

Annex 6: IT & Digital Strategic Risks

| Reference | Risk | Pre Mitigation | | | Risk Control | Post Mitigation | | | Risk Owner | Action Owner |
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| | | Impact | Likelihood | Score | | Impact | Likelihood | Score | | |
| ITD0001 | <p>Collaboration tools, and other cloud hosted software, sourced externally by partner organisations (e.g. Zoom) may have security vulnerabilities, inadequate controls and user guidance on use increasing risk of security breaches and GDPR non-compliance.</p> <p>The Covid-19 pandemic has increased the business need for these tools.</p> | 3 | 3 | 9 | <p>The increasing use of cloud hosted software to interact with partners is a growing risk because of inconsistent security controls and risk assessments (if any). Furthermore, partner organisations can insist on or even mandate the use of specific software to interact with them despite known security risks and vulnerabilities.</p> <p>Carry out Security Risk Assessments for all new requests for external collaboration tools and other cloud hosted software on a case-by-case basis and review risks as use cases and technology are developed. Engage with partner organisation through Strategy and Engagement to understand business needs and offer alternative secure solutions. Escalate to IT&D SLT and Information Risk Governance Board where necessary for</p> | 3 | 1 | 3 | Matt Scott | Andy Grogan / Lorraine Juniper |

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| | | | | | technical governance and risk-based business decisions. | | | | | |
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| ITD0002 | Limited internal IT training function constrains benefit of implementing new technologies and may impact operational effectiveness. | 2 | 3 | 6 | <p>As part of the Agile Programme temporary trainers have been recruited to provide training and guidance on the best use of collaboration tools like Teams and how to best use these tools to support Agile working practices. Some Floorwalker training is also been provided to support device deployment. There is also provision within the Agile programme budget for further investment in Agile Working in new Digital workplaces and associated processes is required using the provision in the Agile training budget.</p> <p>The Digital Programme will also need to make an investment in training to get to grips with new or enhanced capabilities like RPA, advanced analytics, integrated data management and IOT.</p> <p>Internal IT&D Training is now run using a Learning and Development group model with representation from all IT&D Teams led by a senior manager reporting to SLT to ensure the capture of all essential training requirements and effective delivery.</p> | 2 | 2 | 4 | Matt Scott | Lorraine Juniper / Kris Scruby |
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| ITD0003 | <p>Significant rise in global and local Cyber based attacks which are increasing in sophistication in terms of technology and social based insertion methods. Our external technology stack is dependent on vendors ensuring that their products are up to date against the methods employed by internet based threats. Furthermore aside from the technical risks - social engineering based insertion methods (such as legitimate looking emails which trigger viral payloads) are becoming harder to identify and filter.</p> <p>The Covid-19 pandemic has increased the need to carry out many additional functions virtually and remotely and there are more requests to relax security controls with services more likely to take risks on the technology they procure and how they use it.</p> | 5 | 4 | 20 | <p>IT&D use modern security tools to help monitor network activity and identify security threats. These tools have proved their value in quickly tracing, isolating and recovery from significant malware attacks over the past year and in preventing many more. IT&D continues to invest in new tools which uses AI and machine learning to identify threats by analysing network traffic and patterns for abnormal behaviour. The increasing use of Software-As-A-Service adds additional risk for the user outside of the corporate data centre and core managed platforms, solutions to assist with the management of this threat are being looked into but require investment.</p> <p>IT&D maintain up to date anti-viral and protective measures across all SCC computing devices and mobiles. Regular system patching schedules have been implemented. This requires systems to be taken offline to apply security patches and can affect operations but is essential to combat today's malware attacks.</p> <p>New controls have been proposed into the Organisational Resilience risk (LR6) on the SCC Leadership Risk Register. These include investment into a high-availability IT approach, a refresh of staff IT security and information</p> | 4 | 4 | 16 | Matt Scott | Andy Grogan |
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| | | | | | management awareness, strengthened governance processes over externally hosted systems. IT&D performs security risk assessments on all relevant new technology and changes and maintain a Cyber risk register and operational risk registers. | | | | | |
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| ITD0004 | <p>Failure to comply with software licensing leads to financial impact</p> <p>Risks around MS and SAP and others</p> | 3 | 3 | 9 | <p>Continual review of our Microsoft Estate annually via the "True Up" process.</p> <p>Continue to work closely with our suppliers, complete audits when appropriate.</p> <p>Review growth in SCC users to understand impact on budget for additional licenses.</p> <p>Restart asset management project. In addition, to key corporate software such as Microsoft, SAP and LAS/LCS also regularly review smaller software packages to ensure that they are still necessary and licensing costs are well managed.</p> | 3 | 2 | 6 | Matt Scott | Andy Grogan / Kris Scruby |
| ITD0005 | <p>Implementation of General Regulations for Data Protection (GDPR) in 2018 may require changes to legacy technology and processes to ensure SCC remains compliant with Data Protection legislation.</p> <p>The transformation programmes introduce new technologies, processes and ways of working which come with new associated data risks, e.g. AI data ethics</p> | 3 | 3 | 9 | <p>Follow advice of SCC Corporate Information Governance and maintain systems and processes set up as part of the GDPR compliance project including DPIA assessments and information asset register.</p> <p>Create dedicated Data Manager role to handle all of the different data risk/impact threads running through the Transformation programmes</p> | 3 | 2 | 6 | Matt Scott | Lorraine Juniper |

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| ITD0006 | <p>Ongoing pressure on IT&D capital programme and user support processes as a consequence of a growth in the number of computing devices (laptops, hybrids, desktops, iPhones, iPads) requested by SCC services.</p> <p>Although there is a good forward capital plan for device investment, the associated revenue and resources required to manage and support those devices is less well provisioned</p> <p>Covid 19 is creating additional demand for devices to allow working from home and no shared devices. Also, there is the risk that there will be disruption to the supply chain due to Covid-19 and significant additional device costs</p> | 3 | 3 | 9 | <p>Agile Transformation Programme and IT&D Capital Refresh programme will plan over a number of years for funded investment in new devices to meet corporate strategy and for replacement of existing SCC devices as they reach end of life</p> <p>IT&D to request additional funding from SCC services in specific cases for demand following service growth.</p> <p>Device strategy group to maintain device strategy including regular review of device catalogue to ensure value and effectiveness against business need</p> <p>Explore practicalities of Bring Your Own Device to help address short term demand issues as well as medium to long term strategy</p> | 2 | 2 | 4 | Matt Scott | Matt Scott / Andy Grogan / Kris Scruby |
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| ITD0007 | Staff illness due to Covid-19, including mental health issues, particularly where there are Single Points of Failure could mean reduction in the performance or management of critical IT systems or the inability to respond to urgent business requirements | 3 | 4 | 12 | <p>Assess and manage staff health and well-being regularly and provide support where required.</p> <p>Manage risks to staff health caused by Covid-19 such as working environment</p> <p>Review cover arrangements for key skills and mission critical systems</p> | 3 | 3 | 9 | Matt Scott | Andy Grogan / Kris Scruby / Lorraine Juniper |
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