Corporate Risk Register
December 2020

Southend BC Risk Matrix

	Unlikely <25%	Likely 25-50%	Very Likely 50-75%	Almost Certain >75%
Catastrophic / exceptional opportunity	4	8	**12**	**16**
Severe / significant opportunity	3	6	9	**12**
Material	2	4	6	8
Negligible	1	2	3	4

Risk acceptance level (activity below which attracts minimum effort and resources)

Risk Register Heat Map: Risk numbers

Risk	
1 – Covid-19 pandemic	10 – Child welfare
2 – Financial sustainability	11 – Housing
3 – EU exit	12 – Adult social care
4 – Public services landscape	13 – Waste Management
5 – Workforce	14 – House building programme
6 - a) Cyber security b) Data protection	15 – Regeneration and major projects
7 – Safeguarding responsibilities	16 – Visitor destination
8 – Adapting to climate change	17 – Economic recovery and income inequalities
9 – Health inequalities	18 – Local Plan

Risk Register Heat Map: Current risk score

Impact

Likelihood

Risk 4

Risk 1   Risk 2   Risk 17

Risk 3   Risk 8

Risk 5   Risk 6   Risk 7
Risk 10   Risk 11   Risk 12
Risk 13   Risk 16
       Risk 18

Risk 9   Risk 14

Risk 15

CROSS CUTTING

credit: ActiveSouthend

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
1	**Covid-19 pandemic** **Risk that the Covid-19 pandemic causes an outbreak of ill-health in the Borough resulting in health and care services being unable to cope with the volume of cases, and significant disruption to the operational activities of the Council and other public service organisations in the Borough.**	**1. Increased focus on covid-19 through the agreement of the three critical Council priorities for the short term, with gold and silver cells established to implement the required response.** **2. Civil contingency arrangements utilised, now also including the Outbreak Control Oversight and Engagement Board and the Health Protection Board, with representation from Public Health England (PHE) and links into the Essex Resilience Forum and central government.** **3. Gold - Strategic command / Silver - Tactical / Bronze - Operational management arrangements in place and operating. Minutes / Issues log / Actions log maintained to capture, record and track progress with addressing issues.** **4. Business continuity plans in place for all service teams. BCPs reviewed annually and submitted to the Emergency Planning team and being utilised in response to the covid-19 pandemic.** **5. Local contact tracing service established in collaboration with Essex County Council. Under the guidance of PHE regional team and supported by PHE's local health protection team, the Council addresses complex cases utilising the Local Outbreak Control Plan.** **6. Additional Consultant in Communicable Disease (CCDC) capacity brought in to support the Director of Public Health.** **7. Increased communication of risks and requirements of the population to ensure increased understanding and compliance.**	3	4	12	Alison Griffin / Leader

CROSS CUTTING

credit: ActiveSouthend

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (Lxl)	Leads
			Likelihood	Impact		
2	**Financial sustainability** **Risk that failure to address the financial challenge by effectively managing the growing demand for services, managing the costs of the covid-19 response and enhancing local income streams as part of recovery will threaten the medium to long term financial sustainability of the Council, leading to a significant adverse impact on Council services and the ability to deliver the outcomes desired by the Council, to address the financial position.**	**1. Budget setting process to identify required investment and efficiencies to deliver a robust budget for 2021/22 and to deliver a robust programme of ongoing activity to deliver budget sustainablilty into the medium term.** **2. Management oversight of budget setting process through challenge provided by:** • **Senior member, Chief Executive and Director to Director challenge to each other and departments on proposed savings and resultant budgets** • **reports to CMT and Cabinet.** **3. Medium Term Financial Strategy (MTFS), including budget pressures to regularly consider financial impact of Government policy reported to CMT, Cabinet and Council to provide assurance, with reports to and minutes of meetings.** **4. Increased focus on the budget and transformation through the agreement of the three critical Council priorities for the short term, with gold and silver cells established to implement the required response.** **5. Getting to know your business workstream developed to ensure that appropriate focus on achieving value for money and the optimum approach to the delivery of the Southend 2050 outcomes is being made by all services.**	3	4	12	Joe Chesterton / Leader & Deputy Leader

