

# Committee Agenda



**Epping Forest  
District Council**

## ***Finance and Performance Management Cabinet Committee Thursday, 26th September, 2019***

You are invited to attend the next meeting of **Finance and Performance Management Cabinet Committee**, which will be held at:

**Council Chamber - Civic Offices**  
on **Thursday, 26th September, 2019**  
at **7.00 pm** .

**Georgina Blakemore**  
Chief Executive

**Democratic Services  
Officer**

R. Perrin Tel: (01992) 564532  
Email: [democraticservices@eppingforestdc.gov.uk](mailto:democraticservices@eppingforestdc.gov.uk)

### **Members:**

Councillors S Stavrou (Chairman), J Philip, C Whitbread, H Whitbread and S Kane

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### **SUBSTITUTE NOMINATION DEADLINE 18:00**

### **WEBCASTING/FILMING NOTICE**

**Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed. The meeting may also be otherwise filmed by third parties with the Chairman's permission.**

**You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy.**

**Therefore by entering the Chamber and using the lower public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for web casting and/or training purposes. If members of the public do not wish to have their image captured they should sit in the upper council chamber public gallery area or otherwise indicate to the Chairman before the start of the meeting.**

**If you have any queries regarding this, please contact the Public Relations Manager on 01992 564039.**

**1. WEBCASTING INTRODUCTION**

- (a) This meeting is to be webcast;
- (b) Members are reminded of the need to activate their microphones before speaking; and
- (c) the Chairman will read the following announcement:

“I would like to remind everyone present that this meeting will be broadcast live to the Internet and will be capable of subsequent repeated viewing, with copies of the recording being made available for those that request it.

By being present at this meeting, it is likely that the recording cameras will capture your image and this will result in your image becoming part of the broadcast.

You should be aware that this may infringe your human and data protection rights. If you have any concerns then please speak to the Webcasting Officer.

Please could I also remind Members to activate their microphones before speaking.”

**2. APOLOGIES FOR ABSENCE**

**3. SUBSTITUTE MEMBERS**

To report the appointment of any substitute members for the meeting.

**4. DECLARATIONS OF INTEREST**

(Director of Governance) To declare interests in any item on this agenda.

**5. MINUTES (Pages 5 - 6)**

To confirm the minutes of the last meeting of the Committee held on 18 July 2019 (attached).

**6. RISK MANAGEMENT - CORPORATE RISK REGISTER (Pages 7 - 36)**

To consider the attached report.

**7. ANY OTHER BUSINESS**

Section 100B(4)(b) of the Local Government Act 1972, requires that the permission of the Chairman be obtained, after prior notice to the Chief Executive, before urgent business not specified in the agenda (including a supplementary agenda of which the statutory period of notice has been given) may be transacted.

**8. EXCLUSION OF PUBLIC AND PRESS**

**Exclusion:** To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt

information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

<b>Agenda Item No</b>	<b>Subject</b>	<b>Exempt Information Paragraph Number</b>
Nil	Nil	Nil

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

**Background Papers:** Article 17 - Access to Information, Procedure Rules of the Constitution define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information and in respect of executive reports, the advice of any political advisor.

The Council will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

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## EPHING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

**Committee:** Finance and Performance Management Cabinet Committee **Date:** Thursday, 18 July 2019

**Place:** Council Chamber - Civic Offices **Time:** 7.00 - 7.24 pm

**Members Present:** Councillors S Stavrou (Chairman), S Kane, J Philip, C Whitbread and A Lion

**Other Councillors:** Councillors

**Apologies:** H Whitbread

**Officers Present:** J Chandler (Service Director (Community & Partnership Services)), S Kits (Social Media and Customer Services Officer), V Messenger (Democratic Services Officer) and R Perrin (Democratic Services Officer)

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### 8. **Webcasting Introduction**

The Chairman reminded everyone present that the meeting would be broadcast live to the Internet and that the Council had adopted a protocol for the webcasting of its meetings.

### 9. **Substitute Members**

The Committee noted that Councillor A Lion would substitute for Councillor H Whitbread for this meeting.

### 10. **Declarations of Interest**

There were no declarations of interest pursuant to the Council's Code of Member Conduct.

### 11. **Minutes**

#### **Resolved:**

That the minutes from the meeting held on 20 June 2019 be read and signed as a correct record by the Chairman.

### 12. **Corporate Plan Action Plan Year 2 Performance Report - Quarter 1 2019/20**

The Community and Partnership Services Director, J Chandler presented the Quarter 1 performance in relation to the Key Performance Indicators(KPI) & Work Programmes within the Corporate Plan. Several changes had been suggested by the Stronger Council Select Committee, who had reviewed the Corporate Plan Action Plan Year 2 on 9 July 2019.

The Community and Partnership Services Director advised that the Action Plan would continue to evolve and incorporate key milestones for annual measures, that

**Finance and Performance Management Cabinet Committee**  
**Thursday, 18 July 2019**

would update members on the quarterly performance of the various work programmes.

