

## CORPORATE RISK REGISTER (June 2020)

<b>LIKELIHOOD</b>	<b>A</b> Very High			<b>3</b>	<b>5</b> <b>14</b>
	<b>B</b> High			<b>15</b> <b>17</b>	<b>1</b> <b>7</b> <b>19</b>
	<b>C</b> Medium			<b>4</b> <b>6</b> <b>10</b> <b>13</b> <b>16</b> <b>18</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
3	A2	Welfare Reform
4	C2	Finance Resilience
5	A1	Economic Development
6	C2	Data/Information
7	B1	Business Continuity
10	C2	Housing Capital Finance
13	C2	Cyber Security
14	A1	Delays in issuing Planning Permission
15	B2	Climate Emergency
16	C2	Accommodation project
17	B2	Travel plan
18	C2	Qualis
19	B1	Covid-19

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>	<p><b>Vulnerability:</b> Without an adopted Local Plan 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.</p> <p><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.</p>	<p>The failure to deliver at the required threshold set out in the NPPF of 95% of the housing requirement over the previous three years triggers a requirement for the Council to prepare an action plan in line with national planning guidance to assess the causes of under delivery and identify actions to increase delivery. Although there are transitional arrangements with lower thresholds for November 2018 and 2019, the delay in submitting the Local Plan as a result of the Judicial Review and Natural England's requirement not to issue planning decisions until a mitigation strategy is in place for Epping Forest SAC, is likely to have ongoing consequences for delivery. There is now further delay as a result of Natural England's objections to the Habitat Regulations Assessment, which has led to the Inspector's advice that further work is required to inform the mitigation strategy, which is now underway.</p>	<b>VERY HIGH</b>	<b>MAJOR</b>	<b>A1</b>	<p>1) Local Plan Submission Version 2017 agreed by Council on 14 December 2017 and published between 18 December 2017 and 29 January 2018. Following the JR the plan was submitted for examination in September 2018 and hearings have now taken place between February &amp; June 2019. The Inspector's advice issued on 2 August 2019 requires the Council to undertake further work to support the Local Plan, which is now underway.</p> <p>2) Revised Local Development Scheme (LDS) adopted by Local Plans Cabinet Cttee 22 November 2018 following submission of plan for independent examination. this will be updated once there is some certainty on programme for consultation on MMs.</p> <p>3) Systematic approach to Duty to Co-operate, engaging public bodies including Natural England and the Conservators.</p> <p>4) Consultants in place to support project management, resource planning, Sustainability Assessment, transport modelling, master planning.</p> <p>5) Regular reports at officer and Member level through the Cooperation for Sustainable Development Group.</p>	<b>HIGH</b>	<b>MAJOR</b>	<b>B1</b>	<p>1) A revised timeline of the programme of work for the final tranche of the Main Modifications agreed with the Local Plan Inspector. Regular updates are provided and posted on the Council's website. However, a few other unresolved issues may delay the final tranche of MMs to the Inspector which are due the first week in September for a MM consultation in late October for 6 weeks and likely adoption early in January 2021. A revised timeline programme is currently with the Inspector.</p> <p>2) Review progress against new key milestones</p> <p>3) Important that key decisions do not precede Duty to Co-operate i.e. "fait accompli".</p> <p>4). Scrutiny Function to be undertaken by Stronger Place Select Committee.</p>	Planning Services Director	1) Regular programme meetings to monitor progress – initially weekly but then monthly

