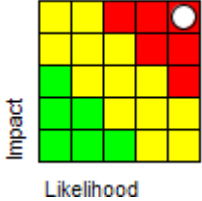
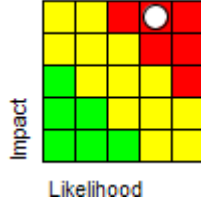
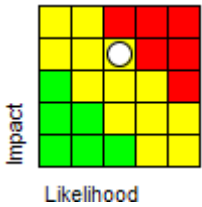
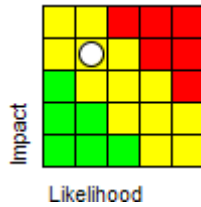
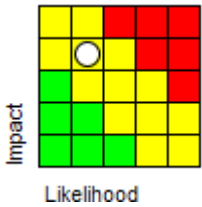
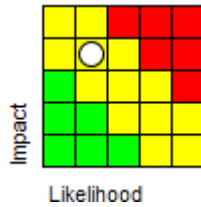
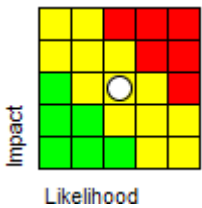
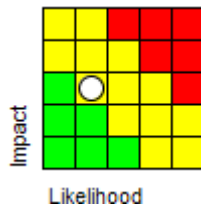
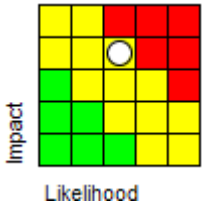
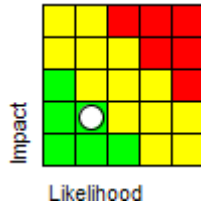
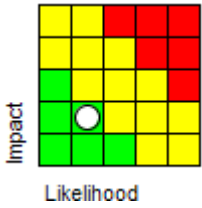
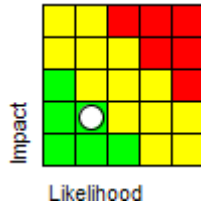


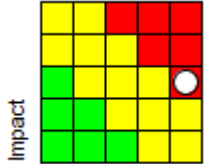
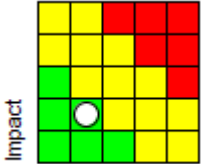
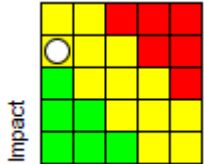
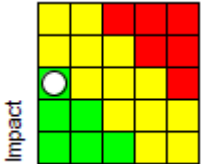
SHDC Corporate Risk Report



Title	Description	Original Risk Score	Controls/Mitigation	Current Risk Score	Impact	Likelihood	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>The matrix is a 4x4 grid. The vertical axis is labeled 'Impact' and the horizontal axis is labeled 'Likelihood'. The top row has two yellow and two red cells. The second row has one yellow and three red cells. The third row has two green and two yellow cells. The bottom row has two green and two yellow cells. A white circle is in the top-right cell (red).</p>	<p>Virus and intrusion detecting software is installed. Disaster recovery processes and emergency disconnect plans between SHDC and ELDC are in place. ICT department seeking delegated authority to conduct shutdown procedures without consulting directors if n</p>	<p>20</p>  <p>The matrix is a 4x4 grid. The vertical axis is labeled 'Impact' and the horizontal axis is labeled 'Likelihood'. The top row has two yellow and two red cells. The second row has one yellow and three red cells. The third row has two green and two yellow cells. The bottom row has two green and two yellow cells. A white circle is in the top-right cell (red).</p>	<p>5</p>	<p>4</p>	<p>Current defensive software is operating effectively and software providers sharing experience globally to counter new threats as they emerge but systems could be breached by something new (as with Lincs County). Should a breach occur, shutting down all systems is top priority as this prevents the malware infecting multiple machines or servers. ICT department is seeking authority to conduct emergency shutdown measures immediately on detection of a breach - without consulting directors if none are available. This would have an impact on all departments similar to an electricity blackout – unsaved data would be lost and systems would be inaccessible. However, isolation of the breach would allow a managed reactivation of unaffected systems and prevent the total loss of ICT for an extended period.</p>

Title	Description	Original Risk Score	Controls/Mitigation	Current Risk Score	Impact	Likelihood	Latest Note
CPBS Failure to deliver core services	CPBS Failure to deliver core services - HR/IT/Finance/Revenues & Benefits	12	Number of Governance processes in place including monitoring of performance in performance, risk and audit board. CPBS also has its own board with governance.	12	4	3	Mitigation actions put in place to address issues relating to R&B by using shared learning with ARP to share new working practices
Medium Term Financial Plan Not Delivered	The council's medium term financial strategy has identified a budget gap in the next 5 years, the transformation programme will need to make this level of saving for the organisation over that period to balance the budget.	12	There are a number of controls in place to track delivery including transformation board, Performance, Risk & Audit Board & Finance Board. PI's are tracking variance from plan	9	3	3	The situation has improved as we are allowing a longer time to achieve the plan and therefore likelihood of success if improved. Plan has now been agreed.
Business rate retention scheme	Business rate retention scheme leaves the Council exposed to changes in the council tax base and collection performance. Loss of rates through refund if decision to re-rate power stations is upheld.	20	Financial provision has been made to cover the risk of current appeals, collection rates and growth	9	3	3	There are no specific issues currently
Impact of County Council Budget Reductions	Impact of County Council Budget Reductions - this will potentially impact on our ability to deliver Services. This will potentially impact on resident wellbeing.	9	Ensure that Place directorate are involved early in conversations to represent SHDC and its residents	9	3	3	County council announcements and consultations are being regularly monitored for new developments

Title	Description	Original Risk Score	Controls/Mitigation	Current Risk Score	Impact	Likelihood	Latest Note
Impact of devolution agenda	Impact of devolution agenda in Lincolnshire causing pressure on Chief Executive's time to focus on Council's achievement of its Corporate Priorities - this is compounded by the risk of not being involved which could fundamentally lead to changes being forced upon South Holland	12 	A temporary resource has been recruited to support the Councils work on Devolution	8 	4	2	A recent consultation has recommended that Sunday trading rules be devolved to all district and unitary authorities, CIP team is monitoring developments.
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 	Dedicated senior officer and EMT support to deliver the local plan	8 	4	2	There are no specific issues currently.
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 	Governance is in place for MTFP through transformation board, finance board and Performance Risk and Audit Board which monitor the work towards maximising trading opportunities	6 	3	2	Commercial strand of transformation under way, programme manager recruited, opportunities identified.
Uncertainty over future government funding settlement	Government has indicated further cuts to public services, exact impact on the council as yet unknown	12 	4yr MTFP sets out programme to be free of reliance on RSG by 2019. Finance board will continue to monitor achievement towards plan	4 	2	2	New financial plan being considered which reflects reduced dependency on government settlement
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 	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 	2	2	The transformation programme provides mitigation against this risk

Title	Description	Original Risk Score	Controls/Mitigation	Current Risk Score	Impact	Likelihood	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	A people plan is being developed to address recruitment, skills and retention	4  Impact Likelihood	2	2	There are no specific issues currently.
Failure to effectively implement corporate business continuity plan	Failure could lead to an impact on delivery of services, loss of IT systems, ineffective communication, a failure to provide suitable premises or a failure to provide suitable premises	4  Impact Likelihood	Working jointly with County to have business continuity post. Each team has a plan reviewed annually	3  Impact Likelihood	3	1	The council's business continuity plans and risk mitigations are being regularly reviewed. Coordination arrangements with other authorities are in place.