

Revised Corporate Risk Register for Harlow District Council

Objective	Risk No.	Risk	Background	Likelihood	Impact	Risk Owner	Inherent Risk Score			Controls already in place	Residual Risk Score			Foreseeable Risk Score			Additional actions to mitigate risk (4Ts)	Target Date
							Likelihood	Impact	Score		Likelihood	Impact	Score	Likelihood	Impact	Score		
Sound Resource Management	CRO1	If a sustainable budget is not secured, the Council will lack financial resilience	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.	Options for increasing revenue to enable the Council to compensate for reduced Government Funding are becoming extremely limited. Raising Council tax to meet the shortfall beyond the levels already included within the MTFS is unlikely to be an option. Given the budget reductions already made further budget savings will be extremely challenging if services are to be protected. Impact of recent govt announcements on General Fund and HRA budgets.	The impact of Significant budget cuts to enable a balanced budget to be delivered could have a major impact on delivery of the Council's corporate objectives. Impact on Council meeting statutory responsibilities and community aspirations in respect of discretionary services.	Head of Finance	4	4	21	MTFS and detailed planning of future budgets undertaken early in the financial year. Budget Monitoring process. However, for the period of the MTFS there are substantial budget reductions required to meet the Governments funding cuts which may impact on this in the medium to long term forecasts.	4	4	21	4	3	17	The majority of issues relating to the Council's finances are dictated by Government. However, the Council's financial situation continues to be monitored at a high frequency. The Administration will continue to be provided with options concerning the work of the Council and will decide upon how these financial challenges can be faced. Scrutiny review of discretionary services (Playhouse and Pets Corner).	Annual review
Regeneration and a thriving economy	CRO2	If the Harlow Offer is poor, the town will fail to attract new or retain current businesses	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	The macro economic impact on the retail sector is very uncertain. Low land values hinder investment. If priority allocation and funding by the Highways Agency and Government for M11 Junction 7a is not achieved impacting on attractiveness of Harlow.	Delays or failure to deliver regeneration. Timely delivery of M11 Junction 7a will be put at risk. Damaged reputation and perception towards the town. Potential loss of jobs and employment. Reduction in amount of income to the Council.	Head of Community Wellbeing	4	4	21	Infrastructure plan (incl M11/J7A). Town centre improvements. Housing mix. Enterprise Zone delivery lead. Economic Development Strategy (currently being drafted)	3	4	18	3	3	13	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, Templefields public realm improvement initiatives	Annual review
More and better housing	CRO3	If the town lacks a suitable housing mix, it will not attract or retain residents	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.	Lack of funding to build new homes. Lack of available land. Low land values. Lack of Local Plan (or non-approval due to failure to demonstrate Duty to Cooperate). Reluctance of housing developers to build out approved schemes will limit the supply of affordable housing as a proportion of private developments. Government policy in relation to social housing may limit the supply of affordable housing.	Lack of Local Plan could create lack of local control or direction, Lack of suitable housing may lead to people moving out of area. Inability to generate sufficient affordable housing. Impact on right population mix.	Head of Place	4	4	21	Duty to cooperate discussions. Housing studies including joint ones to support the Local Plan.	4	4	21	3	4	18	Implement Local Development Plan	Annual review
More and better housing	CRO4	If the Council does not provide adequate Council Housing it will not be able to fulfil housing needs.	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.	Lack of investment in Council Housing stock. Changes in government policy in relation to housing finance affects ability of the Council to maintain Decent Homes Standards.	Lack of suitable mix and quality of Council Housing stock. Increasing numbers on Housing Needs Register. impact on homelessness.	Head of Housing	3	3	13	Pathfinder Project, Priority Estates 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	4	3	17	3	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.	Annual review
Wellbeing and social inclusion	CRO5	If the Council is unable to fulfil its community leadership role, then partnering and strategic opportunities may be lost, impacting on strategic plans and the future of discretionary services	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	Health and wellbeing of the community could be affected due to inability to bring together partners and agencies to deliver adequate services. Discretionary services budget likely to be restricted or removed.	Residents unable to access adequate services. Frustration of community cohesion. Perception of Harlow Offer could deteriorate.	Head of Wellbeing	3	4	18	Harlow Wellbeing Strategy, Harlow Fairness and Diversity Partnership, Safer Harlow Partnership	3	4	18	3	3	13	Crime and anti-social behaviour partnerships. Communications Plan (e.g. to tackle perceptions). Review of financial sustainability and delivery models of discretionary services.	Annual review

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A Clean and green environment	CRO6	If the resources and capacity of the Council and key partners are diminished, the Council may not be able to fulfil its community aspirations	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	Lack of resources and/or capacity deliver services, failure to communicate objectives and initiatives, customer expectations not managed	Environmental services actions delayed, recycling rates stagnate or diminish, Resources diverted to reactive rather than proactive actions e.g. increase fly tipping. Reduced resident satisfaction.	Head of Place	3	4	18	Essex Waste Management Plan, Veolia contract, Street Scene contract, Landscapes contract, Town Park regeneration project, NEPP,	3	4	18	4	4	21	Implement Community Engagement Strategy, actions from resident satisfaction surveys and budget survey, increase transparency, Communications Strategy, re-let streetscene and landscapes contracts (2017), consider Veolia contract long term options. Continue review of scope and spec of services.	Annual review
Successful children and young people	CRO7	If we are unable to support children and young people's (and their families) aspirations, this will adversely impact the skills and educational attainment of school leavers	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	Lack of: leisure opportunities for children; youth services; health services; clubs e.g. scouts. Low levels of 'school readiness'.	Lack of educational attainment and aspirations leading to restriction in future employment opportunities for school leavers.	Head of Wellbeing	3	3	13	Strategic Partnership chaired by Chief Exec, 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 initiation	2	3	9	2	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, Extend Harlow School Readiness project across town, Dedicated post (add title) with 3 year funding.	Annual review