CROSS CUTTING

credit: ActiveSouthend

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
3	**EU exit** **Risk that the impact of, or a failure to address, prepare for and take advantage of the Government's agenda in the lead up to EU exit at the end of the transition period on 31 December 2020, and the implications arising from the terms of the exit, will hamper the ability of the Council to deliver it's ambition and outcomes.**	**1. Working group with reps from across the organisation meets monthly (likely to be stepped up to weekly approaching exit date) and has a sitrep on MSTeams used to capture issues and impacts of EU exit and put measures in place to mitigate risk for the Council and Borough as far as possible.** **2. Links to the East of England lead and reporting to them as required via EELGA and horizon scanning through the LGA and MHCLG as the picture becomes clearer with cascading of any information shared with us.** **3. Officers participate fully in the Essex Resilience Forum which is taking a lead in coordination of planning for Essex.** **4. Most Brexit funding utilised on mitigations such as the fuel bunker at Tickfield and additional trading standards officer. Balance retained to be spent in accordance with the risks and opportunities presented.** **5. Economic Development continue to work alongside Business Essex Southend and Thurrock (BEST) to assist businesses to prepare.** **6. Corporate management team regularly updated and continue to monitor the opportunities and risks associated with EU Exit.** **7. Cabinet consider the implications and reports on progress with preparation on a regular basis.**	3	4	12	Alison Griffin / Leader

CROSS CUTTING

credit: ActiveSouthend

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (Lxl)	Leads
			Likelihood	Impact		
4	**Public services landscape** **Risk that failure to address and engage with the different models and public service governance arrangements being discussed will result in the organisation and the borough being left behind and ultimately unable to deliver the Council's ambition and outcomes.**	**1. Actively engaged in the Association of South Essex Local Authorities to manage the outcomes desired for the economic corridor and engage with the Government's devolution agenda to secure investment for infrastructure led growth, with the 'Growth and Recovery Prospectus 2020' now submitted to central government.** **2. Mid and South Essex Health and Care Partnership (formerly STP) now spans more fully both health and local government. This reflects the desire to become a fully integrated care system for which the formal application is now being developed, as described in the national NHS Long Term Plan. Accountable Officer and the 4 Alliance Directors across mid and south Essex appointed. The Council has a seat on the Board and will continue to champion population health and community-based approaches to health and wellbeing through this partnership.** **3. The South East Essex Locality Partnership Group has developed relationships across the SEE system, a shared Locality Strategy and MoU. The Council will play an active role as the organisational development is undertaken to become the place Alliance for South East Essex.** **4. Local Government Reform working party constituted and a programme with 10 workstreams being delivered.** **5. Partners have been engaged in the development of Southend 2050, including through a series of stakeholder events to develop a partners' timeline and roadmap. Partners have also taken Outcome lead roles for future delivery.**	2	4	8	Alison Griffin / Leader

CROSS CUTTING

credit: ActiveSouthend

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
5	**Workforce** **Risk that the Council will not have the appropriate staffing resources, with the right skills, doing the right things, working in the right places through collaborative teams.** **This is impacted by the significant changes to ways of working implemented in response to covid-19 and the risks that these do not operate effectively, leading to a lack of workforce capacity causing a failure to effectively address the challenges posed by covid-19 in the short term and achieve the Council's desired outcomes in the longer term.**	**1. Refreshed the Transforming Together work to ensure that this drives and leads to the establishment of the 7 agreed conditions for successful delivery of Southend 2050** **2. Refreshed TT work to include a People Plan detailing projects in progress / to be planned. These projects follow the employee life cycle and includes the following 5 areas:** **a) values and behaviours required of staff in place to reinforce what is expected of Southend employees and how we go about working to deliver the Ambition and Outcomes** **b) leadership development programme in place to enhance the capacity and effectiveness of leaders** **c) resourcing model managed by Customer Services to enable response at pace to changing requirements of the Covid-19 response, with budget set aside to support this from Government Covid-19 funding** **d) working collaboratively with the Council's resourcing partner to identify current and future resourcing needs and to proactively plan for these with the market** **e) align the Council's 'Managing organisational change policy' to the service redesign principles by the service and by HR** **3. Appropriate governance and oversight on all recruitment, redeployment, learning & development and redundancies to ensure that the Council is making the best use of it's human resource and enabling all employees to reach their full potential in line with the Southend 2050 ambition**	3	3	9	Joanna Ruffle / Leader

