

### CORPORATE RISK REGISTER (June 2021)

<b>LIKELIHOOD</b>	<b>A</b> Very High				
	<b>B</b> High			<b>10</b>	<b>1 4</b>
	<b>C</b> Medium			<b>2 5 6 7 8 11</b>	<b>3 9</b>
	<b>D</b> Low / Very Low				
		<b>4</b> Insignificant	<b>3</b> Minor	<b>2</b> Moderate	<b>1</b> Major
<b>IMPACT</b>					

Risk no.	Risk score	Description
1	B1	Local Plan
2	C2	Increase in demand for financial and housing assistance
3	C1	Financial resilience
4	B1	Economic Development
5	C2	Data/Information
6	C2	Business Continuity
7	C2	Housing Capital Finance
8	C2	Cybersecurity
9	C1	Delays in issuing planning permission
10	B2	Climate emergency
11	C2	Accommodation project

REF	RISK (IF-THEN)	BACKGROUND CAUSE-EFFECT	Likelihood	Impact	Inherent Risk Rating	MITIGATION/ CURRENT CONTROLS	Likelihood	Impact	Residual Risk Rating	FURTHER ACTION REQUIRED (INCLUDE TIMESCALES)	RISK OWNER	COMPLETION REVIEW DATE
<b>Risk No 1</b> <b>Local Plan</b>	<b>Vulnerability:</b> Without an adopted Local Plan (LP) and with the introduction of the Housing Delivery Test from November 2018, the Council's ability to deliver housing at the required rate will lead to the presumption in favour of sustainable development being applied and the requirement to prepare an action plan. <b>Consequence:</b> Without an adopted plan setting the Council's housing requirement at 518 the measurement used will be the 2014 household projection figures/standard method for assessment with an annual requirement of 923 homes. This will result in vulnerability to planning appeal decisions and potential development in the Green Belt as the presumption in favour of sustainable development will apply.	Failure to deliver at the required NPPF threshold of 95% of the housing requirement over the previous 3 years triggers a requirement for EFDC to prepare an action plan in line with national planning guidance to assess the causes of under delivery & identify actions to increase delivery. The govt announced results of the Housing Delivery Test 19/01/21. Epping Forest figures show a 49% delivery rate when measured against the standard methodology numbers; the number is under 75% of the target so subject to the presumption in favour of sustainable development. Delay in submitting the LP due to the JR and Natural England's (NE) requirement not to issue planning decisions until a mitigation strategy is in place for Epping Forest SAC, would have ongoing consequences for delivery. An interim Air Pollution Mitigation Strategy has been agreed with NE and adopted by the Council, allowing planning applications to be determined.	<b>VERY HIGH</b>	<b>MAJOR</b>	<b>A1</b>	1) Local Plan Submission Version 2017 agreed by Council Dec 2017 and published. Following the Judicial Review (JR) the plan was submitted for examination which took place between Feb & June 2019. The Inspector's advice issued 2 August 2019 requires the Council to undertake further work to support the Local Plan, which has largely been completed – the Habitat Regulations Assessment (HRA) is still to be finalised. 2) Revised Local Development Scheme (LDS) adopted by Local Plans Cabinet Cttee Nov 2018 following submission of plan for independent examination. This will be updated once there is some certainty on programme for consultation on MMs. At the current time the Council is finalising the MMs with the Inspector with consultation anticipated in June/July 2021) 3) Systematic approach to Duty to Co-operate, engaging public bodies including Natural England and the Conservators to finalise the HRA. 4) Consultants in place to support HRA, Sustainability Assessment, transport modelling, master planning. 5) Regular reports at officer and Member level through the Cooperation for Sustainable Development Group.	<b>HIGH</b>	<b>MAJOR</b>	<b>B1</b>	1) Revised timeline of the programme of work for the final tranche of the Main Modifications (MM) agreed with the Local Plan Inspector. Regular updates provided and posted on the Council's website. Last being on 8/2/21 in which the Inspector explained that good progress was being made towards MM consultation 2) Review progress against new key milestones 3) Important that key decisions do not precede Duty to Co-operate i.e. "fait accompli". 4). Scrutiny Function to be undertaken by Stronger Place Select Committee.	Planning Services Director	Regular programme meetings (but at least monthly)