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 3</b>  <b>Welfare Reform</b>	<p><b>Vulnerability:</b> The government has pledged to make substantial savings from the overall welfare bill. This will require a major reform of the welfare system which is likely to have serious impacts on the Council and the community. This includes Universal Credit, changes to Council Tax and other benefits and direct payments to tenants.</p> <p><b>Consequence:</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> </ul>	Welfare reform changes have a detrimental effect on the Council and community.	<b>VERY HIGH</b>	<b>MAJOR</b>	<b>A1</b>	<p>Cross-service and sector working group established to access impacts of the introduction of Universal Credit and to produce an action plan to mitigate the effects.</p> <p>Working group has been created to meet on a regular basis.</p>	<b>VERY HIGH</b>	<b>MODERATE</b>	<b>A2</b>	<p>Action Plan to be developed by the end of 2019/20 by baselining the effects of Universal Credit for implementation in 2020/21.</p> <p>A multi-agency hub has been created in Waltham Abbey to act as a one stop shop for vulnerable residents and is seen as a potential model for the district in affected areas. Covid lockdown has temporarily curtailed this. Options are being looked at for operating a similar facility in a virtual environment.</p>	Customer Services Director	Monthly

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 4</b>  <b>Finance Resilience</b>	<p><b>4A.</b> The Authority is financially strong on a reserve and balance sheet basis and has significantly reduced its reliance on central funding and central mechanisms such as Council Tax and Business rates Growth going forward.</p> <p>There are however two major risk issues, and these are:</p> <p>The reliance on external income flows from Qualis, initially in the form of margins made on the giving of loans need to be confirmed.</p> <p>General financial control on expenditure and income budgets needs to be maintained.</p> <p><b>4B.</b> Immediate impact of Covid 19 will impact on income, and expenditure taking-into-account supplementary grants received by Government and areas of both increased and reduced spend.</p> <p>There is an obvious immediate, till the end of June 2020, intermediate July 2020 – March 2021 and long-term issues associated with this.</p>	<p>Qualis income and benefits uncertainty, especially around timing.</p> <p>Maintenance of financial control (see risk 4B).</p> <p>Improved Monitoring and information.</p> <p>Debt owing notifications, initially for information but returning to formal date chasing.</p> <p>Linking with upside Post Covid 19 recovery plan.</p>	<b>MEDIUM</b>	<b>MODERATE</b>	<b>C2</b>	<p>Regarding Qualis Income the risk is managed / mitigated by ensuring developments (funded) by this income are in line with income receipt and finalising the initial loan agreements by the end of June 2020 (latest).</p> <p>Further improving the managing and maintenance of spend through support and review.</p> <p>Report to Cabinet 1 June 2020 with subsequent review and post Covid 19 Action Plan to Cabinet July 2020.</p> <p>Continued improvement in monitoring</p>	<b>MEDIUM</b>	<b>MODERATE</b>	<b>C2</b>	<p>No additional actions or change in risk identified at this stage.</p> <p>Post Covid 19 task responsibilities currently being confirmed.</p>	Director - Business Services	Weekly review of Qualis income and general financial control issues.

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 5</b> <b>Economic Development</b>	<p><b>Vulnerability:</b> Economic development and employment is 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 revenue</li> </ul>	Risk that Council performs relatively poorly compared to other authorities.	<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>	<b>VERY HIGH</b>	<b>MAJOR</b>	<b>A1</b>	<p>Cabinet are due to consider a range of options for Economic/High Street recovery at their meeting in July. Although funding has been allocated within the DDF priority list (for a role and capital funding) to support local high streets to recover, Cabinet will be deciding on whether this funding will be finally confirmed. In the meantime, extensive work is being undertaken to support the safe re-opening of the High Streets</p>	Community and Partnerships Service Director	Monthly

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 6</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>	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	<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. The actions will be reviewed and monitored through the Information Governance Group</p>	<b>MEDIUM</b>	<b>MODERATE</b>	<b>C2</b>	The introduction of the Corporate Information Governance Group will review current arrangements and ensure these are strengthened where required.	Service Director – Business Services (SIRO)	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 7</b>  <b>Business Continuity</b>	<p><b>Vulnerability:</b> 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>An Internal Audit of Business Continuity arrangements identified a number of weaknesses which are being 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>	<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>BC management is ongoing successfully</p>	<b>HIGH</b>	<b>MAJOR</b>	<b>B1</b>	<p>Following the desktop exercise scenario earlier this year, and as a result of covid-19 emergency, Service Plan owners are tasked with reviewing their plans and amending and adjusting accordingly. Our organisational response to the current covid-19 emergency demonstrates a generally effective BCP</p> <p>Current COVID 19 crisis is preventing the need for exercising all plans at this time. Current BC is successful and essential services / critical functions are continuing.</p> <p>Next phase is to co-ordinate the review and updating of plans on an ongoing progressive program.</p>	Business Services Director	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 10</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>	<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>	Service Manager Housing Management and Home Ownership	Monthly



