Objective	Risk Name	Residual Risk Score			Risk Appetite Definition for Objective	Risk Appetite Reporting Threshold	Difference between residual risk score and threshhold	Additional actions to mitigate risk (4Ts)	Target Date
		Likelihood	Impact	Score					
More and better housing	CR03 - Lack of suitable housing numbers and mix of housing	Unlikely (2)	Major (4)	14	Open	13	1	Direct delivery of council housing. Delivery of Harlow and Gilston Garden Town will spur the development of a wider housing offer.	
	CR04 - Lack of adequate Council housing	Moderate (3)	Moderate (3)	13	Open	13	0	Proposed implementation of LDP. Approved action Plan from regular Landlord Survey. Implement any proposed changes to HTS Property & Environment/group Board structure and Housing and Regeneration Strategy. Continuation of planning and modelling of HRA business plan. A five year council house building programme was approved by Cabinet in December 2018	
	CR09 - Provision of repairs, maintenance landscape and streetscene services	Unlikely (2)	Major (4)	14	Open	13	1	Business Continuity Plans required relating to provision of the contracted services.	
Regeneration and a thriving economy	CR02 - The Harlow Offer	Moderate (3)	Moderate (3)	13	Hungry	16	-3	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.	
Wellbeing and social inclusion	CR05 - Inability to fullfill Community Leadership role	Moderate (3)	Moderate (3)	13	Moderate	8	5	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.	
A Clean and green environment	CR06 - Lack of Resources and Capacity, Council and key partners	Moderate (3)	Major (4)	18	Moderate	8	10	Devise and implement new project plan for landscape and streetscene maintenance and improvement. Implement actions from resident satisfaction surveys and budget survey, increase transparency, Communications Strategy, (Continue review of scope and spec of services). Work with HTS to re-implement landscape programme frozen by Covid-19 restrictions.	
	CR09 - Provision of repairs, maintenance landscape and streetscene services	Unlikely (2)	Major (4)	14	Moderate	8	6	Business Continuity Plans required relating to provision of the contracted services.	
Successful children and young people	CR07 - Ability to support children and family aspirations	Unlikely (2)	Moderate (3)	9	Cautious	5	4	Support creation and development of apprenticeships for young people, Engage with a range of partners to support families with complex needs, The Harlow School Readiness project has been extended across town	
Being the Community Leader	CR10 - Inability to fullfill Community Leadership role	Unlikely (2)	Major (4)	14	Open	13	1	Continue to lobby and liaise with stakeholders	
Sound Resource Management	CR01 - Financial Resilience	Moderate (3)	Major (4)	18	Cautious	5	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.	
Equalities and Fairness	CR08 - Equality and Diversity	Moderate (3)	Major (4)	18	Moderate	8	10	Implement the Corporate Equalities Action Plan Publication of information relating to people who share protected characteristic who are employees and people affected by the Council's policies and procedures. Implement recommendations from the Religious Diversity Working Party.	**Annual review 31/03/21**
Resilience and recovery	CR11 - Business Resilience	Moderate (3)	Moderate (3)	13	Open	13	0	BCP Training/communication/Testing	Weekly Review during Covid-19 Recovery phase
	CR11a - Business Resilience: meteorological events	Moderate (3)	Minor (2)	8					
	CR11b - Business Resilience: biological events	Moderate (3)	Moderate (3)	13					
	CR11c - Business Resilience: accidental cause	Unlikely (2)	Moderate (3)	9					
	CR11d - Business Resilience: intentional cause	Rare (1)	Moderate (3)	6					
	CR11e - Business Resilience: technological events	Unlikely (2)	Minor (2)	5					