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<b>Risk No 2</b> <b>Increase in demand for financial and housing assistance</b>	<p><b>Vulnerability:</b></p> <p>Covid has placed a huge financial strain on individuals and families and the end of the national furlough scheme could lead to a spike in unemployment and an increase in debt. Similarly, the moratorium on evictions ended wef 4<sup>th</sup> May and could lead to a spike in homelessness.</p> <p>The Domestic Abuse Act 2021 has now also come into force placing additional burdens on local housing authorities in respect of homelessness assistance for those approaching as a result of domestic abuse.</p>	<p>The effects of Covid have a detrimental effect on the Council and community.</p> <p><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>• Tenants no longer able to afford current/new tenancies.</li> <li>• Increase in evictions and homelessness</li> <li>• Increased costs of temporary accommodation</li> <li>• Unable to secure similar level of income due to payment defaults</li> <li>• Increase in rent and Council Tax arrears</li> <li>• Public dissatisfaction</li> <li>• Criticism of the Council for not mitigating the effects for residents.</li> <li>• Rise in mental health impacts</li> <li>• Rise in safeguarding issues including around domestic abuse</li> </ul> <p>New burdens placed on local housing authorities by Domestic Abuse Act 2021</p> <p>Increase in approaches from clients experiencing DA in line with National trends that translate to an increase in housing duties owed.</p>	<b>MEDIUM</b>	<b>MAJOR</b>	<b>C1</b>	<ol style="list-style-type: none"> <li>1. Virtual customer portal signposting access to a range of help, advice and support services incl debt, hsg, hml, health &amp; wellbeing, safeguarding skills &amp; employment.</li> <li>2. Development of a hub approach to service delivery centred at Civic Office Community Hub with plans to ensure targeted holistic provision of services across the district.</li> <li>3. Creation of a dedicated private sector lettings resource to increase prevention of hml, reduce demand for TA &amp; instances where a full rehousing duty would otherwise be owed</li> <li>4. RSI funding secured enabling enhanced targeted response to single homelessness incl creation of a mental health navigator embed within the hml team</li> <li>5. Plans to create DA navigator role embed within hml team working across housing services funded with new burdens allocation</li> <li>6. Monthly tracking of demand for early identification of spiking in demand</li> </ol>	<b>MEDIUM</b>	<b>MODERATE</b>	<b>C2</b>	<ol style="list-style-type: none"> <li>1. Continue to develop the hub approach to service delivery that enables targeted provision of early help &amp; support services that meet the needs of specific localities.</li> <li>2. Seek further funding opportunities around DA service provision (ECC making available £300Km of new burdens for Essex districts to bid for – awaiting detail)</li> <li>3. Review of risk level at the expiry of Govt's furlough scheme and £20 weekly uplift in Universal Credit (September 2021.)</li> </ol>	Customer Services Director	Monthly