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
Risk No 13  Cyber Security	<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> </ul>	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.	VERY HIGH	MAJOR	A1	<p>Security Officer is continually monitoring situation and potential risks. Most systems have in built controls to prevent unauthorised access.</p> <p>Controls in systems have been strengthened in response to specific occurrences.</p> <p>Data is backed up daily with forty days retained. Three backups are also stored off site.</p> <p>Staff training.</p> <p>The implementation of the DR solution is confirmed; the works start in June. EFFDC</p>	MEDIUM	MODERATE	C2	<p>Continued funding for robust perimeter protection system.</p> <p>Continued investment in training to ensure that staff recognises potential cyber threats. Ensure that there is "buy in" by both user and management as cyber security is not just the responsibility of IT.</p> <p>The implementation of the DR solution is confirmed; it will be in place in May ready for the works starting in June. EFFDC have provided all the necessary information and access for the work to take place</p>	Business Services Director	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 14</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>	<p>Regular meetings held with key stakeholders including Natural England to update the HRA and develop a mitigation strategy. Interim mitigation strategy has been agreed by Council in October 2018 to mitigate the impact of recreational pressure on the Forest and Natural England have confirmed it is appropriate. Draft Air Quality Strategy developed but further work required to finalise as a result of additional work to update the HRA following the advice from the Inspector.</p> <p>Traffic/fleet survey completed in October 2019, modelling based on data being undertaken in Q1 of 2020 to support agreement of an interim air quality mitigation strategy with Natural England in advance of the adoption of the local plan. Budget has been set aside to buy in additional resource to assist with issuing planning decisions once this strategy has been agreed.</p>	<b>VERY HIGH</b>	<b>MAJOR</b>	<b>A1</b>	Mitigation strategy in place for both recreational pressure and air quality issues. Interim air quality strategy being pursued with Natural England, and be reported to July Cabinet, although do not anticipate it will necessarily be signed off by Natural England by then, so it may be Autumn 2020 before it is implementable.	Planning Services Director	Monthly – regular updates are being provided to the inspector

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 15</b> <b>Climate Emergency</b>	<p><b>Vulnerability:</b> 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> </ul>	Failure in achieving identified carbon reduction targets/actions.	<b>VERY HIGH</b>	<b>MODERATE</b>	<b>A2</b>	A Climate Change Officer has been successfully appointed together with a Sustainable Transport Officer. Likely start mid to late summer	<b>HIGH</b>	<b>MODERATE</b>	<b>B2</b>	To develop an action plan with short, medium and long term targets towards overall objective of carbon neutral by 2030 when the new Climate Change Officer is in post. In the meantime, 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	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 16</b>  <b>Accommodation project</b>	<p>Failure of the accommodation project to deliver:</p> <ul style="list-style-type: none"> <li>• New ways of agile working</li> <li>• Better use of Council assets</li> <li>• Financial savings</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>• Affecting staff wellbeing leading to a loss of staff and organisational knowledge, which impacts on delivery of Council services</li> <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>• Monthly meetings of the newly created Accommodation Board, which will oversee the workstream action plans</li> <li>• Dedicated programme manager</li> <li>• Use of specialist for procurement and major works</li> <li>• Covid 19 supplementary plan from the contractor agreed to underpin the programme extension.</li> <li>• Contract award to ISG under budget approved by 1 June Cabinet.</li> </ul>	<b>HIGH</b>	<b>MODERATE</b>	<b>Q2</b>	Creation and monitoring of workstream action plans	Strategic Director	Monthly