The following updates were given:

- 1. Engaging with the changing needs of our customers - Increased Customer Satisfaction – The overall target had been increased by the Stronger Council Select Committee to 75% and then to 80% by the O&S Committee.
- 6. Enabling communities to support themselves – Increase new leisure centre attendees year on year – The overall target for this KPI would be revised, and it was planned to include figures across a range of leisure activities including swimming, gym use etc. This was welcomed by the Committee.
- 7. Keeping the district safe – Community Safety Hub added value – To correct a typo from 'disposables' to 'disposals'. The comments would also be updated to confirm that the two self generated actions had been completed and only two externally generated tasks were outstanding, and this was due to ongoing case investigations with Essex Police. Hence, there would be cases going forward across quarters, where ongoing investigations were taking place.
- 18. Working with commercial partners to add value for our customers – Partnership Working – The Stronger Council Select Committee agreed to remove this KPI, in favour of a new measure for the savings produced from shared service partnership working.

The Committee were concerned whether the KPIs were focused on the correct measures and whether the residents would think that they were also important. The Community and Partnership Service Director advised that performance reporting had undergone a transformation and reduction in the amount of KPIs that the Council was now measuring, and she would take these comments back to the Officers working group to discuss.

The Committee commented that it was important to have targets in place and although more information needed to be included in the Comments section they were happy with the new format. The Community and Partnership Services Director advised that with the milestones, further narrative being included, and the reporting cycles be considered, members would be presented with real time information on the Performance Reports.

**RESOLVED:**

That the Committee noted the Quarter 1 performance in relation to the key Performance Indicators & Work Programmes within the Corporate Plan.

**13. Any Other Business**

It was noted that there was no urgent business for consideration by the Committee.

**CHAIRMAN**

## **Report to the Finance Performance Management Cabinet Committee**



**Epping Forest  
District Council**

**Report reference:** **FPM-004-2019/20**

**Date of meeting:** **26 September  
2019**

**Portfolio:** **Commercial & Regulatory**

**Subject:** **Risk Management – Corporate Risk Register**

**Responsible Officer:** **Edward Higgins (01992 564606).**

**Democratic Services:** **Rebecca Perrin (01992 564532).**

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### **Recommendations/Decisions Required:**

- (1) To note the updated Corporate Risk Register and agree the updates as set out in the report;
- (2) To agree the inclusion of one new risk for Cyber Security;
- (2) To consider whether there are any new or emerging risks that are not on the current Corporate Risk Register;
- (3) To agree that the updated Corporate Risk Register be recommended to Cabinet for approval.

### **Executive Summary:**

The Corporate Risk Register was considered by the Risk Management Group on 21 August 2019 and subsequently individual risks were reviewed and amended (where appropriate) by the relevant Risk Owner after the Group's review. The review led to two risks being removed and a new one created for the Corporate Risk Register.

### **Reasons for Proposed Decision:**

It is essential that the Corporate Risk Register is regularly reviewed and kept up to date.

### **Other Options for Action:**

Members may suggest new risks for inclusion or changes such as the scoring of existing risks.

### **Report:**

1. The Corporate Risk Register was reviewed by the Risk Management Group on 21 August 2019 and each risk updated where required by the relevant risk owner (Service Director). Amendments have been incorporated into the register (Appendix 1)
2. The most significant changes to the corporate risk register has been the removal of two risks, Safeguarding (risk 8) and Transformation (risk 11) and the creation of a new risk on

cyber security (risk 13). The rationale for this and significant changes to the other risks is detailed below.

3. Risk Owners – The below table advises the updated Risk Owners.

<b>Risk No.</b>	<b>Risk Name</b>	<b>Former Risk Owner</b>	<b>New Risk Owner</b>
1	Local Plan	Derek Macnab	Nigel Richardson
2	Strategic Sites	Derek Macnab	Jim Nolan
4	Finance Income	Peter Maddock	Paula Maginnis
7	Business Continuity	Derek Macnab	Jim Nolan
13	Cyber Security (new risk)	Not applicable	Paula Maginnis

4. Risk 1 Local Plan – This risk has been updated in light of the public hearings that took place in the summer and the Inspector’s advice that was issued in August which means the Council is required to undertake further work in order to update the Local Development Scheme. The Council will agree a programme of further work with the Inspector to address the actions identified which will set key dates.

5. Risk 2 Strategic Sites – As lessons have been learnt and governance arrangements strengthened following the change in direction with the St Johns Road project, coupled with all projects being tracked through the Council’s performance management system this risk has been downgraded from A1 (very high likelihood/major impact) to B1 (high likelihood/major impact).

6. Risk 4 Financial Resilience – This risk was previously entitled Finance Income and has been re-assessed following a robust review with the Council’s newly appointed Section 151 Officer. The risk will be monitored closely as part of the Council’s budget setting and monitoring processes. The risk scoring has been downgraded from A1 (very high likelihood/major impact) to C2 (high likelihood/major impact) as saving targets, including those for the People Strategy, are being achieved.

7. The uncertainties around Brexit have been captured within risk 4, Financial Resilience, although Leadership Team is currently considering whether Brexit should be a standalone risk. The situation is being closely monitored by the Council’s nominated Brexit Lead, Jim Nolan.

8. Risk 6 Data/Information – Following debate by the Risk Management Group it was felt that the risk had two elements: one around adherence to Data Protection legislation and the other concerning security of data and systems. Following discussion with the relevant risk owners, and other interested parties such as the Data Protection Officer and IT Security Officer, the cyber security element has been removed and is presented as Risk 13 within the Corporate Risk Register.

9. Risk 7 Business Continuity – This risk has been updated to reflect the current short-term project in place to address the weaknesses identified by Internal Audit. Project progress is being overseen by the officer Corporate Governance Group, which is chaired by the Chief Executive. The risk score has been amended from D2 (low/very low likelihood/moderate impact) to B1 (high likelihood/major impact).

