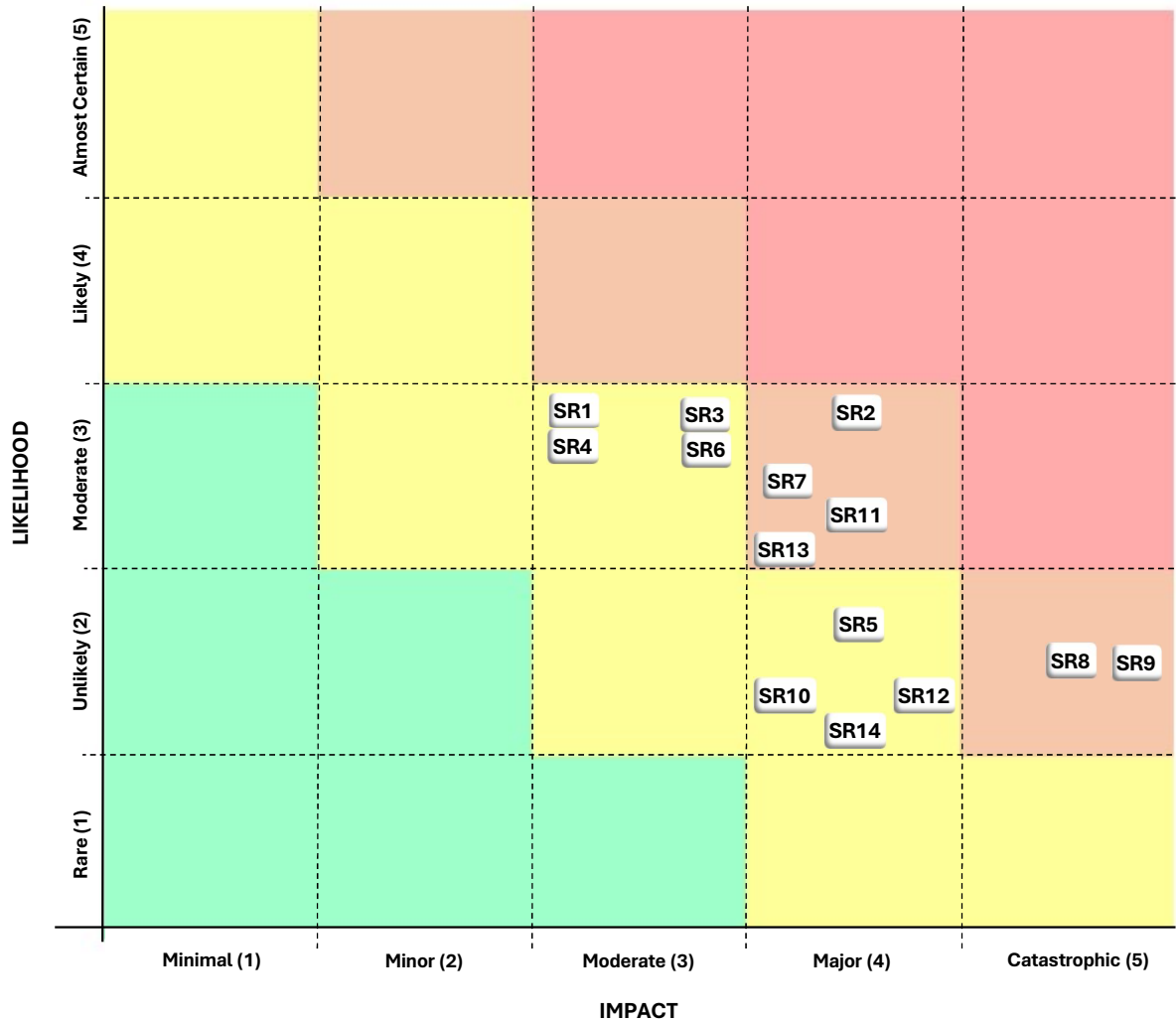


STRATEGIC RISK DASHBOARD



	SCORE	RATING	
SR1	9	MEDIUM	→
SR2	12	HIGH	→
SR3	9	MEDIUM	→
SR4	9	MEDIUM	→
SR5	8	MEDIUM	→
SR6	9	MEDIUM	→
SR7	12	HIGH	→
SR8	10	HIGH	→
SR9	10	HIGH	→
SR10	8	MEDIUM	→
SR11	12	HIGH	→
SR12	8	MEDIUM	→
SR13	12	HIGH	→
SR14	8	MEDIUM	→