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<b>Risk No 3</b>  <b>Financial Resilience</b>	<b>Covid-19</b> The Council has had a strong Balance Sheet for several years with a high level of unallocated Reserves. However, the impact of Covid-19 (including long-lasting, or permanent legacy issues) has added to a recent downward trajectory in available reserves, as the Council's income – although rising – is struggling to keep pace with the growth in expenditure. <b>Qualis Income</b> Securing planned income returns from the LATCO initiative is vital to maintaining financial self-sufficiency and minimising expenditure reductions <b>Efficiency Savings</b> The medium-term financial outlook means that setting a balanced budget for 2022/23 will be a challenging process, with the realisation of cashable efficiencies an overwhelming priority; and <b>Financial Control</b> Tighter financial control is essential in a more challenging financial environment that lies ahead.	Balanced budget now set for 2021/22 but includes use of £1.350 million from general reserves.  Underlying budget deficit of £1.6 million identified for 2022/23 (gross of assumed £0.5 million contribution from reserves).  Late audit adjustments to 2019/20 resulted in one-off call on reserves (mostly triggered by legacy issues from previous financial years).  Slippage in timetabled income and benefits from Qualis (although positive progress being made).  Updated HRA Business Plan now high priority to identify and address financial sustainability risk (especially with large Housing Development Programme).  Corporate financial planning, management and reporting processes in transition following significant upheaval during 2019/20.  CIPFA Financial Management Code effective from 1 April 2021: step change improvement required to achieve compliance.	<b>VERY HIGH</b>	<b>MAJOR</b>	<b>A1</b>	<b>Covid-19</b> Short term financial impact controlled through management of Government support packages and budgetary control mitigation measures in 2020/21 (forecast GF overspend at Q3 stage down to circa £300k). Medium/Long Term financial impacts being managed through Medium-Term Financial Plan (update adopted by Council 25/02/21) <b>Qualis</b> Council's interests directly overseen and managed by Section 151 Officer with tailored support from specialist professional advisors <b>Efficiency Savings</b> Potential for cashable efficiency savings for 2022/23 now being considered ahead of the autumn 2021 budget preparation process. <b>Financial Control</b> Process improvements being rolled out by Deputy S151 Interim support for Finance Team to address temporary capacity shortages; Phase 1 recruitment process for new Finance team complete (May 2021). Specialist advice utilised to address HRA risk.	<b>MEDIUM</b>	<b>MAJOR</b>	<b>C1</b>	Complete transformation of Corporate Finance function, in the short-term focussing on strengthening professional capacity and rolling out high priority development areas such as Business Partnering.  Complete review of HRA Business Plan and roll out results as at 30/09/21. Ensure cashable efficiencies are given the highest priority in preparing the 2022/23 budget. In the medium-term, continue cultural change process and address current deficit in efficiency and effectiveness.	Strategic Director & 151 Officer	Monthly

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<b>Risk No 4</b> <b>Economic Development</b>	<p><b>Vulnerability:</b> Economic development and employment are very important, particularly in the current economic climate. The Council needs to be able to provide opportunities for economic development and employment (especially youth employment) in the District.</p> <p><b>Consequence:</b></p> <ul style="list-style-type: none"> <li>• Unable to secure sufficient opportunities</li> <li>• Local area and people lose out</li> <li>• Insufficient inward investment</li> <li>• Impact on economic vitality of area</li> <li>• Loss of business rate revenue</li> <li>• Increased economic cost to the council</li> </ul>	<p>Risk that Council performs relatively poorly compared to other authorities.</p> <p>Risk remains high in terms of the general economy; however, the Council is making good headway in terms of the Council's response to Covid-19 and economic recovery. For example, from the initial appraisal of Waltham Abbey, that there is a lower vacancy rate than the national average; assessed as being 5%. In addition, the Council has no vacant commercial premises.</p> <p>Furlough funding has been used heavily by local businesses, but this creates a risk to unemployment locally when this ceases. The SEISS grants have been used heavily by local businesses. Again, there is a risk when this ceases. EBAF has granted over £200k to local businesses, but £200k remains unclaimed.</p> <p>Demand for industrial and retail assets in the district remains high.</p>	<b>VERY HIGH</b>	<b>MAJOR</b>	<b>A1</b>	<p>Economic Development Plan (Nurturing Growth) was drafted and presented to Economic Development Board and subsequently to Cabinet Cttee for approval. Cabinet requested further consultation with stakeholders, and this was carried out through October &amp; November, culminating in a consultation event on November 13<sup>th</sup>. A revised Economic Strategy and associated report was submitted to Cabinet in May which was agreed and contained a request for additional staff to undertake High Street Recovery work.</p> <p>With the impact of Covid-19 a completely new action plan has been developed which considers a range of options for recovery of local high streets as this is now seen as the priority for Economic Development.</p> <p>A new inward investment site is in production. Click it local has been purchased and rolled out. Loyal Free has been purchased and is being rolled out.</p>	<b>HIGH</b>	<b>MAJOR</b>	<b>B1</b>	<p>At its' meeting of 19<sup>th</sup> Oct, Cabinet formally agreed the priority projects for Covid Economic Recovery; these include regeneration of the five Town Centres in the District, Employment and skills, NWA Business Zone, Sustainable Transport and Local Gazetteer. A decision was made to remove the Digital Gateway for Place project.</p> <p>The work on these projects will serve to help recovery and sustainability of the local economy but will not provide certainty for local businesses. Therefore, the risk for the local economy remains high</p> <p>Ensure full delivery of inward investment site, loyal free and Maybe *.</p> <p>Support development at North Weald for maximum return in jobs and investment. Deadline for all these items is September. Continuing heavy marketing of EBAF scheme to ensure take up.</p> <p>Work with partners on an end of furlough skills and employment initiative.</p>	Partnerships & Economic Development specialist	Monthly

