Black Sluice
Internal Drainage Board

Risk Management Strategy

Risk Management Policy

Risk Analysis

Updated	25 April 2023
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Contents

Appendices

Risk Management Strategy

1. Purpose, Aims and Objectives

1.1 The purpose of the Boards Risk Management Strategy is to effectively manage potential opportunities and threats to the Board achieving its objectives. See attached Risk Management Policy Statement, Appendix A.

1.2 The Boards Risk Management Strategy has the following aims and objectives;

- Integration of Risk Management into the culture of the Board
- Raising awareness of the need for Risk Management by all those connected with the delivery of services (including partners)
- Enabling the Board to anticipate and respond to changing social, environmental and legislative conditions
- Minimisation of injury, damage, loss and inconvenience to staff, members of the public, service users, assets etc. arising from or connected with the delivery of the Board services
- Introduction of a robust framework and procedures for identification, analysis, assessment and management of risk, and the reporting and recording of events, based on best practice
- Minimisation of the cost of risk

1.3 To achieve these aims and objectives, the following strategy is proposed;

- Establish clear accountabilities, roles and reporting lines for all employees
- Acquire and develop the necessary skills and expertise
- Provide for risk assessment in all decision making processes of the Board
- Develop a resource allocation framework to allocate (target) resources for risk management
- Develop procedures and guidelines for use across the Board
- Develop arrangements to measure performance of Risk Management activities against the aims and objectives
- To make all partners and service providers aware of the Boards' expectations on risk, both generally as set out in its Risk Management Policy and where necessary in particular areas of the Boards' operations.

1.4 The Black Sluice Internal Drainage Board has adopted the following definition of Risk:

'Risk is the threat that an event or action will adversely affect the organisation's ability to achieve its objectives and to successfully execute its strategies'.

2. Accountabilities, Roles and Reporting Lines

2.1 A framework has been implemented that has addressed the following issues:

- The different types of risk – Strategic and Operational
- Where it should be managed
- Roles and accountabilities for all staff.
- The need to drive the policy throughout the Board
- Prompt reporting of accidents, losses, changes etc.

2.2 In many cases, risk management follows existing service management arrangements.

2.3 Strategic risk is best managed by the Board.

2.4 The Board's Chief Executive will be responsible for the Boards overall risk management strategy, and will report directly to the Board.

2.5 The Board's Chief Executive will be responsible for the Boards overall Health and Safety policy and will report to the Board.

2.6 It is envisaged that the development of a risk management strategy will encourage ownership of risk and will allow for easier monitoring and reporting on remedial actions / controls.

3. Skills and Expertise

3.1 Having established roles and responsibilities for risk management, the Board must ensure that it has the skills and expertise necessary. It will achieve this by providing Risk Management Training for Employees and Board Members, where appropriate providing awareness courses that address the individual needs of both the manual workforce and office staff.

3.2 Training will focus on best practice in risk management, and awareness will also focus on specific risks in areas such as the following:

- Partnership working
- Project management
- Operation of Board vehicles and equipment
- Manual labour tasks e.g. Health and Safety issues

4. Embedding Risk Management

Risk management is an important part of the service planning process. This will enable both strategic and operational risk, as well as the accumulation of risks from a number of areas to be properly considered. Over time the Board aims to be able to demonstrate that there is a fully embedded process.

This strategy and the information contained within the appendices provides a framework to be used by all levels of staff and Members in the implementation of risk management as an integral part of good management.

5. Risks and the Decision Making Process

5.1 Risk needs to be addressed at the point at which decisions are being taken. Where Members and Officers are asked to make decisions they should be advised of the risks associated with recommendations being made. The training described in the preceding section will enable this to happen.

5.2 The Board will need to demonstrate that it took reasonable steps to consider the risks involved in a decision.

5.3 There needs to be a balance struck between efficiency of the decision making process and the need to address risk. Risk assessment is seen to be particularly valuable in options appraisal. All significant decision reports to the Board (including new and amended policies and strategies) should include an assessment of risk to demonstrate that risks (both threats and opportunities) have been addressed.

