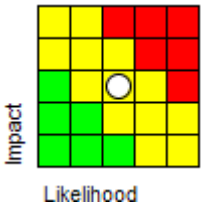
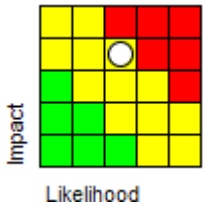

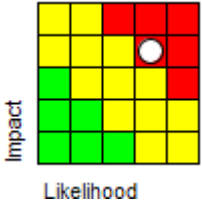
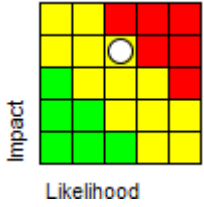

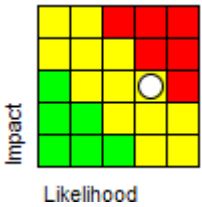
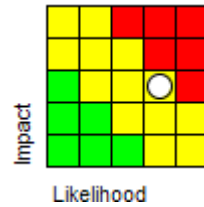



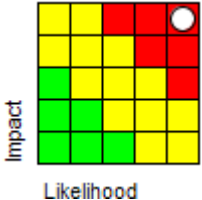
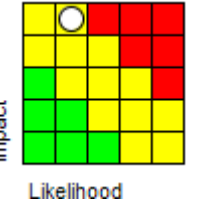
SHDC Strategic Risk Report

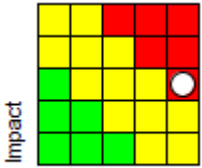
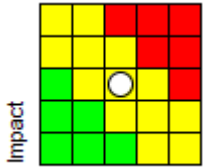

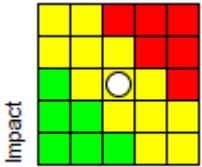
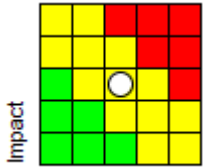

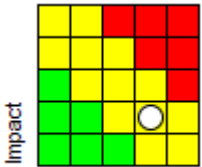
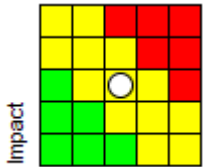



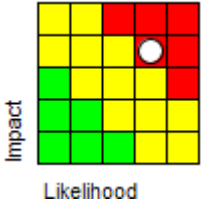
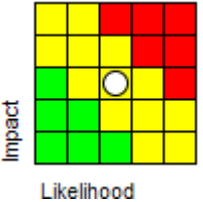

| Title | Description | Original Assessment | Controls/Mitigation | Current Risk Score | Impact | Likelihood | Trend (last qtr) | Latest Note |
|--|--|--------------------------------|---|--------------------------------|--------|------------|------------------|---|
| Medium Term Financial Plan Not Delivered | The Medium Term Financial Plan includes a balanced position which is dependant on delivery of further savings | 12 Impact Likelihood | There are a number of controls in place to track delivery including finance board, Performance, Risk & Audit Board & EMT. PI's are tracking variance from plan | 12 Impact Likelihood | 4 | 3 | | Mitigation continues with a number of boards tracking progress and monitoring delivery of the financial plan. Monthly commercial reports are presented to the executive management team who will continue to monitor. |
| Uncertainty over future government funding settlement | Government funding reductions due to a weakening of the economy may be experienced during the period of the MTFP | 12 Impact Likelihood | 4yr MTFP sets out programme to be free of reliance on RSG by 2019. Setting investment funds, commercial property and growth to ensure continued income. Star chamber exercises and constant forward looking reviews are now underway. | 12 Impact Likelihood | 4 | 3 | | This risk will be monitored closely and we will keep a constant watching brief due to the changing environment and unprecedented levels of uncertainty. |
| Impact of business rate appeals | Business rate retention policy changes leave the council exposed to risks on collection and baseline income. | 20 Impact Likelihood | Financial provision has been made to cover the risk of current appeals, collection rates and growth | 12 Impact Likelihood | 3 | 4 | | We are in the same position as last quarter on this risk as it remains slightly elevated this quarter due to the appeal that has been lodged by NHS services who want to see a reduction in the amount of business rates they have to pay ongoing and still progressing. Once complete the impact of this risk will be evaluated once the decision has been made. |