10. Risk 9 Safeguarding – This risk has remained static for several years and its low risk scoring demonstrates the effectiveness of controls in place. This risk has been removed from the Corporate Risk Register and now forms part of the Community and Partnership’s service risk register.

11. Risk 11 Transformation Programme – This risk was first articulated as the Council embarked on a major modernisation programme, introducing three key projects: people, accommodation and IT. Since this time the People Strategy project is almost complete and the risks around IT are being captured and monitored through the Business Services risk register. Project risks around the refurbishment of the Civic offices have been captured within the project methodology, are being actively managed by the project manager and overseen by the Leadership Team.
12. Risk 13 As mentioned within paragraph 8, this new risk has been separated to provide clarity to the two separate elements. The risk has been scored C2 (medium likelihood/moderate impact).

**Resource Implications:**

No additional Resource requirements

**Legal and Governance Implications:**

The Corporate Risk Register is an important part of the Council's overall governance arrangements and that is why this Committee considers it on a regular basis.

**Safer, Cleaner and Greener Implications:**

None

**Consultation Undertaken:**

The Risk Management Group and Leadership Team were involved in the process.

**Background Papers:**

None

**Risk Management:**

If the Corporate Risk Register was not regularly reviewed and updated a risk that threatened the achievement of corporate objectives might either not be managed or be managed inappropriately. In addition, new or emerging risks are not considering which could threaten achievement of the Council's corporate objectives.

**Equality Analysis:**

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided as an appendix to the report.

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# Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
  - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
  - advancing equality of opportunity between people who share a protected characteristic and those who do not,
  - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
  - age
  - disability
  - gender
  - gender reassignment
  - marriage/civil partnership
  - pregnancy/maternity
  - race
  - religion/belief
  - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
  - Factsheet 1: Equality Profile of the Epping Forest District
  - Factsheet 2: Sources of information about equality protected characteristics
  - Factsheet 3: Glossary of equality related terms
  - Factsheet 4: Common misunderstandings about the Equality Duty
  - Factsheet 5: Frequently asked questions
  - Factsheet 6: Reporting equality analysis to a committee or other decision making body

## Section 1: Identifying details

Your function, service area and team: Insurance & Risk Management Officer, Accountancy, Resources

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team:

Title of policy or decision: Risk Management – Corporate Risk Register

Officer completing the EqIA: Tel: 01992 564606 Email: ehiggins@eppingforestdc.gov.uk

Date of completing the assessment: 10/09/2019

## Section 2: Policy to be analysed

2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? No
2.2	Describe the main aims, objectives and purpose of the policy (or decision): To ensure the Corporate Risk Register is regularly reviewed and updated.  What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)? To ensure the Council achieves the corporate objectives.
2.3	Does or will the policy or decision affect: <ul style="list-style-type: none"><li>• service users - No</li><li>• employees - No</li><li>• the wider community or groups of people, particularly where there are areas of known inequalities? - No</li></ul> Will the policy or decision influence how organisations operate? No
2.4	Will the policy or decision involve substantial changes in resources? No
2.5	Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes? The decision ensures that the Council remains aware of the Corporate Risks and associated mitigation.

### **Section 3: Evidence/data about the user population and consultation<sup>1</sup>**

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	What does the information tell you about those groups identified? No groups have been identified as being affected by the decision to update the Corporate Risk Register.
3.2	Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision? No
3.3	If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary: The purpose of the report is to update the Corporate Risk Register, consultation of individual groups will not be required.

## Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

<b>Description of impact</b>	<b>Nature of impact</b> Positive, neutral, adverse (explain why)	<b>Extent of impact</b> Low, medium, high (use L, M or H)
Age	Neutral – The decision will not impact	L
Disability	Neutral – The decision will not impact	L
Gender	Neutral – The decision will not impact	L
Gender reassignment	Neutral – The decision will not impact	L
Marriage/civil partnership	Neutral – The decision will not impact	L
Pregnancy/maternity	Neutral – The decision will not impact	L
Race	Neutral – The decision will not impact	L
Religion/belief	Neutral – The decision will not impact	L
Sexual orientation	Neutral – The decision will not impact	L

## Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' <b>YES</b> ', use the action plan at <b>Section 6</b> to describe the adverse impacts and what mitigating actions you could put in place.

## Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

**Section 7: Sign off**

**I confirm that this initial analysis has been completed appropriately.  
(A typed signature is sufficient.)**

Signature of Head of Service:

Date:

Signature of person completing the EqIA:

Date:

**Advice**

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

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# **Epping Forest District Council Corporate Risk Register**

**Date:26 September 2019**

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# 1. Introduction

A strategic risk management 'refresh' exercise was conducted on 15<sup>th</sup> May 2013 with assistance from Zurich Risk Engineering. This exercise was an opportunity for the Management Board to refresh (or update) through identification, analysis and prioritisation those risks that may affect the ability of the Council to achieve its strategic objectives and Corporate Plan. In doing so, the organisation is recognising the need to sustain risk management at the highest level.

The refresh exercise involved a workshop with Management Board to identify new business risk areas and to update and re-profile important risks from the existing corporate risk register.