5.4 This process does not guarantee that decisions will always be right but it will demonstrate that the risks have been considered and the evidence will support this.

6. Supporting Innovation and Improvement

6.1 Managers have been made aware that there are a number of tools that can be used to help identify potential risks:

- Workshops.
- Scenario planning.
- Analysing past claims and other losses.
- Analysing past corporate incidents/failures.
- Health & safety inspections.
- Induction training.
- Performance Review & Development interviews.
- Staff and customer feedback.

6.2 Having identified areas of potential risk, they must be analysed by:

- An assessment of impact.
- An assessment of likelihood.

This is to be done by recording the results using the risk matrix below:

RISK ASSESSMENT MATRIX

	LOW	MEDIUM	HIGH
HIGH	Low Impact High Likelihood 3	Medium Impact High Likelihood 6	High Impact High Likelihood 9
MEDIUM	Low Impact Medium Likelihood 2	Medium Impact Medium Likelihood 4	High Impact Medium Likelihood 6
LOW	Low Impact Low Likelihood 1	Medium Impact Low Likelihood 2	High Impact Low Likelihood 3

Likelihood of occurrence (vertical axis)

Impact on the Business (horizontal axis)

The high, medium and low categories for impact and likelihood are defined as follows:

IMPACT

- *High* – will have a catastrophic effect on the operation/service delivery. May result in major financial loss (over £100,000). Major service disruption (+ 5 days) or impact on the public. Death of an individual or several people. Complete failure of project or extreme delay (over 2 months). Many individual personal details compromised/revealed. Adverse publicity in national press.

- *Medium* – will have a noticeable effect on the operation/service delivery. May result in significant financial loss (between £20,000 and £100,000). Will cause a degree of disruption (2 – 5 days) or impact on the public. Severe injury to an individual or several people. Adverse effect on project/significant slippage. Some individual personal details compromised/revealed. Adverse publicity in local press.

- *Low* – where the consequences will not be severe and any associated losses and or financial implications will be low (up to £20,000). Negligible effect on service delivery (1 day). Minor injury or discomfort to an individual or several people. Isolated individual personal detail compromised/revealed. NB A number of low incidents may have a significant cumulative effect and require attention.

LIKELIHOOD

High	Very likely to happen	Matrix score 3
Medium	Likely to happen infrequently and difficult to predict	Matrix score 2
Low	Most unlikely to happen	Matrix score 1

7. Risk Control

7.1 Using the risk matrix produces a risk rating score that will enable risks to be prioritised using one or more of the "four T's"

Tolerate	Score <= 2	Accept the risk
Treat	Score 3 to 5	If possible take cost effective in-house actions to reduce the risk.
Transfer	Score 6 to 8	Let someone else take the risk (eg by Insurance or passing responsibility for the risk to a contractor).
Terminate	Score 9	Agree that the risk is too high and do not proceed with the project or activity.

7.2 Risk assessment and risk matrices provide a powerful and easy to use tool for the identification, assessment and control of business risk. It enables managers to consider the whole range of categories of risk affecting a business activity. The technique can assist in the prioritisation of risks and decisions on allocation of resources. Decisions can then be made concerning the adequacy of existing control measures and the need for further action. It can be directed at the business activity as a whole or on individual departments/sections/functions or indeed projects.

8. Supporting Innovation and Improvement

8.1 Risk Management will be incorporated into the business planning process for the Board with a risk assessment of all business aims being undertaken as part of the annual Estimates process.

8.2 The Board's internal auditor will have a role in reviewing the effectiveness of control measures that have been put in place to ensure that risk management measures are working.

RISK MANAGEMENT STRATEGY STATEMENT

The Board believes that risk is a feature of all businesses. Some risks will always exist and can never be eliminated: they therefore need to be appropriately managed.

The Board recognises that it has a responsibility to manage hazards and risks and supports a structured and focused approach to managing them by approval each year of a Risk Management Strategy.

