

Risk Name	CR01 - Financial Resilience
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Risk Owner	Director of Finance	Review Date	15 February 2024
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Impacted Objective	An Efficient Council
Risk Appetite Definition and Threshold	Moderate (8)

Risk	If a sustainable budget is not secured, then the Council will lack financial resilience
Background	<p>Key Drivers –</p> <ul style="list-style-type: none"> • The Government’s fiscal policy in respect of deficit reduction and the long term impact this has on reducing public sector funding coupled with ongoing uncertainty regarding local government funding reform and business rates retention. • Ambitions to reduce the local taxation burden • Economic situation locally, nationally, and globally post pandemic are providing significant challenges especially in respect of cost growth pressures. • In this environment delivering a sustainable Medium Term Financial Plan is a more significant challenge than the council has faced for several years. Innovative solutions will be required to deliver an outcome that increases efficiency and creates new revenue streams to ensure valued services can continue whilst prioritising the key strategic objectives and maintaining a balanced MTFP.

Risk Likelihood	Options for increasing revenue to enable the Council to compensate for reduced Government Funding are becoming extremely limited considering changes made to financing options by the Government. Given the budget reductions already made in delivering previous budgets, further savings will be extremely challenging if services are to be protected. Pressures are now evident not only in the General Fund but also the Housing Revenue Account as a result of Government rent policy.
Risk Impact	The impact of any further significant budget cuts to enable a balanced budget to be delivered could have a major impact on delivery of the Council's strategic objectives. Over the period of the MTFP there could be an impact on Council's ability to meet statutory responsibilities and community aspirations in respect of discretionary services.

Controls in Place	Additional Actions to mitigate risk (4T's)
Development of the Council's MTFP and the detailed planning of future budgets is an on-going process rather than an annual review feeding from other management reporting processes. The council is revising its MTFP earlier for 2024/25 given the economic situation and the impacts this will have on budgets and financial planning. Inflationary pressures, especially in relation to pay and materials and construction coupled with core funding uncertainty and the ongoing impacts from Covid-19 make financial forecasts difficult but this is being managed through scenario planning to assist. Regeneration ambitions and proposals are being supported with specific funding bids where possible.	Efficiencies will be investigated as a way for looking to reduce the overall cost base. Some reprioritisations may be required in the Housing and non-housing capital programme as a way of accelerating delivery whilst reducing financing costs. Reviews are underway across all services including the councils LATCo to help deliver the required efficiencies/income generation. The Council continues to seek available and innovative funding opportunities to facilitate the council's regeneration programme and other Capital expenditure. A balance 2023/24 budget was set at February Council meeting.

Inherent Risk		Residual Risk	
Likelihood	Impact	Likelihood	Impact
Likely (4)	Major (4)	Moderate (3)	Major (4)
16		12	

Risk Name	CR02 – Infrastructure and Housing
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Risk Owner	Director of Strategic Growth and Regeneration	Review Date	30 September 2023
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Impacted Objective	Economic Growth (EG) An Efficient Council (EC) Social Cohesion (SC) Safeguarding the Environment (SE)
Risk Appetite Definition and Threshold	EG: Hungry (15), EC: Moderate (8), SC & SE: Open (10)

Risk	If we do not have sufficient and adequate infrastructure, then the town will not achieve its growth potential or risks being adversely impacted by growth in surrounding Districts.
Background	Housing and economic growth is supported by having critical mass and appropriate infrastructure to facilitate development. The council can influence this by working with stakeholders to accelerate development and to align this with essential infrastructure

Risk Likelihood	Lack of sufficient and/or adequate infrastructure at the appropriate time Investment costs Lack of funding Lack of private investment Lack of available good quality workspace Slow delivery of HGGT Poor availability of land supply for housing Constrained local transport network
Risk Impact	Poor infrastructure Inability to attract high value/high skilled business to Harlow Unaffordable housing Inability to deliver growth within required timeframe Stagnation of economic growth for Harlow

Controls in Place	Additional Actions to mitigate risk (4T's)
Development of Rolling Infrastructure Fund Up to date Local Plan Development of Innovation Park and Enterprise Zones Affordable Housing Strategy Town Centre Master Plan Harlow Investment Fund Neighbourhood Renewal Plan	Further lobbying, development of Sustainable Transport Corridor network, River Stort Crossings, Agreement of S106 package for Gilston development to include infrastructure investment in Harlow. Progress to establish a Joint Committee between the HGGT partners which will bring forward the Rolling Infrastructure Fund.