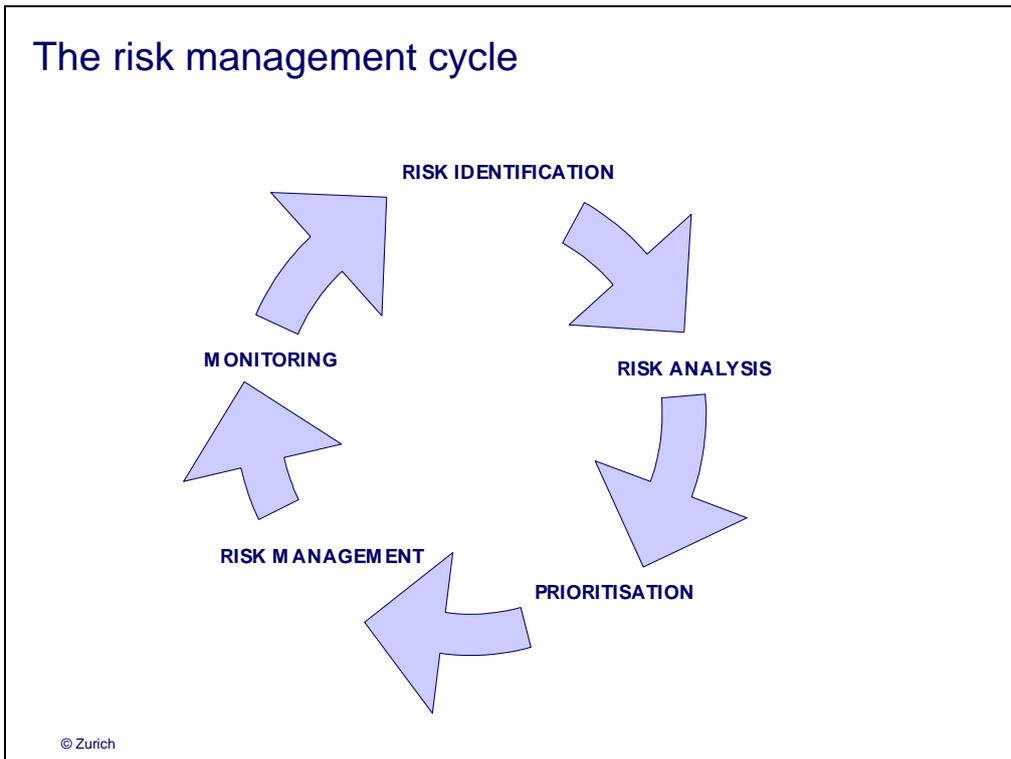
In total 8 strategic risks were profiled at the workshop and during the workshop, each risk was discussed to ensure common agreement and understanding of its description and then prioritised on a matrix. The risk matrix measured each risk for its likelihood and its impact in terms of its potential for affecting the ability of the organisation to achieve its objectives.

For the risks that were assessed with higher likelihood and impact, the group validated the risk scenarios and determined actions to manage them, including assessing the adequacy of existing actions and identifying the need for further actions in order to move the risk down the matrix.

Management Board agreed a timescale for re-visiting these risks in order to assess if they are still relevant and to identify new scenarios. Risks in the red zone will be monitored on a monthly basis and those in the amber zone on a quarterly basis.

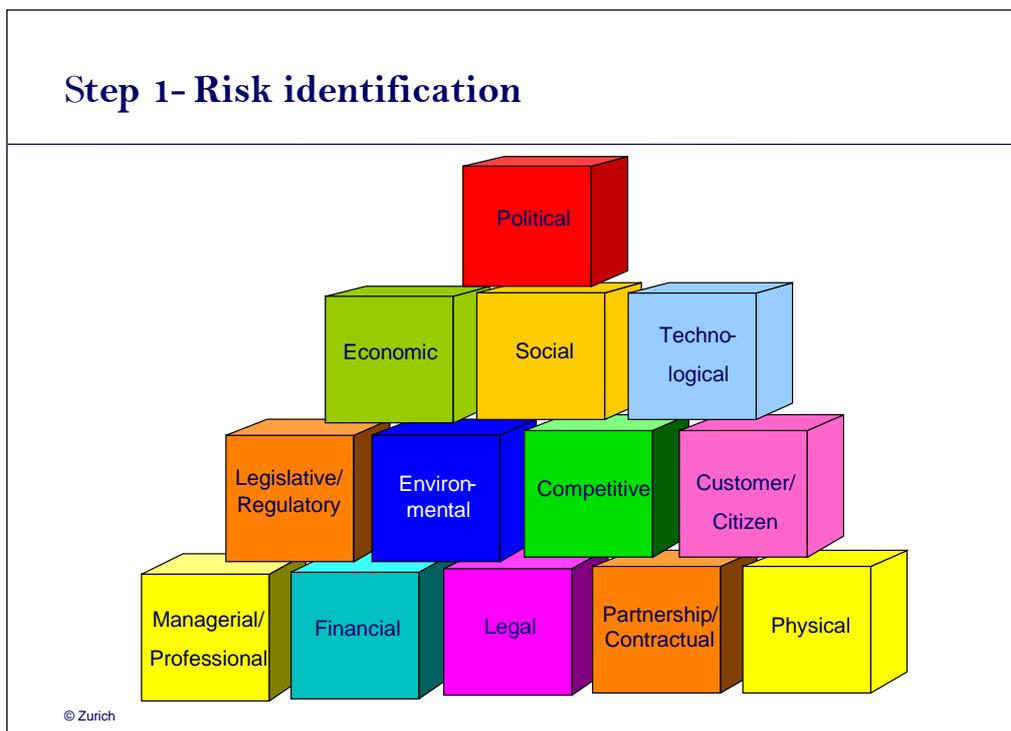
The following report outlines the process utilised by Zurich Risk Engineering and the results achieved.