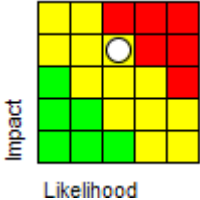
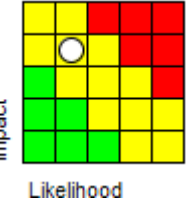
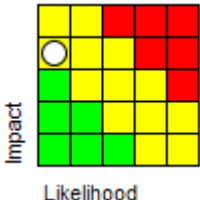
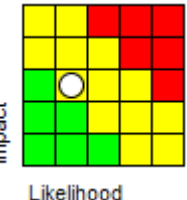
| Title | Description | Original Assessment | Controls/Mitigation | Current Risk Score | Impact | Likelihood | Trend (last qtr) | Latest Note |
|--|--|--|--|--|--------|------------|---|---|
| Failure to maximise trading opportunities | Failure to maximise trading opportunities could result in lack of commercial exploitation of assets or income from trading arms | 9  Impact Likelihood | Governance is in place for MTFP through EMT, finance board and Performance Risk and Audit Board which monitor the work towards maximising trading opportunities | 12  Impact Likelihood | 4 | 3 |  | Commercial Trading opportunities are being identified where possible and looked at accordingly, Assets are currently an area of focus within the council where we are identifying and exploring further areas for commercial trading. |
| 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  Impact Likelihood | Monthly meetings of the statutory information group have highlighted areas which need to be addressed and training was delivered in September for managers and proposed service Data Protection leads. | 12  Impact Likelihood | 4 | 3 |  | Work is still underway relating to GDPR but a lot of progress has been made - especially in preparing policies & procedures, and in preparing privacy notices and the information assets register. We continue to monitor any data breaches/incidents or near misses and these are reported to management, we also continue to promote and train best practice when it comes to data protection and regulations. We have also agreed a formal audit to commence in December 2018. |

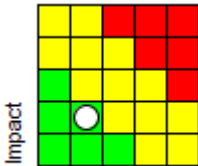
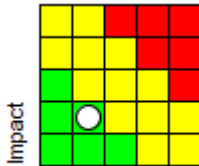


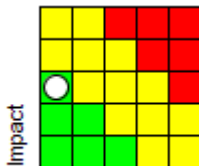

| Title | Description | Original Assessment | Controls/Mitigation | Current Risk Score | Impact | Likelihood | Trend (last qtr) | Latest Note |
|--------------------------------------|--|---|--|---|--------|------------|---|--|
| Impact of Homelessness Reduction Act | The implementation of the new act places additional burdens on SHDC 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 | <p>12</p>  | <ul style="list-style-type: none"> • Implementation of specialist Jigsaw Software to case manage under provisions of HRA 2017 • Increase in establishment of Housing Options Officer in SHDC as part of Place Review • Additional experienced temporary staff from February 2018 to triage cases • 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 £62k New Burdens funding • Identification of options within SHDC stock • Identification of private sector options within both districts • Work with partners to open other potential options | <p>12</p>  | 3 | 4 |  | <p>The risk continues to be reviewed on an ongoing basis by the Housing Options Manager. The numbers of applicants remains consistent - the shortfalls in team capacity are being addressed initially through temporary staff and now through a permanent replacement and two fixed term appointments.</p> <p>The processes have been updated and the speed in handling cases through these is improving as front line operational staff have adapted and built the appropriate networks. The risk level has not changed</p> |

| Title | Description | Original Assessment | Controls/Mitigation | Current Risk Score | Impact | Likelihood | Trend (last qtr) | Latest Note |
|---|--|---|--|---|----------|------------|------------------|--|
| <p>Critical breach of ICT security</p> | <p>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</p> | <p>25</p>  | <p>There is a comprehensive suite of protection measures in place including email filtering, web filtering, antivirus and windows updates which help to protect from viruses</p> | <p>10</p>  | <p>5</p> | <p>2</p> | <p>↓</p> | <p>CPBS on behalf of its clients continues its vigilance. In order to keep abreast of the latest threats, ICT subscribe to various Security related bulletins, such as SANS / CESA / WARP.</p> <p>Following on from intelligence received in the last quarter regarding cyber security threats from Russian hackers there have been no further alerts or concerns in this area and all the appropriate mitigation has taken place. This has allowed for a downgrade of the likelihood.</p> <p>The introduction of a dedicated Security Analyst role will help CPBS continue to develop new standards and processes to combat the increasing threats from cyber attacks.</p> <p>The business approved ICT maintenance windows also play a critical role in allowing ICT time to implement any necessary improvements and updates.</p> <p>Whilst a security breach will always be a possibility in today's environment, SHDC have a level of defence in depth which operates levels of security from the perimeter to the end user devices. It should be confident of the considerable investment and enhancements made in this area over previous years. The impact of any such breach will always remain high/critical</p> |