Inherent Risk		Residual Risk	
Likelihood	Impact	Likelihood	Impact
Moderate (3)	Major (4)	Moderate (3)	Moderate (3)
12		9	

Risk Name	CR03 – Community & Business Resilience
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Risk Owner	Director of Communities and Environment	Review Date	14 February 2024
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Impacted Objective	Economic Growth (EG) Social Cohesion (SC)
Risk Appetite Definition and Threshold	EG: Hungry (15), SC: Open (10)

Risk	If we fail to attract amenities, investment and skills, then the town will not achieve its economic growth potential
Background	Harlow must grow and attract of businesses that create higher value jobs together with providing opportunities and skills to enable local people to benefit

Risk Likelihood	Lack of sufficient resources Lack of engagement from business Lack of council interventions Failure to take opportunities to increase supply chains Inability to take advantage from Levelling Up agendas at county and national level Failure to capitalise on Innovation Park and Enterprise Zones
Risk Impact	Stagnation of town regeneration Less job opportunities and lower skilled workforce within the town Lack of investment Unaffordable housing costs for local residents Impact on Health and Wellbeing

Controls in Place	Additional Actions to mitigate risk (4T's)
Economic Development Strategy - Adopted by Cabinet 2023 Community Resilience Strategy - Adopted by Cabinet 2022 Health and Wellbeing Strategy - Adopted by Cabinet 2022 Community Safety Strategy - Adopted by Cabinet 2022 Levelling Up (Essex CC) has identified skills and also education as a priority for Harlow Levelling up (govt) have invested funding into Harlow Town Centre Acquisition of Harvey Centre, allowing the Council to have influence over its future (within LUF scheme delivery) and regeneration of the town centre.	Delivery of schemes under the Levelling Up and Towns Fund programmes. Harlow Regeneration Partnership. Development of a 'Prospectus' to market investment opportunities within the town centre and attendance of UKREiif in May 2024 to further promote these.

Inherent Risk		Residual Risk	
Likelihood	Impact	Likelihood	Impact
Moderate (3)	Major (4)	Moderate (3)	Moderate (3)
12		9	

Risk Name	CR04 - Lack of adequate Council housing
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Risk Owner	Director of Housing	Review Date	23 October 2024
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Impacted Objective	Social Cohesion (SC) An Efficient Council (EC) Safeguarding the Environment (SE)
Risk Appetite Definition and Threshold	EC: Moderate (8), SC & SE: Open (10)

Risk	If the Council does not provide sufficient and adequate Council Housing it will not be able to fulfil housing needs.
Background	Continued investment in the existing Council Housing stock together with building new council homes is required to fulfil housing needs, maintain Decent Homes standards and improve housing conditions and Housing Options for tenants.

Risk Likelihood	Lack of balanced MTFS Lack of investment in Council Housing stock. Delays in planned works to flat blocks due to leaseholder challenge Lack of suitable sites to build new council homes Inability/cost to build sustainable council homes Failure/delays obtaining planning permission for new build sites Failure/delay in attracting suitable contractors
Risk Impact	Lack of suitable mix and quality of Council Housing stock. Delays in planned building programme Increasing numbers on Housing Needs Register. Impact on homelessness. Adverse impact on tenants' cost of living