## 2. The Process



### Risk identification

The first of five stages of the risk management cycle requires risk identification. This formed the initial part of the workshop. In doing so the following 13 categories of risk were considered.



## Risk analysis

During the workshop, the identified risks were discussed and framed into a risk scenario format, containing risk cause and consequence elements, with a 'trigger' also identified. This format ensured that the full nature of the risk was considered and also helped with the prioritisation of the risks.

## Risk prioritisation

The discussion resulted in 8 risk scenarios being agreed (Appendix 2) and these were then assessed for impact and likelihood and plotted onto a matrix (Appendix 1). The likelihood of the risks was measured as being 'very high', 'high', 'medium', or 'low/very low'. The impact, compared against the key objectives and Corporate Plan was measured as being 'major', 'moderate', 'minor' or 'insignificant'.

Once all risks had been plotted the matrix was overlaid with red, amber and green filters, with those risks in the red area requiring further particular scrutiny in the short-term, followed by those in the amber area.

## Risk management and monitoring

The next stage is to monitor the revised management action plans. These plans frame the risk management actions that are required. They map out the target for each risk i.e. to reduce the likelihood, impact or both. They also include targets and critical success factors to allow the risk management action to be monitored.

A risk owner has been identified for each risk. It is vital that each risk should be owned by a member of Management Board to ensure that there is high level support, understanding and monitoring of the work that is required as part of the plans. Risks should also be reviewed as part of the business planning process, in order to assess if they are still relevant and to identify new issues.

The monitoring of these action plans takes place at Corporate Governance Group, Management Board and the Risk Management Group. The action plans are also reported to Members quarterly.

As part of the regular review and reporting additional risks have been identified and added to the register, as shown in the table below.

Risk number	Risk name	When added
9	Safeguarding	January 2014
10	Housing Capital Finance	June 2015
11	Transformation Programme	January 2018
12	Waste Management	June 2018
13	Cyber Security	September 2019

Risk 8 Partnerships – removed in September 2018.

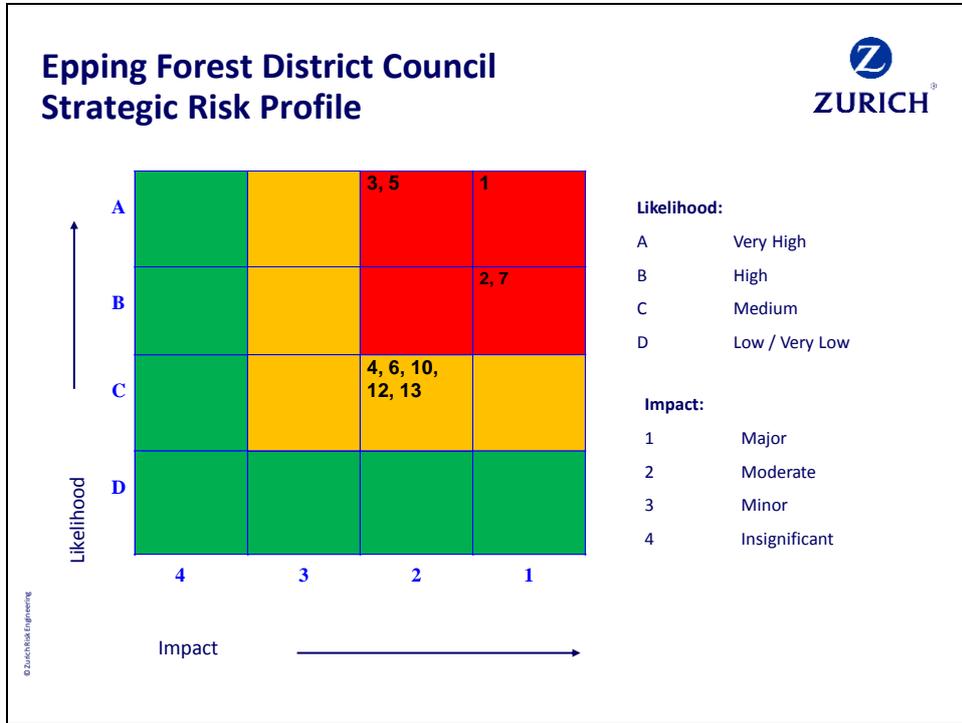
Risk 9 Safeguarding – removed in September 2019.

Risk 11 Transformation Programme – removed in September 2019.

# Appendix 1 – Risk Profile

## Risk profile

During the workshop, 8 risks were identified and framed into scenarios. The results are shown on the following risk profile.



Appendix 2 details all of the above risks.

It is important that an action plan element is written for each of the risks, with particular focus on those with the highest priority, as it is this which will allow them to be monitored and successfully managed down.

