

## CORPORATE RISK REGISTER (DECEMBER 2021)

<b>LIKELIHOOD</b>	<b>A</b> Very High				
	<b>B</b> High			<b>10</b>	<b>1</b>
	<b>C</b> Medium			2 4 5 6 8 9	<b>3</b>
	<b>D</b> Low / Very Low			<b>7</b>	
		<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	C2	Economic Development
5	C2	Data/Information
6	C2	Business Continuity
7	D2	Housing Capital Finance
8	C2	Cybersecurity
9	C2	Delays in issuing planning permission
10	B2	Climate emergency

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Risk No 1 Local Plan	<p><b>Vulnerability:</b> Deadline of December 2023 for all authorities to have up-to-date Local Plans in place. Delays in the adoption of the Local Plan (LP) and failure to meet the Housing Delivery Test will delay the implementation of the Local Plan Strategy and lead to the presumption in favour of sustainable development being applied.</p> <p><b>Consequence:</b> Delays in granting consent for planned new homes, affordable housing and jobs because of delays in implementing the spatial approach including strategic housing and employment sites.</p> <ul style="list-style-type: none"> <li>• Vulnerable to ad hoc planning applications and appeal decisions</li> <li>• Loss of associated New Homes Bonus, Business Rates tax base growth and S106 monies to support key infrastructure projects.</li> <li>• Reputational damaged</li> <li>• An annual housing requirement of 953 homes per year (2020/21) far in excess of the Local Plan annual average of 518 dwellings per year.</li> </ul>	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 identified 39 Actions for the Council to complete in August 2019. The Council's response to these actions resulted in proposed amendments to the Plan (Main Modifications) in July 2021. The comments on these MM's are considered by the Inspector who will make her recommendations in due course.	VERY HIGH	MAJOR	A1	<p>1) MMs consultation ended on 23<sup>rd</sup> September with Policy Team resources focussed on early submission of representations to the Inspector.</p> <p>2) Consultants in place to support Habitats Regulations Assessment, Sustainability Assessment statements required alongside the Local Plan adoption.</p> <p>3) Considering detailed transport models and enhancement plans with stakeholders to demonstrate the effectiveness of policies.</p> <p>4) Financial contributions towards mitigation and enhancements required by Interim Air Pollution MS and Green Infrastructure Mitigation Strategy already being secured.</p> <p>5) Implementation Team established to accelerate delivery of strategic site allocations</p> <p>5) Regular reports at officer and Member level through the Cooperation for Sustainable Development Group.</p>	HIGH	MAJOR	B1	<p>1) Regular updates provided and posted on the Council's website. Last being on 2/11/21 in which the Inspector explained that they are considering MM representations.</p> <p>2) Once the Inspector has considered the responses, including the evidence presented throughout the duration of the Examination, she will determine whether the Local Plan is 'sound' and produce a written report outlining her final recommendations. Following receipt of the Inspector's report, the Plan can be formally adopted by the Council if it makes the MMs recommended. Inspector Report anticipate early 2022.</p> <p>3). Scrutiny Function is undertaken by Stronger Place Select Committee.</p>	Service Director – Planning Services	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> 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. The new Omicron variant may increase risk due to its high transmissibility and its resistance to current vaccines are unknown (December 2021).</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 Increase in approaches from clients experiencing DA in line with National trends that translate to an increase in housing duties owed. The £20 uplift in Universal Credit has ended and may cause hardship for some residents.</p>	MEDIUM	MAJOR	C1	<ol style="list-style-type: none"> <li>Virtual customer portal signposting access to a range of help, advice and support services (debt, homelessness, health &amp; wellbeing, safeguarding skills &amp; employment).</li> <li>Development of a hub approach to service delivery centred at Civic Office with plans to ensure targeted holistic provision of services across the district.</li> <li>Creation of a dedicated private sector lettings resource to increase prevention of homelessness, reduce demand for Temporary Accommodation and instances where a full rehousing duty would otherwise be owed</li> <li>RSI funding secured enabling enhanced targeted response to single homelessness including creation of a mental health navigator embed within the homelessness team</li> <li>Domestic Abuse (DA) Navigator appointed. A further specialist DA Safeguarding post is being funded and will sit in the Community Resilience Team to provide expert support and lead through DAHA accreditation ensuring a whole housing approach to DA</li> <li>Additional £23K funding secured for DA work</li> <li>Monthly tracking for early identification of spikes in demand</li> <li>£117K additional homelessness prevention grant to assist with homelessness prevention specifically for private renters affected by Covid-19</li> </ol>	MEDIUM	MODERATE	C2	<ol style="list-style-type: none"> <li>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. The Epping Community Hub is now operational, and its progress will be kept under review.</li> <li>Review of risk level at the expiry of Govt's furlough scheme and £20 weekly uplift in Universal Credit (October 2021.)</li> </ol>	Service Director - Customer Services	Monthly