Controls in Place	Additional Actions to mitigate risk (4T's)
Regulatory Board "governance" determine priorities and monitor outcomes, Allocations and Homelessness Strategies- Partnership Resources prioritised. Affordable Housing Strategy-Affordability and need. Sub Regional Strategy (influence and actively seek partnership opportunities with other housing providers)-Active part in devolution discussions. Housing regulatory Plan-Enhanced performance management., and reporting. HRA Business Plan (2022-2052 approved by Cabinet February 2023)-use of resources, delivery plans, and regulatory requirement. Supported Housing Five Year Plan-aligning to government priorities and resources.	Revised House Building programme March 2022-financing, rent setting, and impact on Council Housing Needs register (HNR)

Inherent Risk		Residual Risk	
Likelihood	Impact	Likelihood	Impact
Moderate (3)	Moderate (3)	Moderate (3)	Moderate (3)
9		9	

Risk Name	CR05 – Human Capital
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Risk Owner	DIRECTOR OF GOVERNANCE AND CORPORATE SUPPORT	Review Date	30 September 2023
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Impacted Objective	An Efficient Council
Risk Appetite Definition and Threshold	Moderate (8)

Risk	If the council does not have a resourced People Resource Plan – that considers new ways of working, then this may create significant workforce issues around having the right skills, behaviours, productivity and capacity, each of which may adversely impact upon service delivery if not managed effectively.
Background	People Resource Planning is about: The link between the Council’s strategies, the operating environment and its people plans. Identifying the workforce staffing and training needs, future skills and competencies needed to deliver new and improved services within a changing resource and partnership context. Understanding the current workforce, leading to a comparison between present and future skills and competencies and identifying any gap between the two. Developing strategies and plans to eliminate those gaps.

Risk Likelihood	Senior leadership fails to direct Lack of development and training opportunities Inability to recruit talent Lack of progression opportunities Inability to recruit and retain to key posts and as such unable to deliver service Creation of single points of failure Budgetary pressure on staffing resources ‘Firefighting’ and capacity
Risk Impact	Leadership void Loss of knowledge or experience Service disruption/loss of service Appointment of unsuitable person to a key role Talent not identified within existing employee pool Negative impact on staff morale, increase staff absenteeism Increase in employee turnover Increase in agency costs Increased workloads may disenchant existing experienced staff A major service delivery failure leaves the council exposed. Reputational issues. Financial cost to rectify/settle. Staff recruitment and retention issues. Maladministration. Employee relations issues

Controls in Place	Additional Actions to mitigate risk (4T’s)
Resourced People and Resource Plan that recognises and supports new ways of working Continued engagement with staff and trade unions	Review of other key HR Policies and Procedures Review of decision making processes Increased Wellbeing initiatives for employees Commitment to hybrid working and policy Continued investment and support in the development of digitising HR processes and data management via iTrent/i-Learn (or relevant HR system). Maximising staff development opportunities from Apprenticeship Levy. Requirement of development and talent spotting programme across whole council to feed into succession planning Annual Staff Surveying to inform future workforce strategies

Inherent Risk		Residual Risk	
Likelihood	Impact	Likelihood	Impact
Moderate (3)	Major (4)	Moderate (3)	Major (4)
12		12	

Risk Name	CR06 – Recession and Cost of Living
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Risk Owner	Director of Communities and Environment	Review Date	14 February 2024
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Impacted Objective	Economic Growth (EG) Social Cohesion (SC)
Risk Appetite Definition and Threshold	EG: Hungry (15), SC: Open (10)

Risk	If the cost of living crisis continues on adverse trajectory, then a UK recession could be triggered which will impact quality of life of Harlow communities and local business
Background	High inflation is outstripping wage and benefit increases nationally, exacerbated by energy and commodity prices and global supply chain disruption. This has added to concerns that falling consumer spending will promote a UK recession.