credit: ActiveSouthend

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
6a	**Cyber security event** **Risk of a cyber security event causing significant operational, financial and reputational damage to the Council, caused by:** **a) failure to ensure the Council has a coherent and comprehensive approach to cyber security and data protection, including strategy, tools and processes** **b) a data breach** **c) remote working creating a wider footprint for attack.** **Opportunity to build resilience by ensuring that staff have the necessary digital skills.**	1. **New ICT operating model introduced with a specific Head of Security focussed on enhancing the Council's cyber security arrangements and enhanced structure to deliver improved digital arrangements.** 2. **Cyber security strategy now in place.** 3. **Cyber Incident Planning and Response with key members of ICT team have attended CESG accredited training and role based training in place.** 4. **Implementation of security tools including: Multi-Factor Authentication, Conditional Access, Modern Authentication.** 5. **Membership and use of threat intelligence networks to enable quicker response to emerging threats.** 6. **Compulsory Me-learning training sets for all staff and Phishing simulation test exercises.** 7. **Monitoring and response processes in place.** 8. **Daily and weekly backups taking place.** 9. **Changes to processing of personal data and new processing, including COVID-19 related matters, risk assured in line with the Data Protection by Design and Default Policy and Procedure.**	3	3	9	Joanna Ruffle / Leader

CROSS CUTTING

credit: ActiveSouthend

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
6b	**Data Protection** **Risk that a failure to comply with responsibilities as a Data Controller (under DPA/GDPR or equivalent) leads to personal data being compromised, resulting in harm to individuals, loss of trust from residents, businesses and others, regulatory action, financial penalty and reputational damage.**	1. **Changes to processing of personal data and new processing, including COVID-19 related matters, risk assured in line with the Data Protection by Design and Default Policy and Procedure.** 2. **Annual Information Governance Toolkit assessment undertaken with a report prepared from the independent assessment and actions to improve.** 3. **Senior Information Risk Owner in place, monitoring issues and progress, and produces an Annual SIRO report on data protection to Cabinet.** 4. **Regular reporting to Good Governance Group and Corporate Management Team with reports to and minutes of meetings.**	3	3	9	Joanna Ruffle / Leader

CGI from Better Queensway transformation consultation

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
7	**Safeguarding responsibilities** **Risk that the Council will not be able to effectively deliver it's statutory safeguarding responsibilities as a result of a lack of understanding, resources and the additional challenges posed by lockdown as a result of covid-19, and that this causes a failure to deliver the outcomes anticipated for the vulnerable people that are in need of support.**	**1. Local Safeguarding Partnerships in place to complement and oversee the work of the Children's and Adult's services.** **2. Principal Social Worker – lead role in assuring quality of policy and practice and ensuring adherence to key frameworks e.g. safeguarding** **3. Review mechanisms in response to serious incidents – ensuring learning from Serious Case Reviews / Safeguarding Adults Reviews is embedded to minimise future risk.** **4. Care Quality Arrangements – working alongside key partners e.g. NHS/CQC to ensure safe, good quality care provision** **5. Getting to know your business delivering a budget and performance review of services to assess levels of resourcing against the demand for services, and address the budget challenges.**	3	3	9	Michael Marks & Tandra Forster / CM for Children and Learning & CM for Health and Adult Social Care

CGI from Better Queensway transformation consultation

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (Lxl)	Leads
			Likelihood	Impact		
8	**Adapting to climate change** **Risk that failing to implement changes needed to reduce the Borough's carbon footprint will cause an inadequate contribution to the reduction in carbon emissions required. This will result in significant adverse impact on the Borough, and if the climate adaptation measures being implemented are also inadequate, there will be further implications for the Council in needing to respond to climate events in the Borough.**	**1. Council declaration of a climate emergency in October 2019, providing initiatives to be pursued.** **2. Green City Action Plan being presented to Cabinet January 2021 detailing the actions to be taken to become a Green City.** **3. Updated management governance structure for new projects to ensure full consideration of all issues.** **4. Low Carbon Energy and Sustainability Strategy 2020-25 drafted and reviewed through member seminars, Cabinet, Scrutiny Committees and Council.** **5. Oversight of Green City Southend 2050 outcome that includes carbon reduction activity through: reports to Theme leads, CMT and Cabinet with challenge at and minutes of meetings.** **6. Member Environmental Working Party with reports to and minutes of meetings.**	3	4	12	Larissa Reed / CM for Environment and Planning