| Title | Description | Original Assessment | Controls/Mitigation | Current Risk Score | Impact | Likelihood | Trend (last qtr) | Latest Note |
|--|---|---|---|---|--------|------------|---|--|
| 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  Impact Likelihood | The mitigation for key senior posts that are vacant or serving their notice period will be to start recruitment and find suitable interim cover. | 9  Impact Likelihood | 3 | 3 |  | Staff Turnover reduced in June and July with only 3 leavers in the period with two of these being age retirements. |
| Impact of County Council Budget Reductions | Impact of County Council Budget Reductions. This will potentially impact on resident wellbeing. | 9  Impact Likelihood | Ensure that Place directorate are involved early in conversations to represent the council and its residents | 9  Impact Likelihood | 3 | 3 |  | County council budgets continue to be under severe pressure and we continue to monitor this but we do not feel the current risk score needs to change, |
| Failure to deliver financial & non-financial outcomes of the approved Welland Homes business plan | Failure to deliver financial & non-financial outcomes of the approved business plan has implication in areas which include Legal, reputational and Financial. Risk also refers to capacity and expertise in the organisation to deliver the housing development requirement for both the HRA and Welland Homes. | 8  Impact Likelihood | Mitigations as follows; <ul style="list-style-type: none"> • Revised governance including strengthened terms of reference. • Improved communication on Council policies to the WH Board. • Increased operational capability and capacity within Council to support future programmes and WH Board of Directors. • Permanent Housing Development programme manager • Positive Audit • Established methodology for assessing schemes | 9  Impact Likelihood | 3 | 3 |  | There is no need to change the score for this quarter as we continue to deliver to the business plan and all areas are progressing, as the business plan continues to be delivered we will need to review this risk. |

| Title | Description | Original Assessment | Controls/Mitigation | Current Risk Score | Impact | Likelihood | Trend (last qtr) | Latest Note |
|-----------------------------|---|--|---|---|----------|------------|---|--|
| Contracts Monitoring | This risk covers the councils monitoring of contracts with external partners to ensure arrangements are financially secure and performing | 16  | <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 | 9  | 3 | 3 |  | <p>The contracts team have sourced strategic supplier updates from central government which detail any changes in business strategy, financial stability or shareholder activity which could de-stabilise the companies.</p> <p>The team also ensure that all strategic contracts procured undergo through supplier appraisal before the award of contract, which can be refreshed on an annual basis where necessary.</p> <p>The likelihood of this happening on one of 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> |

| Title | Description | Original Assessment | Controls/Mitigation | Current Risk Score | Impact | Likelihood | Trend (last qtr) | Latest Note |
|---|---|--|---|--|----------|------------|------------------|---|
| <p>CPBS Failure to deliver core services</p> | <p>CPBS Failure to deliver core services - HR/IT/Finance/Revenues & Benefits</p> | <p>12</p>  | <p>Number of Governance processes in place including monitoring of performance in performance, risk and audit board. CPBS also has its own board with governance.</p> | <p>8</p>  | <p>4</p> | <p>2</p> | <p>▬</p> | <p>Regular meetings are being held with the Service heads at CPBS between both the client lead and service manager, to manage any performance issues.</p> <p>SLA's are currently being agreed for the current year. with 2019-20 SLA's being prepared</p> <p>Reviewed performance standards have been agreed and signed off for the coming year to align with the corporate plan.</p> <p>Most elements of the service is functional, however there have been a number of audit reports with low assurance and one with no assurance that give cause for concern, we continue to monitor this and address any issues that arise.</p> |
| <p>Failure to effectively implement corporate business continuity plan</p> | <p>Failure could lead to an impact on delivery of services, loss of IT systems, ineffective communication or a failure to provide suitable premises</p> | <p>4</p>  | <p>Working jointly with County to have business continuity post. Each team has a plan reviewed annually</p> | <p>6</p>  | <p>3</p> | <p>2</p> | <p>↑</p> | <p>All Business Impact Assessments and Emergency Plans are in draft or complete across the authority. The Emergency Planning Officer is working with Breckland's Emergency Planning Officer to ensure these are robust, that critical services areas are identified and then a Corporate business continuity plan is compiled. Training is to be identified and rolled out by the end of 2018 as are some table top exercises to ensure officers are fully equipped.</p> |

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|--|--|--|---|--|--------|------------|---|---|
| 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. | 4  Impact Likelihood | Corporate Delivery Plan sets out how to achieve corporate plan and this is underpinned by individual service plans and these are monitored at Performance, Risk & Audit Board monthly | 4  Impact Likelihood | 2 | 2 |  | We remain on track to deliver councils corporate priorities and the CIP team continues to work to monitor the progress against the corporate plan. This risk will be re-assessed once the new corporate priorities have been established as per the corporate plan refresh commencing at the start of next year. |
| 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. there is also a new risk emerging due to New Homes Bonus. | 8  Impact Likelihood | Dedicated senior officer and EMT support to deliver the local plan | 3  Impact Likelihood | 3 | 1 |  | The Local Plan modifications consultation were carried out during the summer and closed on 28th August. The Council is expecting to receive the Examiner's report in October which would allow the plan to be adopted before the end of the calendar year. In light of this significant progress since the last update, it is considered appropriate to lower the impact.. |