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<b>Risk No 5</b>  <b>Data / Information</b>	<p><b>Vulnerability:</b> The authority handles a large amount of personal and business data. Either through hacking or carelessness, security of the data could be compromised.</p> <p><b>Consequence:</b></p> <ul style="list-style-type: none"> <li>Breach of the 2018 Data Protection Act (DPA) and the General Data Protection Regulations leading to significant fines or/and intervention by the Information Commissioner's Office (ICO)</li> <li>Increased costs and legal implications</li> <li>Reputation damaged and loss of public confidence</li> </ul>	<p>Risk of data held by the Council ends up in inappropriate hands. System loss. Generally effective to date, with no significant lapses since the introduction of the 2018 DPA.</p> <p>The work programme for the Information Governance Group, who oversees this risk, is comprehensive but has limited resource to progress the work.</p>	<b>HIGH</b>	<b>MAJOR</b>	<b>B1</b>	<p>Significant work was undertaken by the Council to ensure it was compliant in time for the introduction of the GDPR in May 2018. This included review of policy and procedures, staff and Member training and awareness, completing an information asset register/register of processing activities and reviewing security of data arrangements.</p> <p>The Council continues to have a designated Data Protection Officer in post and a system of data breach and subject access request monitoring in place.</p> <p>A recent audit on data retention and disposals has been completed which identified a number of actions.</p> <p>A Senior Information Risk Owner has been identified and an Information Governance Group (IGG) has been formed. In addition, an Information Governance Group and Information Asset Owner Group has been set up.</p> <p>The Information Governance Group has put together a draft work programme and other actions will be reviewed and monitored through this Information Governance Group</p> <p>A Retention and Disposals Policy was launched Feb 2021.</p>	<b>MEDIUM</b>	<b>MODERATE</b>	<b>C2</b>	<p>IGG is reviewing current arrangements and ensure these are strengthened where required. The IGG is working with the Information Asset Owner Group to embed understanding of the importance of information governance across the authority.</p> <p>The IGG Work Programme is being prioritised and the expectations of the Council managed.</p> <p>eLearning modules being developed for data protection, FOI/SARS and cyber security with a review of relevant policies to accompany the eLearning launch.</p> <p>Cyber Security eLearning to go live June 2021 policy review will follow</p> <p>Data Protection Infographic to be published May/June 2021</p>	Service Director – Business Services (SIRO)	Quarterly