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 17</b> <b>Travel plan</b>	Failure of the Travel Plan compromises the Council's Accommodation Strategy	<p>If staff are unable/unwilling to work and travel flexibly due to a poorly designed or implemented Travel Plan this could impede the delivery of the Council's Accommodation Strategy.</p> <p>Failure to develop and implement a parking solution at NWA. This could be due to cost, not getting planning permission, staff being unwilling to park at NWA, not finding a way to transport staff from NWA to Civic.</p>	<b>HIGH</b>	<b>MAJOR</b>	<b>B1</b>	Staff engagement with the Travel Plan through the survey and key messages delivered through staff communications	<b>HIGH</b>	<b>MODERATE</b>	<b>B2</b>	<p>Develop and implement processes to deliver the Travel Plan including understanding the implications of car sharing to and from NWA, and reviewing car parking arrangements</p> <p>Explore options for digital booking solution at Civic</p> <p>Increased number of staff working from home</p>	Service Director Contracts and Technical Services	Monthly

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 18</b>  <b>Qualis</b>	The Council is heavily reliant on income from Qualis e.g. margin on loans, shared services and ultimately dividends from 2020/21.	<p>Much of the income from Qualis is relatively risk free but delays in development planning approvals could significantly impact on the timing of income; also for asset purchase and construction finance leading to a loss of Council income in 202/21 meaning developments cannot go ahead.</p> <p>The set-up of the Qualis Management company is underway with an operational date 'go live' of July 2020</p>	<b>VERY HIGH</b>	<b>MAJOR</b>	<b>A1</b>	<p>Oversight through the Group Company Steering Group/ interim Board until the Qualis Board is in place.</p> <p>Annual review of Qualis business cases and Business Plans by Cabinet.</p> <p>Impact of the Qualis annual business case feeds into EFDC's Annual Budget for approval by Cabinet and recommended for approval to Council.</p> <p>Cabinet decision on any loans to Qualis.</p> <p>Quarterly progress reports from Qualis to Cabinet.</p> <p>Section 151 Officer able to exercise the "open book" requirement and report to Cabinet.</p>	<b>MEDIUM</b>	<b>MODERATE</b>	<b>C2</b>	The Section 151 Officer will act on behalf of EFDC as the main conduit with Qualis Group and other Qualis Companies.	Section 151 Officer	March 2020

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 19</b>  <b>Covid-19</b>	Covid-19 and recovery from it prevents the Council providing services and achieving its objectives	<p><u>Range of potential and actual impacts on the Council:</u></p> <p>Financial – loss of income (e.g. parking) and increased costs (helping town centres recover)</p> <p>Economic downturn e.g. loss of business rates and commercial income, increased rent arrears</p> <p>Greater demand on Council services (e.g. benefits, housing needs)</p> <p>Risk of the Council’s contractors not surviving the crisis, leads to loss of services, costs from retendering and further reduction in anticipated revenues.</p> <p>Workforce ability to work safely including when interacting with the public</p> <p>Reliance of IT, especially for staff working remotely. Risk of cyberfraud</p> <p>Risk to the success of Quails</p> <p>Needing to respond to central government Covid-19 initiatives e.g. business grants, track and trace, homelessness.</p>	<b>VERY HIGH</b>	<b>MAJOR</b>	<b>A1</b>	<p>Covid-19 H&amp;S risk assessments; staff and public</p> <p>Daily meetings of senior leadership team</p> <p>Variety of recovery plans e.g. staff working remotely, opening up of town centres, leisure facilities</p> <p>Financial handouts from central government</p> <p>Higher levels of Council reserves and balances</p> <p>Keeping abreast of government initiatives</p> <p>Regular reviews and monitoring of contracts</p> <p>Cybersecurity measures and IT</p> <p>Disaster recovery plan</p> <p>Designated Portfolio Holder dealing with Covid-19 at Cabinet</p>	<b>HIGH</b>	<b>MAJOR</b>	<b>B1</b>	Ongoing review and interaction with Members	Chief Executive	Weekly (if not daily)