HARLOW DISTRICT COUNCIL STRATEGIC RISK REGISTER

Risk No.	Corporate Mission	Risk Name and Description	Risk Owner	Portfolio Holder Owner	Inherent Score (Before Controls)			Controls	Residual Risk (July 2024)			Direction of Travel	Additional Actions/Comments
					Likelihood	Impact	Score		Likelihood	Impact	Score		
SR1	Transform Harlow's Housing	Adequate Housing - If there is not sufficient and adequate Housing provided the town will not be able to fulfil housing needs.	Assistant Director - People	Housing	3	3	MEDIUM	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 approved by Cabinet - use of resources, delivery plans, and regulatory requirement. Supported Housing Five Year Plan-aligning to government priorities and resources.	3	3	MEDIUM	➔	Deliver Council House Build Programme; Rent setting 2024/25 Q4;
4													
SR2	Renew our Neighbourhoods	Climate Change - If the council does not lead on carbon emissions reduction, then it is unlikely to meet its carbon net zero target of 2040	Assistant Director - Planning and Environment	Environment and Sustainability	3	4	HIGH	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).	3	4	HIGH	➔	Consult on 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.
SR3	Rebuild our Town	Infrastructure - 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.	Assistant Director - Regeneration and Commercial Development	Leader	3	4	HIGH	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. Established Joint Committee between HGGT Partners	3	3	MEDIUM	➔	Development of Sustainable, Transport Corridor network, River Stort Crossings, Agreement of S106 package for Gilston development to include infrastructure investment in Harlow.
SR4	Secure Investment for Harlow's Future	Economic growth - If we fail to attract amenities, investment and skills, then the town will not achieve its economic growth potential	Assistant Director - Planning and Environment	Garden Town and Planning	3	4	HIGH	Economic Development Strategy, Community Resilience Strategy. 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.	3	3	MEDIUM	➔	Delivery of schemes under the Levelling Up and Towns Fund programmes and Harlow Regeneration Partnership. Development of a 'Prospectus' to market investment opportunities within the town centre and attendance of UKREif in May 2024 to further promote these.
SR5	Protect our Communities	Safeguarding the Vulnerable - If we fail to follow our internal policies and procedures in relation to safeguarding vulnerable adults and children then their welfare may suffer.	Assistant Director - Community Resilience	Community and Wellbeing	2	4	MEDIUM	safeguarding mandatory training in place. Job specific checks identified and centrally carried out and monitored. Active participant in Essex safeguarding board. Joint working with partners via Safer Harlow Partnership to identify possible causes of safeguarding issues and ensure joined up working to tackle this.	2	4	MEDIUM	➔	Bi-annual Essex Child and Adult Safeguarding Board audits. Updated in-house training module.
SR6	Deliver High-Performing Council Services	Business Continuity - 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.	Assistant Director - Corporate Services	Corporate Services and Transformation	5	4	VERY HIGH	Emergency Planning severe weather plan Multi-agency working structures tested via ERF exercises on annual basis. 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. Relevant insurance Policies in place. BC test took place in February 2024	3	3	MEDIUM	➔	Annual reviews of service level plans in 2024/25. Repeat testing in 2024/25

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					Likelihood	Impact	Score		Likelihood	Impact	Score		
SR7	Deliver High-Performing Council Services	Contracts and Partnership management - 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, resulting in reputational and financial adverse impacts.	Assistant Director - Governance, HR and Legal	Corporate Services and Transformation	3	4	HIGH	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. Due diligence processes during procurement.	3	4	HIGH	➔	Implement New measures under procurement reforms
SR8	Deliver High-Performing Council Services	Corporate Health and Safety - If we fail to ensure effective arrangements are in place for Health and Safety then damage to property or harm to staff or members of the public could occur	Assistant Director - Planning and Environment	Corporate Services and Transformation	2	5	HIGH	Overview of Quarterly H&S group meetings, chaired at director level. H&S audit of services carried out on cyclical basis. Corporate Compliance monitoring in place for all building services. Corporate H&S governance arrangements and policies are regularly reviewed and updated by the Corporate H&S Team. Corporate H&S Training provided. H&S performance monitored by accident and incident reports.	2	5	HIGH	➔	Review controls for health surveillance 2024/25
SR9	Deliver High-Performing Council Services	Cyber Resilience - If the Council does not have adequate protection in respect of the technology it uses, then it may suffer business interruption and a loss of productivity and service provision to residents.	Assistant Director - Corporate Services	Corporate Services and Transformation	4	5	VERY HIGH	Disaster Recovery plans, IT Maintenance and security testing (preventative measures), IT service contracts for delivery of patches where vulnerabilities are identified 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	2	5	HIGH	➔	Cloud migration plans – completion of migration to new VPN, cloud environment build and data migration programmed.
SR10	Deliver High-Performing Council Services	Data Protection - If we do not comply with Data Protection legislation we may receive fines from the Information Commissioner's Office (ICO) and litigation challenges to decisions made	Assistant Director - Governance, HR and Legal	Corporate Services and Transformation	4	4	VERY HIGH	Annual assurance statements cover information governance strategies and controls in place. DPO in place. Data protection training provided to all staff.	2	4	MEDIUM	➔	Deliver internal training during 2024/25
SR11	Deliver High-Performing Council Services	Financial Resilience - If a sustainable budget is not secured, then the Council will lack financial resilience	Assistant Director - Finance	Finance	4	4	VERY HIGH	Monthly budget monitoring; Performance, Finance & Risk report is regularly reported to cabinet; Risk assessment of minimum level of reserves is carried out yearly through the budget setting process. Budget stabilisation reserve created to smooth out budget pressures. Budget challenges processes in place. Budget planning guidelines for officers; Scenario planning underway for the budget setting process.	3	4	HIGH	➔	Review MTFP forecasting throughout the budget setting cycle.
SR12	Deliver High-Performing Council Services	Corporate Governance - If appropriate governance is not provided via management structures and monitoring mechanisms then statutory services and corporate priorities will not be delivered	Monitoring Officer	Corporate Services and Transformation	2	4	MEDIUM	Clear and robust control framework including: constitution, scheme of delegation. Clear accountability and resource for corporate governance. Integrated budget, performance and risk reporting framework. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. Annual governance statement.	2	4	MEDIUM	➔	Complete annual assurance statements 2024/25.

