

Corporate Risk Register

Controls Already in Place	Residual Likelihood	Residual Impact	Residual Risk Score	Residual Risk Indicator	DoT	Foreseeable Likelihood	Foreseeable Impact	Foreseeable Risk Score	Additional actions to mitigate risk
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CR01 - Financial resilience

Risk Owner: Freeman, Simon

Last Reviewed: 31/12/2017



IF : If a sustainable budget is not secured

THEN : Then the Council will lack financial resilience

BACKGROUND : The Government's fiscal policy in respect of deficit reduction reducing public sector funding combined with the Council's limited ability to raise income could result in the Council's financial resilience being at risk.

Inherent Likelihood: Likely (4)

Inherent Impact Major (4)

Development of the Council's MTFs and the detailed planning of future budgets is now undertaken early in the financial year and is an ongoing process rather than an annual review and is linked with the monthly Budget Monitoring process. The council has approved a three year MTFP which reflects that there are no budget gaps in the period 2018/19 – 2020/21.	Moderate (3)	Major (4)	18			Moderate (3)	Moderate (3)	13	Whilst the pressures generated in the Council's grant income are largely driven by Government policy the financial situation continues to be monitored at a high frequency. The Administration will continue to be provided with detailed financial information and will be appropriately supported in reaching decisions upon how these financial challenges can be faced.
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CR02 - The Harlow Offer

Risk Owner: Greer, Jane

Last Reviewed: 31/12/2017

IF : If the Harlow Offer is poor


THEN : Then the town will fail to attract new or retain current businesses

BACKGROUND : A lack of private sector investment and/or disinvestment by retailers and landowners in the Town Centre could lead to a further decline in its attractiveness as a shopping and leisure destination. The Harlow Offer is key to retaining and attracting new investment in to the town

Inherent Likelihood: Likely (4)

Inherent Impact Major (4)

Infrastructure plan (incl M11/J7A). Town centre improvements. Housing									Continued work with ECC to deliver road and transport infrastructure improvements. Develop forward plan for
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... mix. Enterprise Zone delivery lead. Economic Development Strategy. Project to promote the Harlow opportunity commenced late 2017.	Moderate (3)	Major (4)	18		➡	Moderate (3)	Moderate (3)	13	improving transport infrastructure in Harlow. Take forward EZ skills plan to support development of a skilled workforce, Templefields public realm improvement initiatives

CR03 - Lack of Suitable Housing Mix

Risk Owner: Bloomer, Graeme

Last Reviewed: 31/12/2017

IF : If the town lacks a suitable housing mix

THEN : Then it will not attract or retain residents

BACKGROUND : The town requires a suitable housing mix to attract new and retain existing residents for an evolving and sustainable community. Supply must be balanced with demand and housing need, taking into account National Housing and Planning policies. As part of that mix, housing for local people that is genuinely affordable remains a high priority for the Council.

Inherent Likelihood: Likely (4)

Inherent Impact Major (4)

... Duty to cooperate discussions. Housing studies including joint ones to support the Local Plan.	Likely (4)	Major (4)	21		➡	Moderate (3)	Major (4)	18	Implement Local Development Plan
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CR04 - Lack of adequate Council housing

Risk Owner: Murray, Andrew

Last Reviewed: 31/12/2017

IF : If the Council does not provide adequate Council Housing it will not be able to fulfil housing needs.


THEN : If the Council does not provide adequate Council Housing it will not be able to fulfil housing needs.

BACKGROUND : Investment in the existing Council Housing stock is required to fulfil housing needs, maintain Decent Homes standards and improve housing conditions and Housing Options for tenants.

Inherent Likelihood: Moderate (3)

Inherent Impact Moderate (3)

Pathfinder Project, Priority Estates									
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Controls Already in Place	Residual Likelihood	Residual Impact	Residual Risk Score	Residual Risk Indicator	DoT	Foreseeable Likelihood	Foreseeable Impact	Foreseeable Risk Score	Additional actions to mitigate risk
... schemes (which includes provision for re-housing within Housing Association properties). Modern Homes (Housing Investment) programme, Asset Management Strategy, Tenancy Strategy, Allocations Policy, Homelessness Strategy, Tenant and Leaseholder Engagement Strategy	Likely (4)	Moderate (3)	17		➔	Moderate (3)	Moderate (3)	13	Consult on preferred options for housing growth in LDP, actions from Tenant Satisfaction Surveys and Landlord Survey, re-let repairs and maintenance contract (2017). Continuation of planning and modelling of HRA business plan.