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<b>Risk No 6</b>  <b>Business Continuity</b>	<p><b>Vulnerability:</b></p> <p>The Council is required to develop and implement robust Business Continuity Plans in line with the requirements of the Civil Contingencies Act.</p> <p>Following the re-organisation and negative outcomes from Internal Audit's review plans need to be updated and changes in responsibilities confirmed.</p> <p><b>Consequence:</b></p> <ul style="list-style-type: none"> <li>• Services disrupted / Loss of service</li> <li>• Possible loss of income</li> <li>• Staff absence</li> <li>• Hardship for some of the community</li> <li>• Council criticised for not responding effectively</li> </ul> <p>Strain on/or lack of staff resources;</p> <ul style="list-style-type: none"> <li>▪ Increased sickness absence due to Covid19 – staff availability to work</li> <li>▪ Additional capacity needed for projects</li> <li>▪ ICT restructure</li> </ul>	<p>An Internal Audit of Business Continuity arrangements identified a number of weaknesses which were addressed through the BC project.</p> <p>An external consultant has been engaged to develop the strategy and provide coaching to staff to develop plans. This has largely been completed and an exercise to test was undertaken in Feb 2020.</p> <p>All departments now have their own departmental BC plans</p> <p>Corporate strategy now sits above all plans and has been tested.</p> <p>Currently, the organisation is continuing to deliver services to a high standard, working remotely, in new ways etc, however there are strains on project delivery and in some areas BAU due to staff absence, restructures, turnover.</p>	<b>VERY HIGH</b>	<b>MAJOR</b>	<b>A1</b>	<p>Improvement of current business continuity (BC) management arrangement is currently in progress.</p> <p>Our organisational response to the current covid-19 emergency demonstrates a generally effective BCP with essential services / critical functions continuing.</p> <p>Next phase is to co-ordinate the review and updating of plans on an ongoing progressive program.</p> <p>Mitigation re staff resources:</p> <ul style="list-style-type: none"> <li>▪ New recruitment process and careers page to attract new candidates. More efficient and less bureaucratic processes</li> <li>▪ The category A, B, C list of staff availability has recently been reviewed</li> <li>▪ ICT Portfolio Governance Group is established</li> <li>▪ Flexible use of salary budget to plug short term gaps</li> </ul>	<b>MEDIUM</b>	<b>MODERATE</b>	<b>C2</b>	<p>Following the desktop exercise scenario in this year, and as a result of covid-19 emergency, Service Plan owners are tasked with reviewing their plans and amending and adjusting accordingly.</p> <p>The Corporate Plan will be reviewed by the Leadership Team by the end Sept 2021.</p> <p>Service Managers will review their BC Plans by end of September 2021 following the opening of the Civic Offices and our new WoW An officer task and finish group will be formed, supporting managers to review service/team plans in light of the internal change.</p> <p>Externally a County wide BC Group has been formed of Essex Police and Emergency Planning Officers. A positive overlap of support is expected.</p> <p>Senior managers to keep situation under regular review. Staffing issues is a standing item on fortnightly Wider Leadership Team Meeting.</p>	Business Services Director	Quarterly

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<b>Risk No 7</b>  <b>Housing Capital Finance</b>	<p><b>Vulnerability:</b> If the Council is unable to spend right to buy receipts in set timescale on qualifying capital schemes, we will have to pay the money to the Government along with interest at a penalty rate.</p> <p>Changes to legislation which reduce income to the HRA.</p> <p><b>Consequence:</b></p> <ul style="list-style-type: none"> <li>• Loss of capital resources</li> <li>• Revenues cost of penalty interest</li> <li>• Loss of rental income</li> <li>• Delays in provision of new social housing</li> <li>• Increase in housing waiting list</li> <li>• Current 30-year business plan may become unsustainable.</li> </ul>	<p>Risk schemes are delayed by either the planning process or unanticipated site problems.</p> <p>Imposition of further restrictions on rent levels.</p>	<b>HIGH</b>	<b>MODERATE</b>	<b>B2</b>	<p>1) Position being monitored by the House Building Cabinet Committee and a number of contingency options are available including purchasing homes or land on the open market or purchasing from S106 developments. A Consultant has been engaged to work to utilise the receipts before the deadline of the end financial year.</p> <p>2) The Council belongs to the Association of Retained Council Housing which lobbies on such issues.</p> <p>3) The development team are working with finance to develop reports to enable clear visibility around capital funding</p> <p>4) Grant Thornton employed to carry out an overall review finances process</p> <p>5) Consultant has been appointed to review and update the HRA business plan</p> <p>6) RTB receipts Policy approved by Cabinet</p>	<b>MEDIUM</b>	<b>MODERATE</b>	<b>C2</b>	<p>1) Loss of right to buy receipts is minimised.</p> <p>2) Impact of Policy changes is minimised as far as possible.</p> <p>3) Financial reporting requirements to be developed to ensure clear accounting and governance</p> <p>4) The appointment of an HRA finance expert made. They will assist the Council in putting systems in place to mitigate risk</p> <p>5) Action plan to be developed following the report from GT by April 2021</p>	Project Director HRA	Monthly



