

## Appendix 1: CORPORATE RISK REGISTER (FEBRUARY 2022)

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

Risk no.	Risk score	Description
1	B1	Local Plan
2	C2	Increase in demand for financial and housing assistance
3	C1	Financial resilience
4	C2	Economic Development
5	C2	Data/Information
6	C2	Business Continuity
7	C2	Cybersecurity
8	C2	Delays in issuing planning permission
9	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> The end of furlough and the moratorium on evictions although have meant increasing numbers requiring assistance this hasn't yet had a significant impact which may be a result of the backlog of cases courts are still working through and enforcement only starting to return to full capacity very recently. There is still a present risk coupled with an emerging risk around fuel poverty and the more general rise in cost of living which will increasingly impact residents and particularly from April.</p> <p>As well as a rise in homelessness and a direct impact spend from the GF this risk could impact ability to recover rents (HRA and commercial), CTX and other sundry debts affecting income.</p>	<p>End of furlough and uncertainty over job security in some industries coupled with the emerging fuel poverty crisis and general, significant, rise in living costs (February 2022).</p> <p><b>Consequences:</b></p> <ul style="list-style-type: none"> <li>• Tenants no longer able to afford current/new tenancies.</li> <li>• Residents no longer able to afford mortgages</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</li> <li>• Universal Credit has ended and may cause hardship for some residents.</li> </ul>	<b>MEDIUM</b>	<b>MAJOR</b>	<b>C1</b>	<ol style="list-style-type: none"> <li>1. Virtual customer portal signposting access to a range of help, advice and support services (debt, homelessness, health &amp; wellbeing, safeguarding skills &amp; employment).</li> <li>2. Breathing Space</li> <li>3. 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>4. 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>5. RSI funding secured enabling enhanced targeted response to single homelessness including creation of a mental health navigator embed within the homelessness team</li> <li>6. Domestic Abuse (DA) Navigator and specialist DA safeguarding officer appointed to provide expert support and lead through DAHA accreditation ensuring a whole housing approach to DA</li> <li>7. Additional £57K funding secured for DA work</li> <li>8. Monthly tracking for early identification of spikes in demand</li> <li>9. £117K additional homelessness prevention grant to assist with homelessness prevention specifically for private renters affected by Covid-19</li> </ol>	<b>MEDIUM</b>	<b>MODERATE</b>	<b>C2</b>	<ol style="list-style-type: none"> <li>1. Continue to develop the hub approach to service delivery that enables targeted provision of early help &amp; support services that meet the needs of specific localities. The Epping Community Hub is now operational, and its progress will be kept under review.</li> <li>2. Bid submission for Changing Futures grant £72K for Job Coach programme that will assist 60 clients over 2 years into sustainable employment.</li> </ol>	Service Director - Customer Services	Monthly

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Risk No 3  Financial Resilience	<p><b>General Fund Reserves</b> The Council has had a strong Balance Sheet for several years with, prima facie, a high level of unallocated Reserves. However, late audit adjustments to the 2029/20 Statement of Accounts resulted in a reduction in General Fund balances, which is adding to a recent general 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> A balanced budget for 2022/23 has been achieved, but the Medium-Term Financial Plan (@ February 2022) reveals significant budget deficits from 2023/24 onwards, meaning that the realisation of cashable efficiencies is an overwhelming priority; and</p> <p><b>Financial Control</b> Although step change improvements in financial control have been made in 2020/21 and 2021/22, more remains to be done given the challenging financial environment that lies ahead.</p>	<p>Balanced budget now set for 2022/23 without the need to call on general reserves, although there are some notable risks including inflation and potential slippage in the timetable for drawdown of Qualis loans.</p> <p>Emerging intelligence (based on October to December 2021 performance) identifies Council Tax collection as an emerging problem. Although an anticipated decline in 2021/22 did not materialise (which improves the Collection Fund position), strong performance in Quarter 2 2021/22 has not been maintained, which threatens assumed income returns from the Council Tax Sharing Agreement (CTSA).</p> <p>Emerging HRA Business Plan now reflected in (generally stronger all round) HRA budget for 2022/23 and updated MTFP. Long-term HRA 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).</p> <p>Financial planning, management and reporting processes improving strongly in most areas (Accounts still high priority). CIPFA Financial Management Code effective from 1 April 2021: step change improvement required.</p>	VERY HIGH	MAJOR	A1	<p><b>Covid-19</b> Transient problems created by pandemic almost fully receded. Legacy issues likely to be confined to Car Parking and possibly Waste Management (through the cost implications of greater waste generation); impacts now integrated into core Financial Planning process.</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 medium-term cashable efficiency savings now being pursued with 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 now receding; Phases 1 and 2 recruitment process for new Finance team complete (@ August 2021). Phase 3 (final phase) recruitment almost complete (@ February 2022). Cultural change process (corporately) still a priority as wider acceptance and buy in required to effectively tackle the 'expenditure equation'.</p>	HIGH	MAJOR	C1	<p>Complete transformation of Corporate Finance function, focussing especially on the under-developed Accounting, Systems and Treasury functions as well as further 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 2023/24 based on up-to-date Stock Condition data.</p> <p>Ensure medium-term cashable efficiencies are given the highest priority in 2022/23. 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 (IOAG) 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 by SIRO and Chief Auditor.</p> <p>Cyber Security info graphic and eLearning completed in November 2021. A policy review will follow. policy sub-group chaired by the SIRO will be formed during Q4 21/22</p> <p>Data Protection Infographic and eLearning. Use Litmos and plan for launch in February 2022.</p> <p>FOI infographic and eLearning- Use Litmos and plan for launch in March 2022</p> <p>Executive Team Information Governance training to take place in March 2022.</p> <p>The IAOG reminded of their responsibilities of implementing the Retention &amp; Disposal Policy. Audit to discuss Policy with service areas to ensure periods are appropriate. Completion by end of Q4 21/22. Discussions took place at the February 2022 IAOG meeting</p> <p>Transparency Code requirements to be circulated for timescales and owners/responsibilities to be agreed. Awaiting some responses.</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>Business DR testing successfully completed over 3 days.</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 took place with Chelmsford on 17 January 2022. A small group will be tasked to review process/next steps.</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 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>Cyber MIM report issued and published. Some outstanding updates still in flight and being monitored. No immediate concerns. Future security project will evaluate if other tools are needed.</p> <p>Mystery Phishing campaign underway.</p>	Service Director – ICT & PMO, Strategy & Policy	Quarterly

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<b>Risk No 8</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, 124 planning permissions have been successfully released equating to 173 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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<b>Risk No 9</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. 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>	<b>VERY HIGH</b>	<b>MODERATE</b>	<b>A2</b>	<p>The Climate Change and Sustainable Transport Officer have developed a draft action plan with the overall objective of becoming carbon neutral by 2030. 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 2021, 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 March 2022.</p>	<b>HIGH</b>	<b>MODERATE</b>	<b>B2</b>	<p>Continued development of the action plan based on comments and feedback from the consultation. A report of the findings will go to Overview and Scrutiny in at the end of March 2022 following this a revised plan will go to Cabinet in April.</p> <p>The move to staff working from home and covid-19 associated projects including increasing active travel as part of the Safer Places project for High Street recovery, will contribute towards a positive impact on carbon reduction.</p> <p>Finalise draft of Climate Action Plan to be submitted for Cabinet Sign Off is on course for early April 2022</p>	Chief Operating Officer	Quarterly