### List of current Corporate Risks

Risk number	Short name
1	Local plan
2	Strategic sites
3	Welfare reform
4	Financial resilience
5	Economic development
6	Data/Information
7	Business continuity
10	Housing Capital
12	Waste Management
13	Cyber security

## Appendix 2 – Corporate Risk Register and Action Plans

Risk No 1	Local Plan	A1		
Vulnerability	Trigger	Consequence	Risk Owner	
<p>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>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.</p>	<p>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>Nigel Richardson</p>	

**Risk No 1 Local Plan – Action Plan**

Existing Controls/actions to address risk	Effectiveness of controls/actions	Required further management action	Responsibility for action	Critical success factors and measures	Review frequency	Key date
<p>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 and June 2019. The Inspector's advice issued on 2 August 2019 requires the Council to undertake further work to support the Local Plan.</p>	<p>Key milestone to achieve new LDS will not be met as the hearing sessions took place over a longer period of time and the Inspector's initial advice requires additional technical work to be undertaken in order to agree the Main Modifications required for a sound plan to be achieved.</p>	<p>Programme of work to agree the Main Modifications is in preparation for agreement with the Local Plan Inspector.</p>	<p>Nigel Richardson</p>	<p>Future adherence to project plan.</p>	<p>Regular programme meetings to monitor progress – initially weekly but then monthly</p>	<p>None – process ongoing.</p>
<p>Local Development Scheme (LDS) revised following submission of plan for independent examination.</p>	<p>Revised Local Development Scheme adopted by Local Plans Cabinet Committee on 22 November 2018. LDS to be updated once programme of additional work required by Inspector has been agreed.</p>	<p>Review progress against new key milestones.</p>	<p>Nigel Richardson</p>	<p>Adherence to revised LDS</p>	<p>Regular programme meetings to monitor progress – initially weekly but then monthly</p>	<p>Inspector's initial advice issued on 2 August 2019. Currently agreeing a programme of further work with the Inspector to address the actions identified which will set key dates.</p>

<b>Risk No 1 Local Plan – Action Plan</b>						
<b>Existing Controls/actions to address risk</b>	<b>Effectiveness of controls/actions</b>	<b>Required further management action</b>	<b>Responsibility for action</b>	<b>Critical success factors and measures</b>	<b>Review frequency</b>	<b>Key date</b>
Systematic approach to Duty to Co-operate, engaging public bodies including Natural England and the Conservators	Regular reports at officer and Member level through the Cooperation for Sustainable Development Group.	Important that key decisions do not precede Duty to Co-operate i.e. “fait accompli”.	Nigel Richardson	Submitted plan has passed the legal test of Duty to Co-operate.	MB review six weekly	Officer Meetings – bi monthly now underway.  Duty to Co-operate” Member meetings held regularly.
Development of mitigation strategy regarding the impact of development on Epping Forest Special Area of Conservation (SAC) so as to allow issue of planning permissions, which are currently being prevented without an agreed HRA by Natural England	Regular meetings held with key stakeholders to develop mitigation strategy. Interim mitigation strategy now agreed by Council for recreational pressure on the Forest and Natural England have confirmed it is appropriate. Draft Air Quality Strategy developed but further work required to finalise	Visitor survey work commissioned to support finalisation of mitigation strategy to manage the impact on recreational pressure. Need to obtain agreement with other competent authorities (London Borough of Waltham Forest and Redbridge) in order to progress final strategy. Further work being commissioned to address actions identified by Local Plan Inspector and to feed into the Air Quality Strategy	Nigel Richardson	Mitigation strategy in place for both recreational pressure and air quality issues and release of planning permissions		Agreed strategy by the end of 2019 (following visitor survey in September 2019).
Consultants in place to support project management, resource planning, Sustainability Assessment, transport modelling, master planning.	Staff cannot be prevented from leaving. Exit interviews should reveal any specific patterns. Recruitment is very challenging. EFDC has offered market supplements on key posts to offer competitive salaries in a tight market.	Ongoing review of strategy and Service Structure salaries by senior planners and Leadership Team. Scrutiny Function to be undertaken by Stronger Place Select Committee.	Nigel Richardson	No delays to timetable due to staffing gaps or lack of critical skills		End of 2019

<b>Risk No 2 Strategic Sites B1</b>						
<b>Vulnerability</b>		<b>Trigger</b>		<b>Consequence</b>		<b>Risk Owner</b>
The Council has a number of Strategic sites which it needs to make the right decisions about and then deliver on those decisions.		Not maximising the opportunity of the strategic sites either through decisions or delivery.  Loss of key officers.		<ul style="list-style-type: none"> <li>• Financial viability of Council harmed</li> <li>• Lack of economic development and job creation</li> <li>• External criticism</li> <li>• Project delayed or mismanaged</li> </ul>		Jim Nolan
<b>Existing Controls/actions to address risk</b>	<b>Effectiveness of controls/actions</b>	<b>Required further management action</b>	<b>Responsibility for action</b>	<b>Critical success factors and measures</b>	<b>Review frequency</b>	<b>Key date</b>
Work on strategic sites is co-ordinated through a dedicated Cabinet Committee.	<p>Work is progressing on developing a number of sites:</p> <ol style="list-style-type: none"> <li>1. Another unit has been let in the Landmark Building – a new Public House will be opening soon.</li> <li>2. WYG project management has been appointed to progress the development at St John’s Road</li> <li>3. Pyrles Lane Nursery, Cabinet agreed disposal strategy. Sale agreed October 2018. Indemnity insurance obtained sale proceeding.</li> <li>4. National Police Air Service (NPAS) construction completed site to open at end of August.</li> </ol>	<p>Re-market vacant units.</p> <p>Nursery Services to re-locate to Town Mead on Completion of sale.</p> <p>Complete letting of site to NPAS.</p>	Jim Nolan	Development of strategic sites completed in accordance with Cabinet decisions.	Monthly	None