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<b>Risk No 8</b> <b>Cyber Security</b>	<p><b>Vulnerability:</b> The Authority handles a large amount of personal and business data. Either through hacking or carelessness, security of the data could be compromised.</p> <p><b>Consequence:</b></p> <ul style="list-style-type: none"> <li>Loss of system access and/or data</li> <li>Unable to provide Council services</li> <li>Increased costs</li> <li>Reputation damaged</li> <li>Ransomware payment</li> <li>Corporate fines</li> </ul>	<p>Risk of data held by the Council ends up in inappropriate hands. System loss. However, no loss of data. Systems have remained protected from cyber-attack.</p> <p>EFDC is targeted directly. Unknown vulnerabilities in systems. Misconfigured systems. EFDC staff error. Disgruntled EFDC staff.</p> <p>System Loss, Data unavailable, Data stolen, Data changed,</p>	<b>VERY HIGH</b>	<b>MAJOR</b>	<b>A1</b>	<p>Security Officer is continually monitoring situation and potential risks. Most systems have in built controls to prevent unauthorised access. Controls in systems have been strengthened in response to specific occurrences. IT monitoring &amp; installing system updates &amp; patches</p> <p>Data is backed up daily with forty days retained. Three backups are also stored off site.</p> <p>Staff training.</p> <p>New firewall in place</p> <p>Off-site back up to cloud now implemented.</p>	<b>MEDIUM</b>	<b>MODERATE</b>	<b>C2</b>	<p>Continued monitoring &amp; researching security attack methodologies and best practice procedures</p> <p>An eLearning module provided by the National Cyber Security Centre will be rolled out across the Council. This will follow a review of relevant policies, date of launch to be confirmed</p>	Business Services Director	Quarterly

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<b>Risk No 9</b> <b>Delays in issuing Planning Permission</b>	<p><b>Vulnerability:</b> Delays in issuing Planning Permission for development due to objections by Natural England regarding the impact of development on air quality in Epping Forest SAC.</p> <p><b>Consequence:</b></p> <ul style="list-style-type: none"> <li>Delays in granting Planning Permission in the District and getting an adopted Local Plan in place.</li> <li>Loss of New Homes Bonus</li> <li>Restricted Business Rates tax base growth</li> <li>Reputation damaged</li> </ul>	The Habitats Regulations Assessment (HRA) January 2019 found that the Plan would be likely to have a significant effect upon the Epping Forest Special Area of Conservation (the SAC) in respect of both atmospheric pollution and disturbance from recreation & urbanisation.	<b>VERY HIGH</b>	<b>MAJOR</b>	<b>A1</b>	Regular meetings held with key stakeholders including Natural England to update the HRA and develop a mitigation strategy. Interim mitigation strategy (SAMMS) was agreed by Council in October 2018 to mitigate the impact of recreational pressure on the Forest and Natural England have confirmed it is appropriate. The outstanding concerns in relation to the Green Infrastructure Strategy/ SANG strategy and the need for site specific projects to mitigate the impact of recreational pressure associated with growth in the South of District has been addressed in the GI Strategy now going to Stronger Place Select Committee on 29 March and Cabinet on 20 April 2021 Draft Air Pollution Strategy was agreed by Cabinet in July 2020 for further consultation with Natural England. An updated strategy has been prepared and was adopted by Council on 8 February 2021 following confirmation from Natural England that the strategy was agreed.	<b>MEDIUM</b>	<b>MAJOR</b>	<b>C1</b>	<p>Mitigation strategy in place for both recreational pressure and air quality issues.</p> <p>Interim air pollution strategy has been agreed with Natural England and has been adopted by the Council through a PFH report which was called in to a Full Council meeting on 8 February 2021.</p> <p>The Interim Air Pollution Strategy was agreed by full Council on 8 February 2021. The first tranche of planning applications delayed (applications that have a Committee resolution to grant permission) will be released at the end of May 2021, after having been agreed by the District Development Management Committee on 26 April 2021. Clearing backlog likely to take at least until end of October 2021. Applications submitted after 8 February 2021 are being dealt with in a Business As Usual manner.</p>	Planning Services Director	Monthly – regular updates are being provided to the inspector