Risk Likelihood	Increased prices – energy and inflation in particular
Risk Impact	Stagnation of town regeneration Lack of investment Unaffordable living costs for local residents Impact on Health and Wellbeing Increased use of foodbank More people on poverty line Increased likelihood of homes being repossessed. Increased homelessness Increased reliance upon benefits Funding from other partners for Community Hub not made available

Controls in Place	Additional Actions to mitigate risk (4T's)
Economic Development Strategy Community Resilience Strategy Health and Wellbeing Strategy Community Safety Strategy Warm places set up around Harlow (HDC and other providers) Working with voluntary and community sector to support residents. Have provided advice in multi format – i.e. Social media, paper format, posters etc. Support for “Community Hub” (Rainbow Services), some funding secured via Shared prosperity fund that will cover part of costs until March 25. Work with mortgage providers and residents at an early stage.	On going dialogue with NHS, Essex CC, and Rainbow services from funding for Community hub to encourage others to contribute – this is ongoing and anticipated to be successful.

Inherent Risk		Residual Risk	
Likelihood	Impact	Likelihood	Impact
Likely (4)	Major (4)	Likely (4)	Major (4)
16		16	

Risk Name	CR07 – Climate Change
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Risk Owner	Director of Communities and Environment	Review Date	30 September 2023
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Impacted Objective	Safeguarding the Environment
Risk Appetite Definition and Threshold	Open (10)

Risk	If the council does not lead on carbon emissions reduction, then it is unlikely to meet its carbon net zero target of 2040
Background	<p>Local authorities are well placed to drive and influence emissions reductions in their areas through the services they deliver, their role as social landlords, community leaders and major employers, and their regulatory and strategic functions. In addition to managing its own carbon reduction programme, it must encourage residents and business alike to play their part in reaching the ambitious target for the town. Achieving Net Zero townwide emissions by 2040, including Council operations, homes and the built environment, and businesses will require.</p> <ul style="list-style-type: none"> • Working and influencing all residents, businesses, and public bodies. • Increasing our resilience to climate change through mitigation and adaptation. • Reducing our consumption of resources, reducing waste, and increasing reuse and recycling in Harlow. • Achieving a significant shift towards more sustainable means of transport. • Achieving significant retrofit of our housing stock.

Risk Likelihood	<p>Lack of suitable environmental policies to protect green spaces. Lack of investment in green initiatives Lack of engagement from local residents and business Inability to enforce or encourage sustainable housebuilding Lack of availability of EV points</p>
Risk Impact	<p>Failure to reach carbon net zero target. Town's contribution to national climate change ambitions frustrated. Reputational risk to Harlow Council if it does not meet government and self-set target.</p>

Controls in Place	Additional Actions to mitigate risk (4T's)
<p>PV panel project on council-owned buildings EV charging points installed and opportunity for more being pursued. Landscape policy to be developed to identify biodiversity areas. Work in partnership with local and national organisations to share research, information, and best practice. Attend the appropriate conferences, training events and webinars. Keep abreast of best practice and new initiatives. Ensure opportunities for retrofit of the housing stock are pursued. Education events for SME to be hosted via the Business Forum (Harlow Council are organisers).</p>	<p>Develop Climate Change Strategy Develop Tree Strategy Climate Change officer to be recruited to drive development of strategy and action plan. Use information from IBEX report to guide action planning. Use expert consultants when specialist knowledge is required. Delivering training to staff and councillors Advice to be made available via various channels Work with Veolia to increase recycling rates. Ensure opportunities for retrofit of the housing stock continue to be pursued.</p>

Inherent Risk		Residual Risk	
Likelihood	Impact	Likelihood	Impact
Moderate (3)	Major (4)	Moderate (3)	Major (4)
12		12	

Risk Name	CR08 – Supply Chain Disruption
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Risk Owner	Director of Housing	Review Date	14 February 2024
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Impacted Objective	An Efficient Council
Risk Appetite Definition and Threshold	Moderate (8)

Risk	If suppliers are unable to provide contracted services, then Harlow Council may not be able to comply with its statutory, regulatory, and strategic, service delivery obligations.
Background	Harlow Council contracts out several major services. Waste and recycling services are currently contracted to Veolia and repairs, maintenance, landscape, and street scene services are currently contracted to HTS Group. If those suppliers become unavailable or fail to provide their contracted level of services, Harlow Council would need to arrange alternative provision to meet its obligation to residents

Risk Likelihood	Capacity of key suppliers to manage contractual obligations and delivery within agreed budget. Capacity of HDC management to adequately monitor contractor performance. Failure and/or insolvency of contractor Known rising costs of utilities and materials may trigger relief events within contracts at monetary cost or reductions in service delivered to the Council. Inability to attract suitable contractors
Risk Impact	Significant reputational, contractual and compliance implications Additional costs, fines, or penalties from inadequate or unsatisfactory service provision. Costs and time delays in the Procurement of new contractor. Budget pressures due to shared impact of financial pressures.