In this way the Board will improve its ability to achieve its strategic objectives and enhance the value of services it provides to the community.

The Boards Risk Management objectives are to:

- Embed risk management into the culture and operations of the Board
- Adopt a systematic approach to risk management as an integral part of service planning and performance management
- Manage risk in accordance with best practice
- Anticipate and respond to changing social, environmental and legislative requirements
- Ensure all employees have clear responsibility for both the ownership and cost of risk and the tools to effectively reduce / control it

These objectives will be achieved by:

- Establishing clear roles, responsibilities and reporting lines within the organisation for risk management
- Incorporating risk management in the Board's decision making and operational management processes
- Reinforcing the importance of effective risk management through training
- Incorporating risk management considerations into Service / Business Planning, Project Management, Partnerships & Procurement Processes
- Monitoring risk management arrangements on a regular basis

The benefits of Risk Management include:

- Safer environment for all
- Improved public relations and reputation for the organisation
- Improved efficiency within the organisation
- Protect employees and others from harm
- Reduction in probability / size of uninsured or uninsurable losses
- Competitive Insurance Premiums
- Maximise efficient use of available resources.

RISK MANAGEMENT POLICY DOCUMENT

In all types of undertaking, there is the potential for events and consequences that may either be opportunities for benefit or threats to success. Internal Drainage Boards are no different and risk management is increasingly recognised as being central to their strategic management. It is a process whereby Internal Drainage Boards methodically address the risks associated with what they do and the services which they provide. The focus of good risk management is to identify what can go wrong and take steps to avoid this or successfully manage the consequences.

Risk management is not just about financial management; it is about achieving the objectives of the organisation to deliver high quality public services.

The failure to manage risks effectively can be expensive in terms of litigation and reputation, the ability to achieve desired targets, and, eventually, the level of the drainage rates.

Internal Drainage Boards need to keep under review and, if need be, strengthen their own corporate governance arrangements, thereby improving their stewardship of public funds and providing positive and continuing assurance to ratepayers. The Board already looks at risk as part of their day to day activities but there is now a need to look at, adapt, improve where necessary and document existing processes.

Members are ultimately responsible for risk management because risks threaten the achievement of policy objectives. As a minimum, the members should, at least once each year:

a) take steps to identify and update key risks facing the Board;
b) evaluate the potential consequences to the Board if an event identified as a risk takes place; and
c) decide upon appropriate measures to avoid, reduce or control the risk or its consequences.

This Risk Management Policy document is designed to be a living document which will be continually updated when new risks are identified or when existing risks change.

The assessment of potential impact will be classified as high, medium or low. At the same time it will assess how likely a risk is to occur and this will enable the Board to decide which risks it should pay most attention to when considering what measures to take to manage the risks.

After identifying and evaluating risks the responsible officer will need to decide upon appropriate measures to take in order to avoid, reduce or control the risks or their consequence.

RISK ANALYSIS

1. **TO PROVIDE AND MAINTAIN STANDARDS OF NEEDS BASED SUSTAINABLE FLOOD PROTECTION**

1.1 **Risk of Being Unable to Prevent Flooding to Property or Land**

The Board's main objective is to provide satisfactory water level management within the Board's area.

Flooding could occur in the following ways:

- From failure of coastal defences which are maintained by EA
- From EA Watercourses
- From IDB watercourses
- From riparian watercourses
- From sewers maintained by other authorities
- From surface water

(a) Coastal flooding from failure or overtopping of defences

Consequence: Land and Properties could be subjected to flooding (EA Risk) and IDB Pumping Stations could be required to deal with substantial additional flows

How risk is managed: Board works with lead local flood authority, Environment Agency and the Wash Frontage Group.