<b>Risk No 3 Welfare Reform A2</b>						
<b>Vulnerability</b>		<b>Trigger</b>		<b>Consequence</b>		<b>Risk Owner</b>
<p>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>Welfare reform changes have a detrimental effect on the Council and community.</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>		Rob Pavey
<b>Existing Controls /actions to address risk</b>	<b>Effectiveness of controls/actions</b>	<b>Required further management action</b>	<b>Responsibility for action</b>	<b>Critical success factors and measures</b>	<b>Review frequency</b>	<b>Key date</b>
<p>Cross-service and sector working group established to assess impacts of the introduction of Universal Credit and to produce an action plan to mitigate the effects.</p>	To be determined in 2019/20.	<p>Working Group has been created to meet on a regular basis.</p> <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>	Rob Pavey	Mitigation action plan to reduce the effects of the introduction of Universal Credit	Monthly	31 March 2020

<b>Risk No 4 Finance Resilience C2</b>						
<b>Vulnerability</b>		<b>Trigger</b>	<b>Consequence</b>			<b>Risk Owner</b>
<p>Local Authorities are increasingly dependent on locally generated income and from 2020/21 onwards there is little information on future funding. Until the Fair Funding Review is completed it remains difficult to forecast revenue streams for future years. The Fair Funding review will look at how business rate income is distributed amongst authorities but it is unlikely this authority will see any increase in real terms unless additional responsibilities are passed on as a result.</p> <p>There are a large number of rating appeals received where the outcome is uncertain.</p> <p>With the increasing possibility of a no deal Brexit, a number of income sources could be adversely affected. The Council is heavily reliant on income from commercial rentals and it is possible that businesses will find trading conditions more challenging and insolvency may become more common. This of course also affects business rates.</p> <p>The medium term financial strategy requires substantial net CSB reductions over three years.</p>		<p>Unable to secure required level of income due to reduced demand for services, changes in legislation, changes in economic conditions or adverse change in funding mechanisms.</p>	<ul style="list-style-type: none"> <li>• Council unable to meet budget requirements</li> <li>• Staffing and service level reductions</li> <li>• Increase Council Tax</li> <li>• Increase in charges</li> <li>• Greater use of reserves if required net savings not achieved.</li> <li>• Higher level of saving required in subsequent years.</li> </ul>			<p>Paula Maginnis</p>
<b>Existing Controls /actions to address risk</b>	<b>Effectiveness of controls/actions</b>	<b>Required further management action</b>	<b>Responsibility for action</b>	<b>Critical success factors and measures</b>	<b>Review frequency</b>	<b>Key date</b>
<p>Monitoring of expenditure, key income streams and NDR tax base. Savings opportunities pursued through service reviews and corporate restructure.</p>	<p>Effective to date as budgets have been achieved that meet the financial targets set by Members. This will however become increasingly challenging over time.</p>	<p>Update Medium Term Financial Strategy as announcements are made on changes to central funding and welfare. Continue to pursue opportunities to reduce net spending. Develop the use of KPI's to understand areas with potential growth/income.</p>	<p>Paula Maginnis</p>	<p>Savings targets achieved with net expenditure reductions over the medium term as part of a structured plan. Outcome of Fair Funding Review and assessment of its impact on the Council.</p>	<p>Monthly</p>	<p>23 January 2020, draft budget to Finance &amp; Performance Management Cabinet Committee.</p>

<b>Risk No 5 Economic Development A2</b>						
<b>Vulnerability</b>		<b>Trigger</b>	<b>Consequence</b>			<b>Risk Owner</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.		Council performs relatively poorly compared to other authorities.	<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>			Julie Chandler
<b>Existing Controls/actions to address risk</b>	<b>Effectiveness of controls/actions</b>	<b>Required further management action</b>	<b>Responsibility for action</b>	<b>Critical success factors and measures</b>	<b>Review frequency</b>	<b>Key date</b>
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, which is being undertaken in November '19. Following this, a report is to be presented to Cabinet in December '19, to seek approval for development of an Action Plan and related resource requirements.	Too early to determine effectiveness.	<p>Stakeholder consultation event to take place in November '19</p> <p>Report to Cabinet December 5<sup>th</sup> 2019</p> <p>Subject to cabinet agreement, Economic Dev Implementation Plan produced</p>	Julie Chandler	<p>Growth in NDR tax base and employment opportunities.</p> <p>Improved opportunities for skills development in conjunction with NCC.</p> <p>Council to be viewed as punching above its weight.</p>	Monthly	December 2019

<b>Risk No 6 Data / Information C2</b>						
<b>Vulnerability</b>		<b>Trigger</b>	<b>Consequence</b>			<b>Risk Owner</b>
The Authority handles a large amount of personal and business data. Either through hacking or carelessness, security of the data could be compromised.		Data held by the Council ends up in inappropriate hands. System loss.	<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>			Rob Pavey
<b>Existing Controls/actions to address risk</b>	<b>Effectiveness of controls/actions</b>	<b>Required further management action</b>	<b>Responsibility for action</b>	<b>Critical success factors and measures</b>	<b>Review frequency</b>	<b>Key date</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>	Generally effective to date, with no significant lapses since the introduction of the 2018 DPA.	The introduction of a corporate Information Governance Group will review current arrangements and ensure these are strengthened where required.	Rob Pavey	<p>Continued security of personal data held by the Council in accordance with the Data Protection Act 2018.</p> <p>No criticism or fines from the ICO over how requests are handled. Low number of breaches reported to the ICO.</p>	Quarterly	None