Controls in Place	Additional Actions to mitigate risk (4T's)
Legal contractual arrangements used to seek performance/other bonds and guarantees. HTS Group Ltd Business Plan approved that aims to deliver a framework to move the group forward to improve performance and access new commercial opportunities that would increase the return to taxpayers. HTS contract performance monitoring. Waste contract performance monitoring arrangements in place. HTS Group Ltd Business Plan -use of resources, and risk mitigation.	Due diligence processes during procurement. Clear scoping and technical requirements set out in the procurement documentation. Independent review and audit of services delivered. Tender evaluation process not solely focussed on pricing - Quality plays a significant part of the assessment to ensure appointed contractors/suppliers have responded adequately and clearly to the council's requirements. New measures under procurement reforms to be introduced

Inherent Risk		Residual Risk	
Likelihood	Impact	Likelihood	Impact
Moderate (3)	Major (4)	Moderate (3)	Major (4)
12		12	

Risk Name	CR09 - Business Continuity
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Risk Owner	Director of Governance and Corporate Services	Review Date	14 February 2024
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Impacted Objective	An Efficient Council
Risk Appetite Definition and Threshold	Moderate (8)

Risk	If the Council does not have adequate Business Continuity arrangements, then it may struggle to recover from events which prevent it delivering normal levels of service.
Background	Emergency Planning, Business Continuity Plans including Disaster Recovery, Insurance Policies including Terrorism, Property maintenance plans, Engineering Inspection Contract, Statutory Testing of equipment, heating systems, electrical, Fire Risk Assessments, Cyber Security

Risk Likelihood	<p>Meteorological (e.g. extreme temperatures - hot and cold- flood, lightning, snow and ice, storms);</p> <p>Biological (Food-borne illnesses, Infectious/communicable/epidemic/pandemic diseases);</p> <p>Accidental Cause (building/structure collapse, entrapment, explosion/fire, fuel/resource shortage, hazardous material spill or release, equipment failure, transportation incident, unavailability of key employees);</p> <p>Intentional Cause (arson, bomb threat, demonstrations/civil disturbance/riot, acts of war, cyber security incidents, robbery/theft/fraud, strike or labour dispute, suspicious package, terrorism, vandalism/sabotage);</p> <p>Technological (Hardware, software and network connectivity interruption, disruption or failure, utility interruption, disruption or failure)</p>
Risk Impact	People (Employees, Residents); Property (Civic/operational Buildings, Housing, Commercial Property); Operations; Statutory Duties; Environment; Supply Chains, Reputation

Controls in Place	Additional Actions to mitigate risk (4T's)
As per sub risks: CR09a – Meteorological events CR09b – Biological events CR09c – Accidental cause CR09d – Intentional cause CR09e – Technological events	As per sub risks CR09a, CR09b, CR09c, CR09d and CR09e BC test, with HTS, to take place in February 2024

Inherent Risk		Residual Risk	
Likelihood	Impact	Likelihood	Impact
Almost Certain (5)	Major (4)	Moderate (3)	Moderate (3)
20		9	

Risk Name	CR09a - Business Resilience: Meteorological events
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Risk Owner	Director of Governance and Corporate Services	Review Date	14 February 2024
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Impacted Objective	An Efficient Council: Business Continuity
Risk Appetite Definition and Threshold	Moderate (8)