CGI from Better Queensway transformation consultation

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (Lxl)	Leads
			Likelihood	Impact		
9	**Health inequalities** **Risk that the health inequalities, particularly the physical and emotional health and wellbeing of residents, will increase due to the impact of Covid-19 and the associated restrictions that have, and will, need to be implemented in response to the pandemic.** **In the longer term the that implementation of the Mid and South Essex Health and Care Partnership (STP) proposals, and implementation of the Localities Model does not result in effective health and social care outcomes for residents resulting in increased health inequalities, worsening health outcomes and significant cost increases.**	1. **Effective use of the Local Outbreak Control Plan mechanisms and the cell structure reporting into Health Protection Board and the Local Outbreak Control Oversight & Engagement Board.** 2. **Use the Thriving Communities project to pick up on the early signs of possible neglect and any health inequalities emerging as a result of the pandemic, and to identify strategies to prevent needs escalating. This work programme feeds into the Health and Wellbeing Board.** 3. **Mid and South Essex Health and Care Partnership with reports to and minutes of meetings.** 4. **South East Essex Alliance who alongside the Council provide a leadership role in understanding need and providing oversight and challenge of arrangements and delivery.** 5. **Health and Wellbeing Board that receive the Joint Strategic Needs Assessment (JSNA) that provides the intelligence needed to determine targeted action required, with reports to and minutes of meetings.** 6. **Annual Public Health Report helps to focus our efforts on tackling health inequalities.**	4	3	12	Michael Marks / CM for Health and Adult Social Care

CGI from Better Queensway transformation consultation

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
10	**Child welfare** **Risk that failure to address the threats to children, particularly the vulnerable that face the greatest exposure to those threats, causes significant problems for those children, resulting in worsening outcomes for those in need of that support.**	**1. Children's Safeguarding Partnership in place to complement and oversee the work of the Children's service.** **2. External review of Children's Safeguarding undertaken with findings and recommendations reported to Partnership Board.** **3. Independent diagnostic of Children's Services undertaken leading to an Improvement Plan overseen by the Improvement Board.** **4. Principal Social Worker – lead role in assuring quality of policy and practice and ensuring adherence to key frameworks e.g. safeguarding.** **5. Review mechanisms in response to serious incidents – ensuring learning from Serious Case Reviews is embedded to minimise future risk.** **6. Care Quality Arrangements – working alongside key partners e.g. NHS/CQC to ensure safe, good quality care provision.**	3	3	9	Michael Marks / CM for Children and Learning

CGI from Better Queensway transformation consultation

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
11	**Housing** **Risk that a failure to implement plans to address rising homelessness and failure to implement the Housing, Homelessness and Rough Sleeping strategy will lead to further street and other homelessness, increased use of temporary accommodation & an inability to meet rising housing demand over the next 20 years, leading to worse outcomes for residents and an inability to deliver the outcomes for the Borough desired by the Council.** **Risk is increased by the impact of Covid-19 on those previously just about managing no longer being able to manage, causing an increase in homelessness.**	**1. Housing, Homelessness and Rough Sleeping strategy approved and being delivered. Progress reported to Cabinet, with reports to and minutes of meetings.** **2. Core Strategy and Local Development Plan in place with reports to and minutes of meetings.** **3. Cabinet and Scrutiny Panels review and challenge, with reports to and minutes of meetings.** **4. Member Housing Working Party with reports to and minutes of meetings.** **5. Operational delivery is being managed as caseloads are high, challenging capacity.**	3	3	9	Tandra Forster / Leader

CGI from Better Queensway transformation consultation

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (Lxl)	Leads
			Likelihood	Impact		
12	**Adult social care** **Risk that difficulties being experienced in the adult social care market will cause provider failure and further difficulty in meeting increasing demand for support, resulting in worsening outcomes for those in need of that support. The impact of covid-19 has heightened these risks in the short term.** **Opportunity has been identified to reduce the number of people in residential care, using reablement and the community to support people to stay at home for longer.**	**1. The Council influences the market for care by signalling the future expectation of requirements through:** • **Market Position Statement** • **Commissioning Strategies.** **2. The Care Governance Process provides quality assurance arrangements, oversight and support for the local market, including external assessment of services through the Care Quality Commission.** **3. Provider Failure Policy in place to direct action in the event of provider difficulty.** **4. Independent diagnostic review being undertaken to prepare a recovery plan to address the financial challenge and transformation work being undertaken on service delivery.**	3	3	9	Tandra Forster / CM for Health and Adult Social Care