Future Work: Lobbying of government representative

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
HIGH	**Low**	**3**

(b) Fluvial flooding from failure or overtopping of defences

Consequence: Land and Properties could be subjected to flooding and IDB Pumping Stations could be required to deal with Substantial additional flows

How risk is managed: Board works with lead local flood authority
Pumping Stations Additional Resilience
Partnership working with EA including PSCA
Agreement with EA to remotely implement emergency profile levels as per the emergency plan, if levels reach 2.7m ODN at Black Hole Drove PS.
EA Management Plan on the operation of the sluice and nav lock at Black Sluice Pumping Station included as an appendix to the Emergency Response Plan.

Future Work: To engage with the Lower Witham Flood Resilience Project.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
HIGH	**LOW**	**3**

(c) Flooding from failure of IDB pumping stations or excess rainfall

    Consequence: Land and Properties could be subjected to flooding and IDB Pumping Stations could be required to deal with Substantial additional flows

    How risk is managed: Board works with lead local flood authority
Comprehensive programme of maintenance works
PTO gear boxes and generator connections.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
HIGH	**LOW**	**3**

(d) Flooding from Sewers or riparian watercourses

    Consequence: Small areas of land and maybe some properties could be subjected to flooding

    How risk is managed: Board works with lead local flood authority
The Board has permissive powers for the supervision of drainage in the Board's catchment and in the extended catchment on behalf of Lincolnshire County Council under PSCA.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	**LOW**	**2**

1.2 Risk of Loss of Electrical Supply

The Board relies on electrical power for all pumping stations. Loss of supply could be encountered for a number of reasons in the future.

    Consequence: Pumping stations would fail to operate
Office and Depot would be unable to function
Telemetry system fails to operate

    How risk is managed: Dual drive gearboxes installed at pumping stations to enable pumps to be operated by a tractor

                          Large pumping stations have generator connections but the Board would have to hire in generators which may be in short supply

                          UPS system fitted to telemetry computer, Main server and Phone System

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
HIGH	**LOW**	**3**

1.3 Risk of Pumps Failing to Operate

Consequence: High water levels and possible flooding
Extra expenditure on pumping station maintenance

How risk is managed: Pumping Engineer checks at regular intervals
Refurbishment of plant is continuously programmed
Continued investment planned for pumping stations

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
HIGH	LOW	3

1.4 Risk of Board Watercourses being Unable to Convey Water

Consequence: High water levels and possible flooding from over topping
Extra expenditure on drain maintenance

How risk is managed: Asset conditions are shown on a database
All watercourses are cleared of weed growth once each year
All watercourses are desilted on a regular basis
Board regularly check and clear out culverts

Further work: Continue to review asset conditions in asset database

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	LOW	2

1.5 Risk of Operating Machinery to Maintain Watercourses

The Board operates excavators and tractor mounted machines to remove weed growth and silt from watercourses. There are risks in operating this machinery.

Risk: Hitting overhead electrical services
Hitting underground electrical services
Machines falling into watercourse
Parts of machine hitting people or other vehicles

Consequence: Damage to Third parties
Damage to plant & vehicles
Injury to staff

How risk is managed: Machinery is regularly serviced
Machinery is checked twice each year by a qualified engineer
Health and Safety Policy, reported annually to the Board
Health and Safety Consultant employed
All drivers are suitably trained

All drivers are provided with the required safety equipment
All machinery is insured by the Board

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	LOW	2

1.6   Risk of Claims from Third Parties for damage to property or injury

Risk: The Board could cause damage to property or injury due
                         to their actions

                         Hitting overhead/underground electrical services
                         Machines falling into watercourses
                         Damage to Third parties
                         Damage to plant & vehicles

Consequence: Injury to staff
                         Uninsured costs
                         Extra work for staff

How risk is managed: The Board has adequate insurance
                         The Board train staff to undertake works safely
                         Risk assessments are carried out

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	LOW	2

1.7   Risk of Third Parties damage to Board maintained assets

Risk: Damage to Board Maintained Assets

                         Damage to Board Owned Assets

Consequence: Assets not performing as they are designed to.

