



Southend-on-Sea
City Council

Corporate Risk
Register
December 2022



Risk tolerance level – Risks above this level will need particular resources and focus

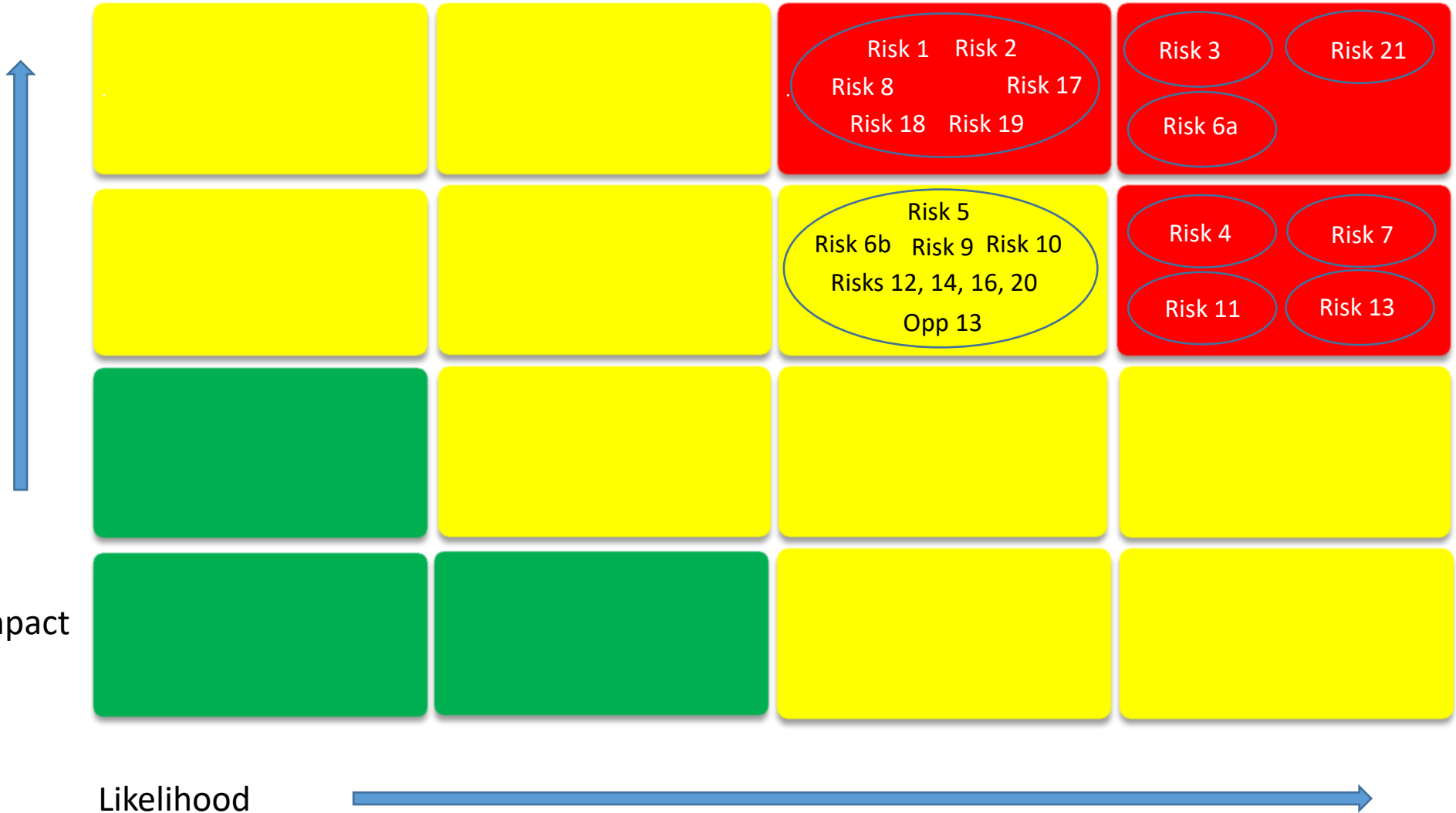
Catastrophic / exceptional opportunity	4	8	12	16
Severe / significant opportunity	3	6	9	12
Material	2	4	6	8
Negligible	1	2	3	4
	Unlikely <25%	Likely 25-50%	Very Likely 50-75%	Almost Certain >75%

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

Risk Register Heat Map: Risk numbers

Risk	
1 – Covid-19 pandemic	11 – Health inequalities
2 – Financial sustainability	12 – LGA peer review of SEND & CWD
3 – Inflation and cost of living pressures	13 – Adult social care
4 – Public services landscape	14 – Social cohesion
5 - Workforce	16 – Housing
6 – a) Cyber security b) Data protection	17 – House building programme
7 - Capital investment programme delivery	18 – Local plan
8 – Mitigating for and adapting to climate change	19 – Regeneration and major projects
9 – Waste management	20 – Visitor destination and major events
10 – Safeguarding responsibilities and child welfare	21 - Economic recovery and income inequalities