An option for the Pier Train Replacement campaign's competition

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (Lxl)	Leads
			Likelihood	Impact		
13	**Waste management** **Risk of contractor failing to meet contractual requirements to effectively manage waste arrangements results in a loss of service quality and additional financial liability for the Council.** **Additional risk that the council will not have suitable arrangements in place for October 2023 when the current contract ends.** **Further risk that the enhanced service being sought from the revised future arrangements will not provide a solution that will deliver the outcomes in respect of adaptation to climate change and recycling that is being sought by the Council.**	**1. Regular contract management meetings with suppliers with reports to and minutes of meetings.** **2. Data set monitored by DMT / performance board and senior managers with reports to and minutes of meetings.** **3. Cabinet and Scrutiny overview with reports to and minutes of meetings, including an in depth scrutiny project on barriers to recycling, with Environmental Working Group considering options.** **4. Current contract evaluation underway to identify the most appropriate way forward for the provision of waste collection and disposal services to ensure high quality and value for money is achieved.** **5. Delivery of new contract arrangements in progress, with consultancy support providing an options appraisal of service arrangements and finance, as part of the work to deliver new arrangements from October 2023.** **6. Negotiations are continuing to extend the current contract with Veolia, to be concluded by end of March 21.**	3	3	9	Larissa Reed / CM for Environment and Planning

Proposed Roots Hall development

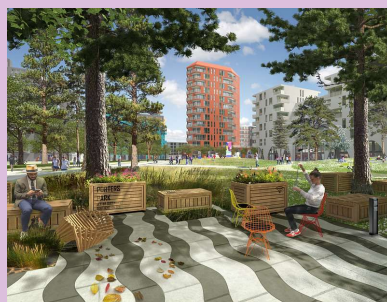| CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
14	**House building programme** **Risk that not achieving the development and delivery of the house building pipeline through effective engagement and arrangements with the market and developers that have been impacted by Covid-19, will result in an inability to deliver the anticipated housing supply, causing additional pressure on the housing market and an impact on the delivery of the desired outcomes of the Council.**	**1. House building pipeline in place and being managed with Cabinet agreement to specifically focus on five key workstreams.** **2. Methodology for working with developers in place, to ensure that the right considerations are made about potential developers.** **3. Updated partnership arrangements with developers to address the changed market circumstances, as a result of Covid-19.** **4. Regular reporting to Corporate Management Team and Cabinet, with reports to and minutes of meetings.**	3	4	12	Andy Lewis / Leader

Proposed Roots Hall development

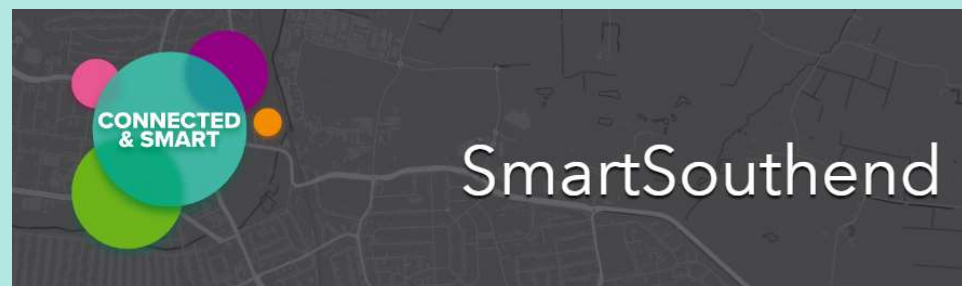| CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
15	**Regeneration and major projects** **Risk that failure of partners to progress major infrastructure developments (e.g. Queensway, Seaways, Fossett Farm and Airport Business Park) will result in not achieving delivery of the plans and necessary sequencing of developments, resulting in the dependencies for the chain of regeneration not being delivered and the opportunities for improvement of the borough and delivery of anticipated outcomes not being achieved, as well as significant financial and reputational damage to the Council.**	**1. Strategic planning for Borough in place and being managed.** **2. Methodology for working with developers in place, to ensure that the right considerations are made about potential developers.** **3. Project Board arrangements in place to govern progress with delivery, with reports to and minutes of meetings.** **4. Regular and formal monitoring / reporting arrangements in place with key funders, such as the Local Enterprise Partnership (SELEP) and Homes England (HE).** **5. Regular reporting to Corporate Management Team and Cabinet, with reports to and minutes of meetings.**	3	4	12	Andy Lewis / Leader & Deputy Leader & CM for Culture, Business and Tourism