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<b>Risk No 3</b>  <b>Financial Resilience</b>	<p><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.</p> <p><b>Qualis Income</b> Securing planned income returns from the LATCO initiative is vital to maintaining financial self-sufficiency and minimising expenditure reductions</p> <p><b>Efficiency Savings</b> The medium-term financial outlook means that setting a balanced budget for 2022/23 is a challenging process, with the realisation of cashable efficiencies an overwhelming priority; and</p> <p><b>Financial Control</b> Tighter financial control is essential in the more challenging financial environment that lies ahead.</p>	<p>Balanced budget now set for 2021/22 but includes use of £1.350 million from general reserves. Late audit adjustments to 2019/20 resulted in one-off call on reserves (mostly triggered by legacy issues from previous financial years). Cabinet considered the draft budget for 2022/23 at their 6<sup>th</sup> December 2021 meeting. They also approved the updated Medium Term Financial Plan although the government's settlement agreement had yet to be published. Slippage in timetabled income and benefits from Qualis (although positive progress being made). Emerging HRA Business Plan reflected in updated MTFP in October 2021. Initial position appears sustainable and should deliver Housing Development Programme, whilst enabling the maintenance of stock. Caveat exists re lack of independent Stock Condition data (survey underway). Corporate financial planning, management and reporting processes in transition following significant upheaval during 2019/20, although improving strongly in most areas (Statement of Accounts still high priority). CIPFA Financial Management Code effective from 1 April 2021: step change improvement required to achieve compliance.</p>	VERY HIGH	MAJOR	A1	<p><b>Covid-19</b> Immediate pressure now receding in 2021/22. Medium/Long Term financial impacts being managed through updated MTFP (@ December 2021).</p> <p><b>Qualis</b> Council's interests directly overseen and managed by Section 151 Officer with tailored support from specialist professional advisors</p> <p><b>Efficiency Savings</b> Potential for cashable efficiency savings for 2022/23 now being vigorously pursued with full Leadership Team support.</p> <p><b>Financial Control</b> Process improvements being rolled out by Deputy S151. Interim support for Finance Team to address temporary capacity shortages; Phases 1 and 2 recruitment process for new Finance team complete (August 2021). This includes the permanent recruitment of HRA expertise.</p>	HIGH	MAJOR	C1	<p>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.</p> <p>Complete second iteration of emerging HRA Business Plan and roll out results for 2022/23 based on up-to-date Stock Condition data.</p> <p>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.</p>	Strategic Director & 151 Officer	Monthly