Risk Register Heat Map: Current risk score



Risk Register abbreviations

Officer abbreviations	Member abbreviations
ED = Executive Director	CM = Cabinet Member
D = Director	ASC & HI = Adult Social Care and Health Integration
AD = Assistant Director	AM & II = Asset Management and Inward Investment
H = Head	EC & T = Environment, Culture and Tourism
GM = Group Manager	PP = Public Protection
SFL = Senior Finance Lead	CL & I = Children & Learning and Inclusion
	ER, R & H = Economic Recovery, Regeneration and Housing

Cross cutting



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	<p>Covid-19 pandemic</p> <p>Risk that the Covid-19 pandemic causes an outbreak of ill-health in the City 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 City.</p>	<p>1. This risk continues to evolve as the Covid-19 pandemic situation continues to change and is further compounded by the current serious outbreak of Group A Strep (GAS) with the management of the risk adjusted accordingly. Significant impact is likely over coming weeks (from Dec 2022) on Health and Care services. Winter Planning and funding agreed between SCC and the Integrated Care Board.</p> <p>2. Civil contingency arrangements redeployed as necessary, including the Covid-19 Local Outbreak Management Plan (revised May 2022), Health Protection Oversight and Engagement Board and the Health Protection Board, with representation from UK Health Security Agency (UKHSA) and links into the Essex Resilience Forum.</p> <p>3. The Health Protection Board and the Health Protection Oversight and Engagement Board are now responsible for dealing with wider public health protection issues and will ensure the system remains vigilant and optimises local resilience to respond to Covid-19 and other health issues arising.</p> <p>4. Collaborative working to deliver a vaccination programme targeted at the most vulnerable, including care home residents and staff, front line NHS and social care workers, with numerous sites operating across the City. Change in use of local premises from 1st January 2023, for vaccination purposes will limit local activity and we are exploring new opportunities.</p> <p>5. Resilience - a core skeleton Health Protection team has been established, some temporary until our next review in April 2023. Over 80 personnel across the Council and partner agencies trained in Sept 2022, for rapid redeployment in the event of further escalation with health protection.</p>	3	4	12	D of Public Health / Leader and CM for ASC & HI

Cross cutting



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2	<p>Financial sustainability</p> <p>Risk that failure to address the financial challenges by effectively managing the growing demand for services, managing the costs of the impact of energy, inflation and the cost of living, while 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.</p>	<ol style="list-style-type: none"> 1. Budget setting for 2023/24 in process identifying required investment and efficiencies to deliver a robust budget and agreement to a robust programme of ongoing activity to deliver budget sustainability into the medium term. 2. Budget monitoring of revenue, capital and medium term programme of reviews to ensure the overall budget is effectively managed through the year, delivered and progress made towards future years budget setting. 3. Management oversight of budget setting process for 2023/24 through challenge provided by Cabinet, CMT and Director to Director challenge to each other and services on proposed savings and resultant proposed budgets. Regular reports and monitoring to CMT and Cabinet. 4. Financial Sustainability Strategy 2022-2032 in place to influence the Medium Term Financial Strategy (MTFS), that includes budget pressures and regularly consider financial impact of inflation, cost of living and Government policy. Reported to CMT, Cabinet and Council to provide assurance, with reports to and minutes of meetings. This includes close attention to the Comprehensive Spending Review and Local Government Settlement along with a watch alert on the Government's finance reform plans for 2023/24. 5. Increased focus on transformation as part of the budget setting through the refreshed roadmap for the short to medium term with impact of forthcoming enhancements to Business World, My Southend and Digital Transformation key inputs to sustainability in the medium term. 6. Know your business workstream developed as part of the Council Change Programme to ensure that appropriate focus on achieving value for money and the optimum approach to the delivery of the Corporate Plan and Southend 2050 outcomes is being made by all services. 	3	4	12	D of Financial Services / Leader and CM for AM & II