Proposed Better Queensway development

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
16	**Visitor destination** **Risk that the competing demands and needs of residents and visitors will impact in the Borough's ability to meet the needs of its residents or provide a suitable destination for visitors, and that covid-19 will impact on the ability of the borough to provide an attractive proposition for visitors, reducing visitor numbers with a resultant impact on the economic strength of the borough and employment opportunities for school leavers.**	**1. Refreshed tourism strategy 'Destination Southend' developed in partnership with key stakeholders on the Southend Tourism Partnership built on feedback from key stakeholders including residents and visitors.** **2. Cultural Vision refreshed built on feedback from key stakeholders including residents and visitors that will inform investment decision and actions to be progressed.** **3. Effective management of local attractions including engagement with key stakeholders** **4. VisitSouthend website to promote events and attractions available to visitors.** **5. Visit Southend Safely campaign to manage public expectations and behaviour to help ensure a safe, enjoyable visit given the circumstances of the pandemic.**	3	3	9	Tandra Forster / CM for Culture, Business and Tourism

Proposed Better Queensway development

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
17	**Economic recovery and income inequalities** **Risk that the impact of covid-19 lockdown reducing economic activity will cause a reduction in employment opportunities for 18-25 year olds and an increase in unemployment across the borough, particularly at the end of the furlough scheme. The impact is likely to be experienced unevenly across sectors with the retail, hospitality, leisure and tourism sector adversely affected causing further risk to traditional shopping centres and the town centre, as well as a further increase in income inequalities and disparity between different parts of the Borough.** **However, the phased reduction in lockdown provides the opportunity to attract new businesses and employers into the borough, providing new and additional employment that can contribute to the delivery of the ambition and outcomes for the borough.**	**1. Increased focus on economic recovery through the agreement of the three critical Council priorities for the short term, with gold and silver cells established including representatives from businesses and the job centre, focussed on a programme of workstreams.** **2. LGA peer support provided to explore how the Council and partners can more effectively support younger people, aged 18 – 25, with a particular focus on their employment, skills, education and training.** **3. Engagement with businesses, including but not limited to the Southend Business Partnership, to understand the impacts of the pandemic and potential interventions which may aid recovery** **4. Engagement with funders of employment and skills projects to refocus delivery on job and business retention with associated changes to how projects are delivered to suit a virtual environment (e.g. SEBB, SECTA, A Better Start Southend WorkSkills, 60 Minute Mentor)** **5. Development of potential funding bids with colleagues across the organisation and partners, to apply for external funding if and when it becomes available to support recovery** **6. Development of ASELA proposition for inward investment offer for South Essex which initially focuses on retention and support**	4	4	16	Andy Lewis / CM for Business Culture and Tourism

SmartSouthend

credit: Forward Motion

CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (Lxl)	Leads
			Likelihood	Impact		
18	**Local plan** **Risk that failure to meet Government requirements and deadlines and make sufficient progress in producing a Local Plan will lead to Secretary of State intervention, resulting in reputational damage to the Council and the potential imposition of unwanted planning policies, causing an inability to deliver upon the Council's outcome priorities that are dependent on the Local Plan shaping and influencing the proposals for developments that are brought forward in the future.**	**1. Local Plan delivery project arrangements in place with appropriate milestones and timelines to deliver the Local Plan.** **2. Local Plan being aligned with the development of the Joint Strategic Plan and other key Council strategies (including Corporate Plan, Southend 2050, Housing Strategy, Climate Change Emergency Declaration).** **3. Member Local Development Framework Working Party with reports to and minutes of meetings.** **4. Joint working with ASELA partners being managed to address duty to cooperate, including on infrastructure.** **4. Regular reports to Corporate Management Team with reports to and minutes of meetings.** **5. Reports to Cabinet with reports to and minutes of meetings.**	3	3	9	Andy Lewis / CM for Environment and Planning