<b>Risk No 7 Business Continuity B1</b>						
<b>Vulnerability</b>		<b>Trigger</b>	<b>Consequence</b>			<b>Risk Owner</b>
<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>Unable to respond effectively to a business continuity incident (e.g. IT virus/flu pandemic/loss of civic offices)</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>Jim Nolan</p>
<b>Existing Controls/actions to address risk</b>	<b>Effectiveness of controls/actions</b>	<b>Required further management action</b>	<b>Responsibility for action</b>	<b>Critical success factors and measures</b>	<b>Review frequency</b>	<b>Key date</b>
<p>Improvement of current business continuity (BC) management arrangements is currently in progress.</p>	<p>An Internal Audit of Business Continuity arrangements identified a number of weaknesses which are being addressed through the BC project.</p>	<p>Complete the business continuity project plan and thereafter embed business continuity within the Council, to include periodic tests and exercises.</p>	<p>Jim Nolan</p>	<p>Having plans in place which are proved fit for purpose either by events or external scrutiny.</p>	<p>Quarterly</p>	<p>BC project to be completed by end December 2019.</p>

<b>Risk No 10 Housing Capital Finance C2</b>						
<b>Vulnerability</b>		<b>Trigger</b>		<b>Consequence</b>		<b>Risk Owner</b>
<p>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>Schemes are delayed by either the planning process or unanticipated site problems.</p> <p>Imposition of further restrictions on rent levels.</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>		Paul Pledger
<b>Existing Controls/actions to address risk</b>	<b>Effectiveness of controls/actions</b>	<b>Required further management action</b>	<b>Responsibility for action</b>	<b>Critical success factors and measures</b>	<b>Review frequency</b>	<b>Key date</b>
<p>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.</p> <p>The Council belongs to the Association of Retained Council Housing which lobbies on such issues.</p>	<p>Effective to date. Six street properties in Waltham Abbey and eight affordable homes on a S106 site in Roydon have been purchased to date.</p> <p>Effective to date. Other issues may arise in the future though.</p>	<p>Continue close monitoring of financial position.</p> <p>Keeping Members fully informed of the potential consequences of their actions.</p> <p>Monitor policy developments/announcements and participate in lobbying if appropriate.</p> <p>The risk to spending our 1-4-1 receipts is being monitored on a quarterly basis.</p>	<p>Paul Pledger</p> <p>Paul Pledger</p>	<p>Loss of right to buy receipts is minimised.</p> <p>Impact of Policy changes is minimised as far as possible.</p>	<p>Monthly</p> <p>Monthly</p>	Ongoing

**Risk No 12 Waste Management C2**

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>	<b>Risk Owner</b>
Inability of the Council's partnering contractor, Biffa Municipal Limited to secure profitable outlets for recycling materials processed through the Material Recycling Facility (MRF) could result in diminishing income.	There has been significant drop in income from the sale of recycling materials especially paper, caused primarily by the Chinese government decision to ban import of MRF paper. This has resulted in saturation in the commodity markets.	<ul style="list-style-type: none"> <li>• Reputational damage to the Council if recycling materials is sent to landfill.</li> <li>• Additional costs to the Council if Biffa cannot sell materials.</li> <li>• Additional costs under pain/gain share mechanism in the contract if the income from recycling continues to drop or worst case becomes a cost.</li> </ul>	Qasim Durrani

<b>Existing Controls /actions to address risk</b>	<b>Effectiveness of controls/actions</b>	<b>Required further management action</b>	<b>Responsibility for action</b>	<b>Critical success factors and measures</b>	<b>Review frequency</b>	<b>Key date</b>
Financial settlement has been agreed with Biffa to improve the quality of recycling output from Biffa's processing plant.	<p>Dependent, to a large extent, on the market forces in the case of commodity prices.</p> <p>Due to volatility of sale prices of recycling materials the contractual arrangement of Recycling Index Unit Rate (RIUR), agreed at the anniversary of the contract, is to be continued to be monitored closely.</p>	To continue to monitor the costs and market fluctuations.	James Warwick	<p>RIUR reviews result in increased income.</p> <p>Difficulties in selling recycling materials is identified early.</p>	Monthly	Ongoing

<b>Risk No 13 Cyber Security C2</b>						
<b>Vulnerability</b>		<b>Trigger</b>	<b>Consequence</b>			<b>Risk Owner</b>
The Authority handles a large amount of personal and business data. Either through hacking or carelessness, security of the data could be compromised.		Data held by the Council ends up in inappropriate hands. System loss.	<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>			Paula Maginnis
<b>Existing Controls/actions to address risk</b>	<b>Effectiveness of controls/actions</b>	<b>Required further management action</b>	<b>Responsibility for action</b>	<b>Critical success factors and measures</b>	<b>Review frequency</b>	<b>Key date</b>
<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>	No loss of data. Systems have remained protected from cyber-attack.	<p>Continued funding for robust perimeter protection system.</p> <p>Continued investment in training to ensure that staff recognise 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>Further develop ICT Recovery Plan.</p>	Paula Maginnis	No data loss or system downtime due to unauthorised access of EFDC systems or data.	Quarterly	Ongoing