How risk is managed: Managed Assets – Board Byelaws
                         Owned Assets - Insurance

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	LOW	2

1.8   Risk of Unplanned Loss of Senior Staff

Consequence: Inability to operate efficiently

How risk is managed: Should staff from the Emergency response Team not be
                         available during a prolonged event cover should be
                         implemented as per the emergency response plan

                         Hire in temporary staff from Agencies or other local
                         Drainage Boards

                         Formalised arrangements to share staff from other
                         drainage boards

Further Work: Contingencies for Senior roles to be considered further.

                         Work ongoing to develop a more resilient structure to
                         coincide with the retirement of the current CEO.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	MEDIUM	4

1.9 Insufficient Finance to Carry Out Works

Consequence: Watercourses not maintained in satisfactory condition
Pumping Stations more at risk of failure
Increased risk of poor drainage and flooding
Significant unexpected costs to respond to incidents or extended periods of wet weather.
Excessive Electricity Costs

How risk is managed: Ten year budget to ensure adequate funding
Reserves to be increased to a level that would allow electricity bills to be paid if wet conditions experienced for two consecutive years. Financial Regulations updated.
Ongoing continuous liaison with Precept paying Councils

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
HIGH	MEDIUM	6

1.10 Reduction in Staff Performance

Consequence: Reduced standards of maintenance

How risk is managed: Ongoing continuous supervision, advice, training, line management motivation and appraisal.
Management systems

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	LOW	2

1.11 Insufficient Staff Resources

Consequence: Reduced standards of maintenance
Reduced value for money

How risk is managed: Review by senior management
Reports to Executive Committee
Terms of Employment regularly reviewed to remain competitive

Further Work: Work ongoing to develop a more resilient structure to coincide with the retirement of the current CEO.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	LOW	2

2. TO CONSERVE AND ENHANCE THE ENVIRONMENT WHEREVER PRACTICAL AND POSSIBLE TO ENSURE THERE IS NO NET LOSS OF BIODIVERSITY

2.1 Risk of Prosecution for not Adhering to Environmental Legislation

The Board have responsibilities to promote nature conservation and the environment

Consequence:	Prosecution for damage to habitat Injury or death of fish, birds or mammals
How risk is managed:	Board employs an environmental consultant for reports and advice Workforce are trained in environmental matters Working within the restraints of the Board's Biodiversity Action Plan Environmental clean-up liability Insurance (£1m) Environmental Impairment Liability Insurance

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	LOW	2

2.2 Non Delivery of Objectives

Consequence:	Biodiversity Action Plan not complied with
How risk is managed:	Projects included in capital plan

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
LOW	LOW	1

3. TO PROVIDE A 24 HOUR/365 DAY EMERGENCY RESPONSE FOR THE COMMUNITY

3.1 Emergency Plan Inadequate or Not up to Date

Consequence:	Difficulties in emergency situation
How risk is managed:	Regular review of plan

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
LOW	LOW	1

3.2 Insufficient Resources (Staff and Equipment)

Consequence:	Inability to provide adequate response Unable to recruit sufficient workforce
How risk is managed:	Shared resources with neighbouring Boards Use local farmer/landowner resources Review resources available Review renumeration considering local circumstances

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	LOW	2

3.3 Risk of Critical Incident Loss of Office

Consequence: Risk of an incident preventing the use of anything at the offices

How risk is managed: Insurance for additional cost of working/business interruption (£100k over a 12 Months period)
Remote Backups to HBP servers kept for 365 days
Well-practiced procedures for working from home by all office based staff if required. Invested in technology to enable.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
HIGH	LOW	3

4. TO PROVIDE A SAFE AND FULFILLING WORKING ENVIRONMENT FOR STAFF

4.1 Risk of Injury to Staff and Subsequent Claims and Losses

Consequence: Injury to staff
Claims for losses
Senior staff liable under Corporate Manslaughter Legislation

How risk is managed: Health and Safety Policy, reported annually to the Board
Health and Safety Consultant employed
Staff are trained for the duties that they are required to perform

Risk assessments are carried out for all activities
Employers Liability Insurance (£15m)
Personal Accident Insurance (£60k & £100pw)

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	LOW	2

4.2 Risk of not complying with Health & Safety Legislation

If Health & Safety legislation is not complied with there is a risk of work being stopped and officers being prosecuted.