CR05 - Inability to fulfill Community Leadership role

Risk Owner: Greer, Jane

Last Reviewed: 31/12/2017


IF : If the Council is unable to fulfil its community leadership role

THEN : Then partnering and strategic opportunities may be lost, impacting on strategic plans and the future of discretionary services

BACKGROUND : Discretionary services are dependent upon the Council's community leadership role which relies to some extent on co-production and co-operation of other agencies and organisations

Inherent Likelihood: Moderate (3)

Inherent Impact Major (4)

... Harlow Wellbeing Strategy, Safer Harlow Partnership	Moderate (3)	Major (4)	18		➔	Unlikely (2)	Moderate (3)	9	Crime and anti-social behaviour partnerships. Communications Plan (e.g. to tackle perceptions). Review of financial sustainability and delivery models of discretionary services.
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CR06 - Lack of Resources and Capacity, Council and key partners

Risk Owner: Bloomer, Graeme

Last Reviewed: 31/12/2017

IF : If the resources and capacity of the Council and key partners are diminished


THEN : Then the Council may not be able to fulfil its community aspirations

BACKGROUND : Tension between expectations of residents, priorities and resources available for street cleaning, waste & recycling, unadopted highways maintenance & landscaping requires careful prioritisation and management of expectations

Inherent Likelihood: Moderate (3)

Inherent Impact Major (4)

									Devise and implement new project plan for landscape and
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Essex Waste Management Plan, Waste Collection Contract, Street Scene 'contract' with HTS, Landscapes 'contract' with HTS, Town Park regeneration project, NEPP.	Moderate (3)	Major (4)	18		→	Moderate (3)	Moderate (3)	13	streetscene maintenance and improvement. Implement Community Engagement Strategy, actions from resident satisfaction surveys and budget survey, increase transparency, Communications Strategy, (Continue review of scope and spec of services).

CR07 - Ability to support children and family aspirations

Risk Owner: Greer, Jane

Last Reviewed: 31/12/2017


IF : If we are unable to support children and young people's (and their families) aspirations

THEN : Then this will adversely impact the skills and educational attainment of school leavers

BACKGROUND : Engagement of young people (and their families) and opportunities for all in education employment and the community will provide opportunities to raise aspirations and the current low skill base

Inherent Likelihood: Moderate (3)

Inherent Impact Moderate (3)

Signposting for residents (often through ECC), Partner agencies (statutory, voluntary, schools), promotion of and support to UTC and ARU , Youth Council, Harlow School Readiness project	Unlikely (2)	Moderate (3)	9		→	Unlikely (2)	Moderate (3)	9	Support creation and development of apprenticeships for young people in Local Plan and Procurement Policy, Engage with a range of partners to support families with complex needs, The Harlow School Readiness project has been extended across town
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CR08 - Information Governance and Data Compliance

Risk Owner: Keane, Brian


Last Reviewed: 31/12/2017

IF : If the Council does not adopt a holistic response to data and information governance

THEN : Then it may be unable to demonstrate statutory compliance

BACKGROUND : The Council requires an Information Governance Framework to ensure information is dealt with efficiently, effectively and in compliance with statutory provisions and regulations. The General Data Protection Regulation (GDPR) applies in the UK from 25 May 2018, replacing the Data Protection Act 1998, imposing a much tougher data protection regulatory framework. Also on the horizon is Electronic Data Protection Regulation (EDPR).

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Inherent Likelihood: Almost Certain (5) Inherent Impact Major (4)									
Existing policies relating to FIA and EIR. GDPR project group set up and project plan underway. Corporate Information Asset Register established and being reviewed. Electronic database identification underway. Awareness campaign has begun with employees. Regular monitoring by Governance Group. Browne Jacobson have been employed as legal consultants and are looking at Corporate policies and reviewing Privacy Notices.	Likely (4)	Major (4)	21	▲	→	Moderate (3)	Major (4)	18	Appoint/Nominate Data Controller. Data retention policy to be reviewed/refreshed. Corporate policy/process rollout and training across the Council. Fair Processing Notices require updating. Data sharing agreements to be reviewed, updated or drafted. Data Impact Assessments to be carried out as necessary.
CR09 - Provision of repairs, maintenance, landscape and streetscene services									
Risk Owner: Murray, Andrew									
Last Reviewed: 31/12/2017									
IF : If HTS (Property and Environment) Limited is unable to provide its contracted services									
THEN : Then Harlow Council may be unable to comply with its obligations with regards those services.									
BACKGROUND : Repairs, maintenance, landscape and streetscene services are currently contracted to HTS (Property and Environment) Limited. If HTS becomes unviable or finds itself unable to provide its contracted services, Harlow Council will need to arrange alternative provision of those contracted services to meet its obligations to residents.									
Inherent Likelihood: Unlikely (2) Inherent Impact Major (4)									
New Services Agreement. Contract wording and specifications confirm contractor requirements. Monthly									

Controls Already in Place	Residual Likelihood	Residual Impact	Residual Risk Score	Residual Risk Indicator	DoT	Foreseeable Likelihood	Foreseeable Impact	Foreseeable Risk Score	Additional actions to mitigate risk
... performance reviews involving Portfolio holders and three year Best Value review. HTS have regular reviews of Efficiency Plan and Risk Register. HTS risk register reviewed quarterly at Joint Performance Review Meeting (JPRM).	Unlikely (2)	Major (4)	14		➔	Unlikely (2)	Major (4)	14	Business Continuity Plans required relating to provision of the contracted services.