Risk	If the Council does not have adequate Business Continuity arrangements, then it may struggle to recover from events which prevent it delivering normal levels of service
Background	Emergency Planning, Business Continuity Plans including Disaster Recovery, Insurance Policies including Terrorism, Property maintenance plans, Engineering Inspection Contract, Statutory Testing of equipment, heating systems, electrical, Fire Risk Assessments, Cyber Security

Risk Likelihood	Meteorological (e.g. extreme temperatures – hot and cold- flood, lightning, snow and ice, storms/strong winds);
Risk Impact	People (Employees, Residents); Property (Civic/operational Buildings, Housing, Commercial Property); Operations; Statutory Duties; Environment; Supply Chains, Reputation

Controls in Place	Additional Actions to mitigate risk (4T's)
Emergency Planning severe weather plan, Business Continuity Plans including Disaster Recovery reviewed regularly, Partner business Continuity Plans in place for key services such as HTS Group and Veolia New ways of working allow flexibility for workforce, Insurance Policies including Terrorism, Property maintenance plans, Engineering Inspection Contract, Statutory Testing of equipment, heating systems, electrical, Fire Risk Assessments, Cyber Security	BCP Training/communication/Testing

Inherent Risk		Residual Risk	
Likelihood	Impact	Likelihood	Impact
Almost Certain (5)	Major (4)	Moderate (3)	Moderate (3)
20		9	

Risk Name	CR09b - Business Resilience: biological events
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Risk Owner	Director of Governance and Corporate Services	Review Date	14 February 2024
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Impacted Objective	An Efficient Council: Business Continuity
Risk Appetite Definition and Threshold	Moderate (8)

Risk	If the Council does not have adequate Business Continuity arrangements in respect of illnesses and disease, then it may suffer business interruption or disruption when such an event occurs
Background	The council should be prepared for biological risks such as food-borne illnesses and infectious/communicable diseases/pandemics to minimise disruption to council operations and coordinate local response where required.

Risk Likelihood	Biological (Food-borne illnesses, Infectious/communicable/epidemic/pandemic diseases)
Risk Impact	Employees and residents could become ill; Civic and commercial buildings may need to be shut, have restricted access or be repurposed. Housing property may be subject to restrictions, rules or guidelines. Recovery duty sits with the Council so interruption may last longer for Council service delivery than on other affected local organisations. Operations may be affected; Statutory Duties may be more difficult to fulfill; Supply Chains may be affected, Reputation may suffer or improve.

Controls in Place	Additional Actions to mitigate risk (4T's)
<p>Process for response and recovery was tested via Covid-19 Response and Internal Recovery Group in 2020/21 and 2021/22.</p> <p>Multi-agency working structures tested via ERF exercises on annual basis.</p> <p>Corporate Business Continuity Plan updated in 2022.</p> <p>New ways of working allow flexibility for workforce, Environmental Health operations (foodborne illnesses, such as salmonella or E. Coli, can usually be minimised by correct food processing and handling techniques)</p>	<p>Continue to monitor Health surveillance briefings and Government direction</p>

Inherent Risk		Residual Risk	
Likelihood	Impact	Likelihood	Impact
Almost Certain (5)	Major (4)	Moderate (3)	Minor (2)
20		6	

Risk Name	CR09c - Business Resilience: accidental cause
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Risk Owner	Director of Governance and Corporate Services	Review Date	14 February 2024
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Impacted Objective	An Efficient Council: Business Continuity
Risk Appetite Definition and Threshold	Moderate (8)

Risk	If the Council does not have adequate Business Continuity arrangements in respect of accidental events, then it may suffer business interruption or disruption when such an event occurs
Background	Human-Caused risks vary in degrees of severity. Accidental Human-Caused events can be avoided or mitigated through adequate risk management and adherence to standards plus adequate business continuity arrangements.