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<b>Risk No 10</b> <b>Climate Emergency</b>	<p><b>Vulnerability:</b></p> <p>The Council declared a climate emergency and has pledged to do everything within its power to make the Epping Forest District carbon neutral by 2030.</p> <p>The Council has identified a number of initial areas of focus, including: Local Plan site allocations achieving high standards of sustainability; carbon reduction of council owned properties; the promotion of sustainable transport and implementing an air quality strategy.</p> <p><b>Consequence:</b></p> <ul style="list-style-type: none"> <li>• Reputational damage</li> <li>• Greatly increased costs from Climate Change Mitigation requirements</li> </ul>	Failure in achieving identified carbon reduction targets and taking action to reach the carbon neutral District by 2030 pledge.	<b>VERY HIGH</b>	<b>MODERATE</b>	<b>A2</b>	<p>The Climate Change and Sustainable Transport Officer have developed a draft action plan with the overall objective of becoming carbon neutral by 2030.</p> <p>The finalised action plan will cover all service areas and the wider District emissions.</p> <p>The draft Climate Change Action Plan was approved to go for consultation by Cabinet on 20<sup>th</sup> April.</p> <p>The 3-month Demand Responsive Transport trial completed on 31st March. There was low demand for Saturday services, which were paused in late February. Delays in the Traffic Commissioner approval process meant fares were only taken from mid-March. Cabinet approved extension of the trial to April 2022 on 11th March. As lockdown eases, demand is increasing.</p>	<b>HIGH</b>	<b>MODERATE</b>	<b>B2</b>	<p>Continued development of the action plan based on comments and feedback from the consultation. Aiming for a wide participation in the consultation to both increase engagement with climate change and get diversity in the views expressed.</p> <p>The move to staff working from home and covid-19 associated projects including increasing active travel as part of the Safer Places project for High Street recovery, will contribute towards a positive impact on carbon reduction.</p>	Chief Operating Officer	Quarterly

REF	RISK (IF-THEN)	BACKGROUND CAUSE-EFFECT	Likelihood	Impact	Inherent Risk Rating	MITIGATION/ CURRENT CONTROLS	Likelihood	Impact	Residual Risk Rating	FURTHER ACTION REQUIRED (INCLUDE TIMESCALES)	RISK OWNER	COMPLETION REVIEW DATE
<b>Risk No 11</b> <b>Accommodation project</b>	Failure of the accommodation project to deliver: <ul style="list-style-type: none"> <li>New ways of agile working</li> <li>Better use of Council assets</li> </ul> <p>which ultimately impacts on the Council's objectives and delivery of services</p>	<p><b>Background:</b> The Council has embarked on ambitious plan for the renovation and refurbishment of the civic offices that will involve a decant and repopulation of staff and Members. As well as offering space to external partners.</p> <p><b>Effects</b></p> <ul style="list-style-type: none"> <li>Need to ensure IT resilience that supports agile working practices</li> </ul>	<b>VERY HIGH</b>	<b>MAJOR</b>	<b>A1</b>	<ul style="list-style-type: none"> <li>Contractor ISG have completed work</li> <li>OWOW programme has been running promoting agile and flexible working</li> <li>Survey completed by the people team to understand what colleagues would like going forward.</li> <li>Training completed on use of booking systems and new meeting rooms.</li> <li>Work ongoing to find commercial tenant for 2<sup>nd</sup> floor</li> <li>Community hub being set up on ground floor</li> <li>Essential colleagues only working in Civic</li> </ul>	<b>MEDIUM</b>	<b>MODERATE</b>	<b>C2</b>	<p>Fully close down use of Conder building. Still some equipment to clear.</p> <p>Feedback from survey to be analysed and actioned.</p> <p>Comms plan being created to manage opening messages and re use of Civic</p> <p>Opening and familiarisation commences from 21st June</p> <p>Commercial space to be let</p>	Service Director Strategy, Delivery and Performance	Monthly