Consequence: Fines and serious delays in work programme

How risk is managed: A health and safety consultant is employed to advise on policy, monitor legislation and to check Health & Safety risk assessments

Board Health & Safety policy is developed under their guidance

Regular training of all staff
Insurance for Manslaughter Costs and Safety Legislation costs (£1m each)

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
HIGH	LOW	3

5. TO MAINTAIN FINANCIAL RECORDS THAT ARE CORRECT AND COMPLY WITH ALL RECOMMENDED ACCOUNTING PRACTICE

5.1 Risk of Loss of Cash

Very little cash collected at office

Consequence:	Loss of income
How risk is managed:	Money placed in safe and banked as soon as possible Insurance (£500 out of safe overnight to £5,000 during business hours) A maximum of £500 petty cash is held

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
LOW	LOW	1

5.2 Risk of Loss of Money invested in Building Societies & Banks & Managed Funds

Consequence:	Loss of income
How risk is managed:	Money is placed with known Building Societies and banks on the FCA Register
	A maximum of £300,000 is invested in an individual organisation as per the Investment Policy
	Maximum of £500,000 invested in a managed fund.
	The Executive Committee of the Board reviews the investments on a regular basis

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
HIGH	LOW	3

5.3 Risk of Fraud by Senior Officers

Consequence:	Loss of money
How risk is managed:	Two Officers always have to sign/approve each mandate for a transaction
	All purchase ledger transactions are reviewed by the Board The Board has adequate insurance

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	LOW	2

5.4 Risk of Inadequacy of Internal Checks

Consequence: Risk of incorrect payments being made

How risk is managed: All items resulting in payments being made by the Board are checked before being processed

All Payments made through the Board's Bank Accounts are authorised by two authorised signatories as per the Financial Regulations
Additional independent checks carried out with supplier to avoid "Mandate fraud"

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	LOW	2

5.5 Fraudulent use of Credit Cards

Consequence: Loss of money

How risk is managed: The Board has insurance up to £1,000 per card (Card limits £5k, £5k & £2,500)
Card expenditure is reconciled monthly and certified by both CEO & FM

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
LOW	MEDIUM	2

6. TO ENSURE THAT ALL ACTIONS TAKEN BY THE BOARD COMPLY WITH ALL CURRENT UK AND EU LEGISLATION

6.1 Risks to Board Members

There are 21 Board Members who make decisions on the operation of the Board

Risk: Board Members make decisions that involve the Board in extra expense

Consequence: Liability of Board Members

How risk is managed: Insurance (£3m Legal Liability Cover)
Qualified and experienced staff advise the Board

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
LOW	LOW	1

6.2 Risk of not complying with all Employment Regulations and Laws

There is a risk that the Board may not comply with all regulations and laws.

Consequence: Claims against the Board

How risk is managed: Insurance (£1m Employment Practices Cover)
Advice from consultants and solicitors and the industry
The Board employs a Qualified HR Adviser

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	LOW	2

7. A COST EFFICIENT IDB THAT PROVIDES VALUE FOR MONEY SERVICE

7.1 Risk of Collecting insufficient Income to Fund Expenditure

Consequence:

Inability to pay staff and creditors

Inability to maintain drains and pumping stations in a satisfactory condition

How risk is managed:

Monthly finance reports sent to Members of Executive Committee

Reports to Board Meetings

Cash flow forecasting by Finance Manager
Comprehensive Annual Budgets and ten year estimates produced
Ongoing continuous liaison with Precept paying Councils
Reserves to be increased to a level that would allow electricity bills to be paid if wet conditions experienced for two consecutive years. Financial Regulations updated.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
LOW	**LOW**	**1**

7.2 IDB abolished or taken over

Consequence:

Loss of direction from local members

How risk is managed:

Association of Drainage Authorities lobbies on behalf of IDB's

Regular dialogue with local MP's

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
LOW	**LOW**	**1**

8. INFORMATION TECHNOLOGY & COMMUNICATIONS

8.1 Risk of Loss of Telemetry

Consequence:

If the telemetry fails then it will be more difficult to manage the pumping stations

How risk is managed:

Continual review of hardware and software
Back up computers

Workmen already assigned to pumping stations can be sent to check on conditions

High Capacity UPS (Battery Backup) in place in case of power cut

Upgraded the Telemetry Systems including the ability for remote operation.

