyber security policy and risk) 		<ul style="list-style-type: none"> Lack of awareness around personal data handling 		<ul style="list-style-type: none"> Financial implications Legal implications Reputational impact 	
	<p>Latest Note-</p> <p>Q3- Training is reaching the final stage of a 2-year online programme. Many of those yet to complete training are new starters. Overall staff training levels are monitored at the assistant director level. Details of staff with training outstanding has been reported to their assistant directors. Face to Face Data Champion training is scheduled to take place in November and the DPO is liaising with IT to ensure that Cyber prevention and awareness is in place. Internal audit have provided 'reasonable assurance' and recommendations are on track to be completed by the deadlines provided.</p> <p>Q4- Incidents have increased slightly from last year, although DPO expects this is due to increased understanding by staff as to what amounts to a notifiable incident. As such, whilst incidents have increased it is not currently felt that there is an increased risk to the Council, however, despite recent training, it is also felt that the risk cannot yet be lowered.</p> <p>Online mandatory training for staff who have not completed their GDPR training in the last year or more has been re-released.</p> <p>Those who have not completed their training within 24 months are posing a risk to the Council (following a data breach this is one of the first questions raised by the ICO). Senior Management have been informed of those staff who failed to complete this mandatory training within the last 2 years (as at Oct/Nov 2022).</p> <p>Work around merging this risk with the pre-existing cyber security risk is yet to be carried out. Whilst both risks form part of the risk register, there is notable overlap between the both of them. Merging these risks, therefore, ensures that there is a single point of contact from a risk management perspective and that both risks have aligned levels of impact and threat. This decision has been taken in light of the decision around 3rd party planning comments no longer being displayed online. As a result, there is no specific GDPR threat to the organisation outside of operational threats.</p> <p>Please note that after discussions with internal audit, this score has been revised downwards at their recommendation.</p>					

Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
Quarterly meetings of the statutory information group monitor the situation and identify areas of remediation, which continue to be addressed.	Proactive	Good	Monitor IOC announcements for changes to regulations in light of increased home working	Kirsty Porter	Ongoing

GDPR education and training continues to be rolled out	Proactive	Good
Recall messages in the event a breach occurs e.g. email recalls, collecting of letters, website removal of sensitive information.	Reactive	Good
Dedicated legal resource for internal advice on data regulations	Proactive	Good
Up to data information asset registers	Proactive	Good
Reporting mechanism for reporting breaches to the ICO	Reactive	Good
Privacy notices	Proactive	Good

Stop displaying 3 rd party comments on the Breckland website in relation to planning applications once new system implemented	Simon Wood	Completed
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Risk	Contract Management					
Description	If a contract is not managed effectively then the Council may fail to deliver a strategic outcome.					
 <p>Likelihood- 2 Impact- 2</p>	Risk Owner	Riana Rudland	Current score	2x2 (4)	Last reviewed	08/01/23
			Raw score	4x4 (16)	Next review	01/04/23
			Target Score	2x2 (4)	Target Date	01/04/23
			Previous Score	2x2 (4)	Origin Date	14/12/21
	Triggers		Likelihood factors (vulnerability)		Potential consequences	
	<ul style="list-style-type: none"> Lack of effective contract management 		<ul style="list-style-type: none"> Suppliers are unlikely to know the Council's priorities. 		<ul style="list-style-type: none"> Corporate Plan strategic outcomes are not delivered 	
	Latest Note-					
	<p>Q3/4- This risk remains unmoved but continues to form part of the council's strategic risk register due to it's nature.</p> <p>The Council's most significant contracts are for waste and recycling collection, street cleansing and grounds maintenance, leisure centres and planning services. The delivery of these contracts contributes significantly to the delivery of the Councils' strategic objectives. As the contracts and all long-term contracts, good contract management is essential to ensure the contracts change and adapt to the Council's changing needs and latest strategic objectives.</p> <p>The following strategic outcomes and actions are directly linked to our contracts and will only be delivered if there is effective contract management.</p> <p>Strategic Outcome SP103 - To enhance the health and wellbeing of Breckland's residents by providing excellent leisure facilities and activities.- The current facilities at Thetford Leisure Centre and Dereham Leisure Centre are provided through a contract. Enhancing leisure will include updating facilities at Attleborough and Swaffham and finding a contractor to run them when the current contracts run out. Contracts will need to be effectively managed to deliver this Strategic Action.</p> <p>Strategic Outcome SP301 - To lead by example and start to deliver our sustainability strategy, reducing our carbon footprint and enabling residents to take actions for themselves.- Tree planting would be carried out by a new contractor so again, the contract will need to be effectively managed to deliver this Strategic Action.</p> <p>Strategic Outcome SP301 - To lead by example and start to deliver our sustainability strategy, reducing our carbon footprint and enabling residents to take actions for themselves.- The planning service is currently delivered through a contract so any shaping of the planning service will require effective contract management to ensure that the Strategic Action is delivered.</p> <p>Strategic Outcome SP303 - To build on the success of our tripartite waste and recycling contract - to not only deliver strong performance and efficiency but also use it as a mechanism to educate our residents about reducing waste.- The waste service is currently delivered through a contract so again, effective contract management will be required to ensure that the Strategic Action is delivered.</p> <p>Strategic Outcome SP303 - To build on the success of our tripartite waste and recycling contract - to not only deliver strong performance and efficiency but also use it as a mechanism to educate our residents about reducing waste.-</p>					

	<p>The trade waste collection service is currently delivered through a contract so again, effective contract management will be required to ensure that the Strategic Action is delivered.</p> <p>Strategic Outcome SP403 - Continue to innovatively use our resources to produce a balanced budget to enable the delivery of our (statutory and additional) services.- As a significant proportion of our spending is through our major contractors, then those contracts need to be effectively managed to ensure that the Strategic Action is delivered.</p> <p>The Council is currently seeking to recruit a contracts and procurement manager. Whilst this does not change the risk in the short term, in the event that the Council were unable to recruit a individual for the role, then the risk may be raised.</p>
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Controls	Type	Adequacy	Action Plan	Responsibility	Target Date
A contract manager is identified for each of the contracts that contribute to the delivery of the Council's strategic actions.	Proactive	Good			
Any changes to the contract that are required to deliver the Council's strategic objectives are managed in accordance with the change procedure in the contract.	Proactive	Good			
Any changes to the contract that are required to deliver the Council's strategic objectives are documented in accordance with the change procedure in the contract.	Proactive	Good			
Regular contract management meetings are held with the supplier to manage performance and discuss any actions required and any potential changes to the contract.	Proactive	Good			