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SR13	Deliver High-Performing Council Services	Resource Capacity - If the council does not have the appropriate resources to match the delivery requirements, it can not deliver its priorities	Assistant Director - Governance, HR and Legal	Corporate Services and Transformation	3	4	HIGH	Resourced People and Resource Plan that recognises and supports the councils delivery plans, Continued engagement with staff and trade unions Commitment to hybrid working and policy	3	4	HIGH	➔	Skills gap mapping and action plan. Maximising staff development opportunities from Apprenticeship Levy for 2024/25. Implement a development and talent spotting programme across whole council to feed into succession planning. Monthly Staff Surveying to inform future workforce strategies.
SR14	Deliver High-Performing Council Services	Local authority function - If we fail to meet statutory obligations and policy and legislative changes are not anticipated or planned for then we will be subject to legal and financial penalty	Statutory Officers	Corporate Services and Transformation	2	4	MEDIUM	Horizon scanning mechanisms in place. Scrutiny and audit committee forward plans set annually to allow robust member oversight. Use of local and national networks to ensure engagement and influence on specialist policy issues e.g. procurement, oflog, ombudsman process. Project boards in place for key corporate projects e.g. land charges centralisation.	2	4	MEDIUM	➔	Reviewed 20/6/24 - No update

95% likely to happen or has happened on a regular basis over the last 12 months.	Likelihood	Almost Certain	5	5	10	15	20	25
75% likely to happen or has happened at least once or twice in the last 12 months.		Likely	4	4	8	12	16	20
50% likely to happen or has happened once or twice in the last 24 months.		Moderate	3	3	6	9	12	15
20% likely to happen or has happened once or twice in the last 5 years.		Unlikely	2	2	4	6	8	10
5% likely to happen or hasn't happened within the last 5 years.		Rare	1	1	2	3	4	5
				1	2	3	4	5
				Insignificant/ Minimal Impact	Minor	Moderate	Major	Catastrophic
Impact								
<h1>Risk Rating Matrix</h1>		Financial	Some adverse financial impact (unplanned cost / reduced income / loss) but not sufficient to affect the ability to work within annual budget.	Noticeable adverse financial impact affecting the ability of one or more services / departments or project to operate within their budget.	Significant adverse financial impact affecting the ability of one or more services or project to operate within budget.	Significant adverse financial impact affecting the ability of the council to remain within annual budget.	Significant aggregated financial impact on the council's MTFP	
		Service	Marginal disruption to service capability	Short term disruption to service or marginal reduction in service.	Short term disruption to service or marginal reduction in service. Objectives of one department not met.	Short term loss of service or significant reduction service. Service objectives not met.	Medium/longer term loss of service. Failure to deliver at least one the Council's corporate objectives.	
			Unlikely to cause complaint/litigation	Low potential for complaint/litigation	High potential for complaint with possible litigation	High potential for complaint with probable litigation	Litigation almost certain and difficult to defend.	
		Reputation	No adverse publicity	Minor adverse publicity	Significant adverse local publicity	Adverse national publicity/significant adverse local publicity	Significant adverse national publicity	
		Legal/Regulatory	Breaches of local procedures/standards	Breaches of regulations/standards	Breaches of regulations/standards	Breaches of law punishable by fines	Breaches of law punishable by imprisonment	
		Environmental/ Public Health	Incident with no lasting effect	Short term incident (days)	Short term incident (weeks)	Medium term major incident (1 month – 1 year)	Long term major incident (1 year +)	
		Health and Safety	'First Aid' level injury	Medical treatment required – short term injury	Medical treatment required – long term injury	Extensive permanent injury – long term absence	Fatality	