Risk Likelihood	Accidental Cause (building/structure collapse, entrapment, explosion/fire, fuel/resource shortage, hazardous material spill or release, equipment failure, transportation incident, unavailability of key employees);
Risk Impact	People (Employees, Residents) may be locked out of buildings. People could be injured; Property could be damaged; Operations could be restricted; Statutory Duties may be more difficult to achieve; Environment could suffer; Supply Chains might be disrupted, Reputation could suffer

Controls in Place	Additional Actions to mitigate risk (4T's)
Property maintenance plans Electrical and Gas statutory inspections Engineering Inspection Contract Insurance Policies Emergency Planning Business Continuity plans reviewed regularly Fire Safety Plans Safety Committee Mandatory H&S at work training New ways of working allow flexibility for workforce	

Inherent Risk		Residual Risk	
Likelihood	Impact	Likelihood	Impact
Unlikely (2)	Catastrophic (5)	Unlikely (2)	Moderate (3)
10		6	

Risk Name	CR09d - Business Resilience: intentional cause
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Risk Owner	Director of Governance and Corporate Services	Review Date	14 February 2024
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Impacted Objective	An Efficient Council: Business Continuity
Risk Appetite Definition and Threshold	Moderate (8)

Risk	If the Council does not have adequate Business Continuity arrangements in respect of intentional or malicious events, then it may suffer business interruption or disruption when such an event occurs
Background	Human-Caused risks vary degrees of severity. Intentional Human-Caused events can be difficult to predict and minimize but business continuity arrangements may minimise disruption or interruption to operations if such an event occurs.

Risk Likelihood	Intentional Cause (arson, bomb threat, demonstrations/civil disturbance/riot, acts of war, cyber security incidents, robbery/theft/fraud, strike or labour dispute, suspicious package, terrorism, vandalism/sabotage);
Risk Impact	People (Employees, Residents) may be locked out of buildings or locked in. Employees could be attacked; Property may be attacked and damaged; Operations could be restricted; Statutory Duties may be more difficult to achieve; Supply Chains might be disrupted, Data breach could occur, Reputation could suffer

Controls in Place	Additional Actions to mitigate risk (4T's)
Emergency Planning Business Continuity Plans reviewed regularly Disaster Recovery Plans reviewed regularly Fraud policy and procedures in place Terrorism Insurance	

Inherent Risk		Residual Risk	
Likelihood	Impact	Likelihood	Impact
Rare (1)	Moderate (3)	Rare (1)	Moderate (3)
3		3	

Risk Name	CR09e - Business Resilience: technological events
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Risk Owner	Director of Governance and Corporate Services	Review Date	14 February 2024
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Impacted Objective	An Efficient Council: Business Continuity
Risk Appetite Definition and Threshold	Moderate (8)

Risk	If the Council does not have adequate Business Continuity arrangements in respect of the technology it uses, then it may suffer business interruption or disruption when such an event occurs
Background	Technological risks to business are increasingly common due to a growing reliance on technology. The council should ensure it has necessary prevention measures in place and effective plans to minimise disruption or interruption to operations

Risk Likelihood	Technological events (Hardware, software and network connectivity interruption, disruption or failure, utility interruption, disruption or failure)
Risk Impact	Employees may be unable to connect to systems, Council may be unable to provide online services, Communication could be restricted or exploited; Residents may be unable to access website, contact the council or make payments to the council; Operations may be affected; Reputation

Controls in Place	Additional Actions to mitigate risk (4T's)
<ul style="list-style-type: none"> • Disaster Recovery plans • IT Maintenance and security testing (preventative measures) • IT service contracts for delivery of patches where vulnerabilities are identified • Back-up generator and testing • Computer insurance • Business Continuity Plans reviewed regularly • BC exercise for power failures undertaken in December 2022 • Phishing exercises and cyber training delivered in 2023 • New cloud based VPN in place and migration to this commenced 	<ul style="list-style-type: none"> • Continue to maintain and upgrade existing software and hardware. • Cloud migration plans – completion of migration to new VPN, cloud environment build and data migration programmed.

Inherent Risk		Residual Risk	
Likelihood	Impact	Likelihood	Impact
Moderate (3)	Moderate (3)	Unlikely (2)	Minor (2)
9		4	