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<b>Risk No 4 Economic Development</b>	<p><b>Vulnerability:</b> Economic development and employment are very important to the Council particularly in the current Covid-19 economic climate. The Council needs to be able to stimulate opportunities for economic development and employment (especially youth employment and those seeking local career progression) in the District in line with the emerging Local Plan. It is recognised that the current economic shocks increase uncertainty but do however also provide opportunities through increased home working and local manufacture and trade.</p> <p><b>Consequence:</b></p> <ul style="list-style-type: none"> <li>• Unable to secure sufficient employment 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 loses out to other authorities in terms of attracting business, employment and other Place opportunities. All of which would financially impact on the Council (e.g. loss in business rates, and residents/visitor spending power. E.g. leisure centres.</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-</p> <p>There is a potential increase in unemployment as the government's furlough funding comes to an end. Potentially X10 compared to pre-pandemic levels.</p> <p>Good use is being made by the Council of government and County Covid-19 funding including business grants.</p> <p>Demand for industrial and retail assets in the district remains high.</p> <p>Possible reduction in business rate take and trickle-down benefits from having less spending power (than predicted) in the District.</p>	<b>VERY HIGH</b>	<b>MAJOR</b>	<b>A1</b>	<p>Economic Development Plan (Nurturing Growth) in place and flexed to take account of Covid-19.</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. Cabinet in July 2021 approved six town centre action plans to help support and improve economic viability of town centres across the district.</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> <p>The Council has launched its Kickstart programme and Development hub to help improve employment and skills.</p> <p>NWA Business Zone and possibly freeport development linked with other employment sites.</p> <p>Engendering and supporting work from home and work local approaches through the support/creation of work hubs reducing the need to travel and commute and having environmental as well as economic benefits</p>	<b>MEDIUM</b>	<b>MODERATE</b>	<b>C2</b>	<p>Ensure full delivery of inward investment site, loyal free and Maybe * (social media engagement and insight tool). Support development at North Weald for maximum return in jobs and investment.</p> <p>Work with partners on an end of furlough skills and employment initiative. Ensure there is a co-ordinated Council approach to ensure government and County funds and bid monies is prioritised, properly coded and used in line with its criteria.</p>	<p>Chief Operating Officer via</p> <p>Economic Development and Planning</p>	Monthly

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Risk No 5  Data / Information	<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. The work programme for the Information Governance Group, who oversees this risk, is comprehensive but has limited resource to progress the work.</p>	HIGH	MAJOR	B1	<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 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. A review of the work programme took place by IGG in their meeting</p> <p>A Retention and Disposals Policy was launched Feb 2021.</p>	MEDIUM	MODERATE	C2	<p>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. The Work Programme is subject to ongoing review undertaken by SIRO and Chief Auditor.</p> <p>Cyber Security info graphic and eLearning completed in November 2021. A policy review will follow.</p> <p>Data Protection Infographic and eLearning. Use Litmos and plan for launch in January 2022.</p> <p>FOI infographic and eLearning- Use Litmos and plan for launch in February 2022</p> <p>Executive Team training to take place in January 2022.</p> <p>The IAOG will be reminded of their responsibilities of implementing the Retention &amp; Disposal Policy. Completed. Audit to discuss Policy with service areas to ensure periods are appropriate. Completion by end of Q4 21/22</p> <p>Transparency Code requirements to be circulated for timescales and owners/responsibilities to be agreed</p>	Service Director – Corporate Services (SIRO)	Quarterly

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Risk No 6  Business Continuity	<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. 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. 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. All departments now have their own departmental BC plans Corporate strategy now sits above all plans and has been tested. 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> <p>The current ICT DR solution is not fully tested, and therefore might not deliver the expected benefits.</p>	VERY HIGH	MAJOR	A1	<p>Improvement of current business continuity (BC) management arrangement is currently in progress. Our organisational response to the current covid-19 emergency demonstrates a generally effective BCP with essential services / critical functions continuing. 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> <p>Testing has been done on several elements of the DR solution. A second internet connection had been ordered. A full test is being planned.</p>	MEDIUM	MODERATE	C2	<p>Chelmsford Council has agreed to provide templates including a Business Impact Analysis tool. The outcome of which will assist EFDC to develop a work programme/service plan. Initial meeting to take place with Chelmsford on 17 January 2022.</p> <p>Senior managers to keep situation under regular review. Staffing issues is a standing item on fortnightly Wider Leadership Team Meeting.</p>	Service Director – Corporate Services	Quarterly

