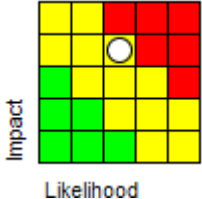
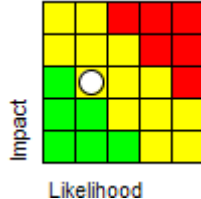
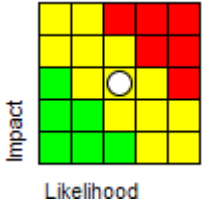
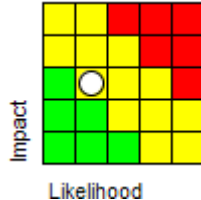
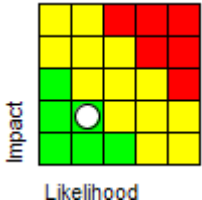
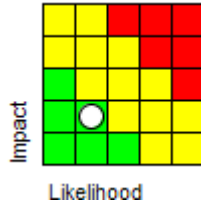
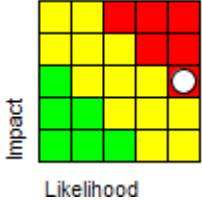
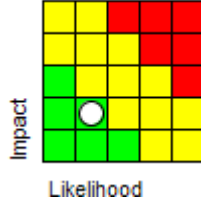
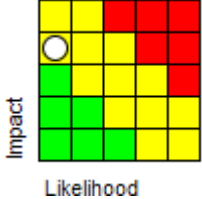
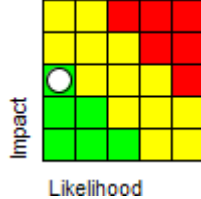


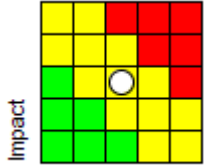
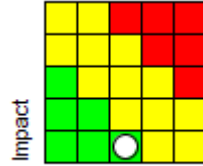
# SHDC Strategic Risk Report



Title	Description	Original Risk Score	Controls/Mitigation	Current Risk Score	Impact	Likelihood	Latest Note
<b>Critical breach of ICT security</b>	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	25  Impact Likelihood	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	15  Impact Likelihood	5	3	Recent heightening of security settings has led to an increasing amount of emails being quarantined to the software providers holding area. Whilst necessary, this has proved inconvenient for users. We are therefore changing security provider to Mimecast on Friday 13 May for all SHDC email account holders. This will be rolled out to shared managers with Breckland-sholland accounts at a later date. This change enables better visibility of quarantined documents and the ability for users to accept quarantined emails themselves rather than reliance on IT colleagues to perform this operation
<b>CPBS Failure to deliver core services</b>	CPBS Failure to deliver core services - HR/IT/Finance/Revenues & Benefits	12  Impact Likelihood	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  Impact Likelihood	4	3	Current restructures and loss of staff raise concerns about continuity of service and loss of core staff. Will be monitoring performance indicators to ensure not impacted

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<b>Impact of devolution agenda</b>	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	The potential benefit of securing favourable devolution outcomes outweighs the cost of time and resource investment on the devolution agenda at this time.	12	4	3	There is a risk that time and resource spent on devolution agenda work may be sacrificed should a deal not come to fruition. Conversely, not being involved in influencing and shaping a devolution deal could result in the organisation receiving a sub-optimum deal should devolution progress.
<b>Failure to deliver Local Plan and its Delivery Plan</b>	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	12	4	3	Revisions to the delivery programme include final submission in December 2016. This extended timescale will be subject to regular and frequent monitoring.
<b>Medium Term Financial Plan Not Delivered</b>	The Medium Term Financial Plan includes a balanced position which is dependant on delivery of the "Going Forward" Transformation plan	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 2016/2017 efficiency savings position is on target for the financial year and accelerated savings are likely to be available for reinvestment.
<b>Business rate retention scheme</b>	Business rate retention policy changes leave the council exposed to risks on collection and baseline income.	20	Financial provision has been made to cover the risk of current appeals, collection rates and growth	9	3	3	Appeals from the NHS business rates are being examined across the country. SHDC has provided contingency against the financial implications for the district. Changes to Small Business rates relief has potential consequences beyond 2020 which are as yet unknown. Devolution in Greater Lincolnshire may require a pooling situation for all authorities which is currently being examined.

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<b>Uncertainty over future government funding settlement</b>	Government funding reductions due to a weakening of the economy may be experienced during the period of the MTFP	12 	4yr MTFP sets out programme to be free of reliance on RSG by 2019. Finance board will continue to monitor achievement towards plan	6 	3	2	The 2016/2017 Local Government settlement included an offer for a four year settlement which is being examined and likely to be accepted in October 2016.
<b>Failure to maximise trading opportunities</b>	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	Commercialisation Executive Manager has been recruited and will continue to monitor the commercialisation strand of transformation.
<b>Failure to deliver the council's Corporate Priorities</b>	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 under pinned by individual service plans and these are monitored at Performance, Risk & Audit Board monthly	4 	2	2	The approach of the Growth and Commercialisation programme ensures delivery against corporate plan objectives. Progress is reported monthly to performance board and Quarterly to scrutiny & cabinet.
<b>Staff recruitment and retention at all levels within the organisation</b>	Staff recruitment and retention issues could undermine the effectiveness of the organisations though loss of experience and knowledge	15 	A people plan is being developed to address recruitment, skills and retention	4 	2	2	Turnover has reduced. Work continues on the people plan which will address skills, recruitment and retention.
<b>Failure to effectively implement corporate business continuity plan</b>	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 	Working jointly with County to have business continuity post. Each team has a plan reviewed annually	3 	3	1	1 serious incident in last financial year which was managed well and in accordance with continuity plan. This demonstrates sound process.

Title	Description	Original Risk Score	Controls/Mitigation	Current Risk Score	Impact	Likelihood	Latest Note
<b>Impact of County Council Budget Reductions</b>	Impact of County Council Budget Reductions. This will potentially impact on resident wellbeing.	<b>9</b>  Impact Likelihood	Ensure that Place directorate are involved early in conversations to represent SHDC and its residents	<b>3</b>  Impact Likelihood	1	3	County Council announcements and consultations are being regularly monitored for new developments. Currently nil income is being assumed within the MTFP