

Appendix 3 – Risk Appetite Definitions and Reporting Thresholds

		Risk Appetite Definition	Risk Appetite Reporting Threshold	Risk Appetite Statement
Corporate Priorities	More and better housing	Open	13	We invest when there is a good likelihood of return and opportunities to grow, choosing innovative options in order to deliver a significant contribution.
	Regeneration and a thriving community	Hungry	16	Our focus is on driving forward regeneration by taking on innovative projects which are resource intensive with long lead in times.
	Wellbeing and social inclusion	Moderate	8	Often working with partners we will continue to deliver our wellbeing strategy, usually taking moderate to low risk options.
	A clean and green environment	Moderate	8	Maintaining good levels of standards we tend towards exposure to modest levels of risk in order to achieve acceptable outcomes.
	Successful children and young people	Cautious	5	We will take low risk options to enhance in our support of children and young people.
	Resilience and recovery	Open	13	We prefer to seek low to moderate risk options to ensure business resilience. However, we acknowledge that when faced with unexpected business interruptions, it is sometimes necessary to accept higher levels of risk to ensure recovery is achieved quickly to minimise disruption to council services.
Guiding Principles	Sound resource management	Cautious	5	It is important the Council is getting its best from available resources whilst ensuring long term sustainability. We will seek best use of our resources, and generation of alternative funding in order to protect services.
	Being a community leader	Open	13	Promoting the needs of Harlow and being recognised as a community leader, we tend towards modest levels of risk to achieve outcomes.
	Equalities and Fairness.	Moderate	8	Developing and promoting the Equalities and Fairness agenda across Harlow, we usually take moderate to low risk options to achieve outcomes. The Council operates within a statutory framework at all times.

Definition	Risk Reporting Threshold
Avoid	1
Adverse	3
Cautious	5
Moderate	8
Open	13
Hungry	16