Further Work:

Continue to maintain trained staff to monitor telemetry
Work ongoing to

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	**LOW**	**2**

8.2 Risk of Loss of Telephone Communications

Consequence: Inability to communicate decisions

How risk is managed: All staff have mobile telephones
14 VOIP phones (All with soft phones on computers and mobiles)
2 Analog lines on site
UPS (Battery Backup) on Communications Cabinet

Further Work: Mobile Broadband contract maintained with WiFi router.
To be tested as whether it will support Phone calls.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
LOW	**LOW**	**1**

8.3 Risk of Loss of Internet Connections

Consequence: Unable to remotely connect to office and Telemetry resulting in Employee having to be on site in an event
Unable to make bank payments
Unable to access information on internet

How risk is managed: Two Fibre Broadband internet lines into office
Mobile Broadband contract maintained with WiFi router.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	**LOW**	**2**

8.4 Risk of Network Failure

Consequence: All computers and information inaccessible

How risk is managed: Proactive IT Maintenance Contract with external consultants including disaster recovery
4 hour response for server or Network failure
Staff with limited training and remote support

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
HIGH	**LOW**	**3**

8.5 Risk of Breach in Cyber Security

Consequence: All computers and information inaccessible
Risk of Data Protection Breach
Security of Information

How risk is managed: Proactive IT Maintenance Contract with external consultants
4 hour response for server or Network failure
Staff with limited training and remote support

Staff Training (All staff have completed classroom and online training provided by our IT consultants and Sophos as a minimum)

Unified Threat Management system installed and subscription maintained

All information taken off site digitally is encrypted and password protected
Remote Backups to HBP servers kept for 365 days. Monthly backups taken and removed from site.
Introduction of Electronic Information and Communication Systems Policy (was part of the 'White Book' previously)
Dual Authentication system for any access to the Board's Network or Microsoft Cloud systems

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	**LOW**	**2**

8.6 Risk of Network Security Breach

Consequence: Unauthorised access to the Network and information stored on the network

How risk is managed: Unified Threat Management installed and subscription maintained
Dual Authentication system for any access to the Board's Network or Microsoft Cloud systems

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	**LOW**	**2**

8.7 Risk of Virus being introduced to Network

Consequence: Malicious damage to hardware and information by various types of virus

How risk is managed: Sophos Antivirus installed on all servers, desktop computers and laptops and managed centrally

Hard Firewall installed to prevent unauthorised person introducing virus

Emails filtered off site by Message Defence and Office 365 to reduce likelihood of malicious attachments

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	**LOW**	**2**

8.8 **Risk of Loss of Accounting Records**

All of the Board's records are retained on the main server in the communications room

Consequence: Inability to pay staff
Inability to pay creditors
Difficulty in finalising accounts

How risk is managed: Insurance for Business interruption £100k for up to 12 months
Computer systems are regularly reviewed by trained staff and external IT consultants
Volume Shadow software copies back up every six hours
Remote Backups to HBP servers kept for 365 days

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	**LOW**	**2**

8.9 **Risk of Loss of Rating Records**

All of the Board's records are retained on the main server in the communications room

Consequence: Inability to check who has paid rates
Loss of income
Loss of records of occupiers of land

How risk is managed: Insurance for Business interruption £100k for up to 12 months Volume Shadow software copies back up every six hours
Computer systems are regularly reviewed by trained staff and by external IT consultants
Remote Backups to HBP servers kept for 365 days

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	**LOW**	**2**