

Appendix A - Strategic Risks with Residual Risk Score between 18 and 25

Inherent Likelihood	Inherent Impact	Residual Likelihood	Residual Impact	Residual Risk Score	Residual Risk Indicator	DoT	Foreseeable Likelihood	Foreseeable Impact	Foreseeable Risk Score
CR01 - Financial resilience									
Risk Owner : Freeman, Simon									
Last Reviewed : 31/03/2019									
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. In addition uncertainty exists in respect of the Government's plans for local government funding reform and business rates retention.									
Likely (4)	Major (4)	Moderate (3)	Major (4)	18		➡	Moderate (3)	Moderate (3)	13
CONTROLS ALREADY IN PLACE : Development of the Council's MTFs and the detailed planning of future budgets is now undertaken early in the financial year and is an on-going 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 very small projected budget gaps over the period 2019/20 – 2021/22 subject to the outcomes of the anticipated Government funding review.									
ADDITIONAL ACTIONS TO MITIGATE RISK : 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.									
CR02 - The Harlow Offer									
Risk Owner : Greer, Jane									
Last Reviewed : 31/03/2019									
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									
Likely (4)	Major (4)	Moderate (3)	Major (4)	18		➡	Moderate (3)	Moderate (3)	13
CONTROLS ALREADY IN PLACE : Infrastructure plan (incl M11/J7A). Town centre improvements. Housing mix. Enterprise Zone delivery lead. Economic Development Strategy. Project to promote the Harlow opportunity commenced late 2017.									
ADDITIONAL ACTIONS TO MITIGATE RISK : Continued work with ECC to deliver road and transport infrastructure improvements. Develop forward plan for improving transport infrastructure in Harlow. Take forward EZ skills plan to support development of a skilled workforce. Town Centre public realm improvements.									
CR05 - Inability to fulfill Community Leadership role									
Risk Owner : Greer, Jane									
Last Reviewed : 31/03/2019									
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									
Moderate (3)	Major (4)	Moderate (3)	Major (4)	18		➡	Unlikely (2)	Moderate (3)	9
CONTROLS ALREADY IN PLACE : Health and Wellbeing Strategy, Safer Harlow Partnership, Regeneration Strategy									

Inherent Likelihood	Inherent Impact	Residual Likelihood	Residual Impact	Residual Risk Score	Residual Risk Indicator	DoT	Foreseeable Likelihood	Foreseeable Impact	Foreseeable Risk Score
ADDITIONAL ACTIONS TO MITIGATE RISK : Crime and anti-social behaviour partnerships. Communications Plan (e.g. to tackle perceptions). Review of financial sustainability and delivery models of discretionary services. Mental Health Strategy.									
CR08 - Information Governance and Data Compliance									
Risk Owner : Hill, Simon									
								Last Reviewed : 31/03/2019	
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 is working towards an Information Governance Framework to ensure information is dealt with efficiently, effectively and lawfully. The framework will allow oversight of policies and procedures required for compliance with GDPR/Data Protection legislation, Freedom of Information Act (FOIA) and Environmental Information Regulations (EIR) regimes and the anticipated Electronic Data Protection Regulations (EDPR)									
Almost Certain (5)	Major (4)	Moderate (3)	Major (4)	18	■	➔	Moderate (3)	Major (4)	18
CONTROLS ALREADY IN PLACE : Corporate FOI and EIR policies are effective. The GDPR officer working group completed policy reviews, staff and Member training and continues to advise on compliance. The statutory Data Protection Officer oversees compliance and reports serious breaches while sharing good practice and learning points and will continue to embed best practice. Permanent Data Protection Officer appointed. Information Governance Group initiated.									
ADDITIONAL ACTIONS TO MITIGATE RISK : Information Governance Group convene terms of reference and reporting mechanisms will include a rolling programme of policy and procedure reviews for data processing and sharing. Undertake Data Impact Assessments as necessary. Refresh training once framework approved – both general awareness for staff generally and specific expert training where appropriate.									