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Risk No 7  Housing Capital Finance	<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. 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>	HIGH	MODERATE	B2	<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 development team have worked with finance and developed reports to enable clear visibility around capital funding and ensures clear accounting and governance.</p> <p>3) Grant Thornton has completed their overall review of finance processes. Recommendations made are being implemented through an action plan.</p> <p>4) Consultant has reviewed and updated the HRA business plan, and highlights the plan remains stable.</p> <p>5) RTB receipts Policy approved by Cabinet</p> <p>6) The Council belongs to the Association of Retained Council Housing which lobbies on such issues.</p>	LOW/VERY LOW	MODERATE	D2	None: Tolerate and monitor. Residual risk downgraded from C2 (amber) to D2 (green) following review by the December 2021 Risk Management Group. The risk will be monitored at the service level.	Project Director - HRA	Monthly

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Risk No 8  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> <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>	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>IT monitoring &amp; installing system updates &amp; patches</p> <p>All data back up now directly to the cloud. Considering extending to grandfather back-ups</p> <p>Latest windows major upgrade underway and on track.</p> <p>An eLearning module provided by the National Cyber Security Centre has been rolled out across the Council.</p>	MEDIUM	MODERATE	C2	<p>Continued monitoring &amp; researching security attack methodologies and best practice procedures</p> <p>This will follow a review of relevant policies, date of launch to be confirmed</p> <p>A recent cyber incident is still currently being dealt with. Controls were effective but will be reviewed. Learning from this have identified shortfalls in tooling that will be identified in the Major Incident report that is being developed.</p>	Service Director – ICT & PMO, Strategy & Policy	Quarterly

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<b>Risk No 9</b> <b>Delays in issuing Planning Permission</b>	<p><b>Vulnerability:</b> Delays in issuing around 260 Planning Permission for development following 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 house building to create new homes.</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.	VERY HIGH	MAJOR	A1	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 approved at Cabinet on 20 April 2021. A 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.	MEDIUM	MODERATE	C2	<p>Mitigation strategy in place for both recreational pressure and air quality issues.</p> <p>Interim air pollution mitigation strategy has been agreed with Natural England and has being 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 and opened the potential release of 260 planning permissions. To date, 105 planning permissions have been successfully released equating to 157 dwellings. 14 applications have been withdrawn and 5 have been refused planning permission. A number are still awaiting the completion of s106 agreements to accompany the planning permission. Applications submitted after 8 February 2021 are being dealt with in a Business As Usual manner.</p>	Service Director - Planning Services	Monthly – regular updates are being provided to the inspector

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Risk No 10 Climate Emergency	<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. 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 Adaptation requirements</li> </ul>	<p>Failure in achieving identified carbon reduction targets and taking action to reach the carbon neutral District by 2030 pledge.</p> <p>Need to ensure that the current fixed term contracts of both the Climate Change Officer and the Sustainable Transport Officer are extended beyond scheduled contract end in Summer 2022</p>	VERY HIGH	MODERATE	A2	<p>The Climate Change and Sustainable Transport Officer have developed a draft action plan with the overall objective of becoming carbon neutral by 2030. The finalised action plan will cover all service areas and the wider District emissions.</p> <p>The draft Climate Change Action Plan went for public consultation finishing on 26<sup>th</sup> November, comments from the consultation will be used to develop the action plan.</p> <p>DaRT87 has been hit by the effects of the pandemic with continued WFH work patterns suppressing demand for tube journey links and older/concessionary pass holders remaining cautious about using public transport (confirmed in ECC and national stats). The Climate Change consultation increased traffic to the landing page and a new offer to waive annual membership is being promoted, including via HGGT comms team as one third of expressions of interest have come from Harlow residents. Cabinet to review next year's activity in January.</p>	HIGH	MODERATE	B2	<p>Continued development of the action plan based on comments and feedback from the consultation. A report of the findings will go to Overview and Scrutiny in January following this a revised plan will go to Cabinet in the Spring.</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. Finalise draft of Climate Action Plan to be submitted for Cabinet Sign Off is on course for end of Mar 2022</p>	Chief Operating Officer	Quarterly