

| Objective | Risk Name | Residual Risk Score | | | Risk Appetite Definition for Objective | Risk Appetite Reporting Threshold | Difference between residual risk score and threshold | Additional actions to mitigate risk (4Ts) |
|--------------------------------------|---|---------------------|--------------|-------|--|-----------------------------------|--|--|
| | | 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. Bad debt provision reviewed as income recovery is monitored |
| | 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 fulfill 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. Health and Wellbeing Strategy will now be delivered by Autumn 2022 |
| 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 fulfill 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. |
| Resilience and | CR11 - Business | Moderate (3) | Moderate (3) | 13 | Open | 13 | 0 | BCP Training/communication/Testing |
| | 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 | | | | |