Cross cutting



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3	<p>Inflation and cost of living pressures</p> <p>Risk that failure to address the pressures caused by energy prices, inflation and the cost of living cause budgetary control difficulties and growing demand for services, that the Council is unable to address, threatening the financial sustainability of the Council.</p> <p>Risk that impact on the supply chain (causing labour shortages, cost increases in materials, labour and fuel and difficulty in sourcing plant and vehicles) and finance to deliver the increased costs of the capital programme, lead to a significant adverse impact on Council services and the ability to deliver the outcomes desired by the Council.</p>	<ol style="list-style-type: none"> 1. On-going budget reviews; better linking of business planning and budgeting to service outcomes; effective and creative management of service demand; review of major contractual arrangements; further implementation of the Commissioning Framework; exploring new commercial opportunities; evaluating a range of income generation initiatives. 2. Medium Term Financial Strategy (MTFS), including budget pressures to regularly consider financial impact of inflation and cost of living reported to CMT, Cabinet and Council to provide assurance, with reports to and minutes of meetings. 3. Assisting many local households through providing access to a range of Government grants, including the Household Support Fund (£1.4m), Council Tax Energy Rebate Scheme (£10.5m), Essential Living Scheme (£270k), Discretionary Housing Payments (£400k) and schemes such as rent and deposits for qualifying people in housing need and targeted hardship support for South Essex Homes tenants. 4. A new local Tackling Poverty Strategy is being prepared for Cabinet approval in February 2023, that will include themes and advice around debt and welfare, fuel poverty, digital exclusion, housing poverty and food poverty. Key elements of this new strategy have been co-produced with local people throughout last summer. 5. A Just About Managing page on the Council's website signposting people to advice, guidance, and opportunities. The Council, where it can, will try to provide an additional package of local support / mitigation / advice for the most vulnerable. 	4	4	16	D of Financial Services / Leader and CM for AM & II

Cross cutting



credit: ActiveSouthend

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4	<p>Public services landscape</p> <p>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 City being left behind and ultimately unable to deliver the Council's ambition and outcomes.</p>	<ol style="list-style-type: none"> 1. Actively engaged in the Association of South Essex Local Authorities (ASELA) and a member of the Joint Committee that is managing 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' focussed on delivery of 5 'anchor programmes'. 2. Mid and South Essex Integrated Care System, spanning more fully health and local government, in place from 1 July 2022. 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 Alliance has relationships across the SEE system, with shared immediate priorities and long term themes. The Council played an active role in the development of the agreed plan of current priorities and longer term themes for the Alliance to deliver. 4. ASELA / Local Government Reform working party constituted and a programme with 10 workstreams being delivered. 5. Development of the Council's Corporate Plan articulating the council's focus for the next four years, translating ambitions set out in Southend 2050 into medium-term priorities. The corporate plan details for our employees and councillors how we will work with residents and partners to co-create our new city, deliver strategic priorities 	3	4	12	H of Corporate Strategy/ Policy Manager / Leader

Cross cutting



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5	<p>Workforce</p> <p>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.</p> <p>Cross-council specific pressures relating to attracting talent in a competitive market, or straining existing resources, due to significant staffing changes and operational pressures are impacted by the significant changes to ways of working implemented in response to covid-19, leading to reduced workforce capacity causing a failure to effectively address the challenges posed by the pandemic, inflation and financial pressures in the short term, and achieve the Council's desired outcomes in the longer term.</p> <p>Further risk caused by the number of changes to CMT, that may impact on the capacity to progress with delivery of desired outcomes.</p>	<ol style="list-style-type: none"> The council has agreed a new Corporate Plan, that focusses the priorities of the council over the next 4 years, from July 2022. Part of the new corporate planning approach includes a new approach to transformation, and this is changing to be in line with our new 4-year Corporate Plan. The updated transformation programme is being established, and will involve co-designed service redesign of all services centred around future proofing our ways of working to deliver quality services, within a financially sustainable context. Workforce is managed as a key strategic issue, from attraction, pay, reward and retention, to the way the workforce works in a modern, flexible and agile way. Workforce outcomes for the Corporate Plan are part of the Corporate Plan, to be delivered through a new programme of governance and transformation. As part of this approach, the management of risk will be monitored and mitigated where appropriate. Appropriate governance and oversight on all recruitment (including freeze), 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 Managing the capacity of CMT by backfilling for those acting up as they lead the organisation through this transitional period and 'double teaming' so that they are able to cover for each other. 	3	3	9	H of HR and Payroll / Leader and CM for AM & II

Cross cutting



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			Likelihood	Impact		
6a	<p>Cyber security event</p> <p>Risk of a cyber security event causing significant operational, financial and reputational damage to the Council, caused by:</p> <p>a) failure to ensure the Council has a coherent and comprehensive approach to cyber security and data protection, including strategy, tools and processes</p> <p>b) a data breach (see CRR 6b)</p> <p>c) remote working creating a wider footprint for attack</p> <p>d) clicking on an attachment by a colleague</p> <p>e) Single point of connectivity failure.</p> <p>Opportunity to build resilience by ensuring that staff have the necessary digital skills.</p>	<ol style="list-style-type: none"> 1. New ICT operating model being embedded 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 in place and being embedded, including rollout of new hardware that is in progress, including for Councillors. 3. Cyber Incident Planning and Response with key members of ICT team having attended CESG accredited training and role based training in place. 4. Implementation of security tools including: Multi-Factor Authentication, Conditional Access, Modern Authentication, Microsoft Level E5 security and a Ransomware protection tool. 5. Membership and use of threat intelligence networks to enable quicker response to emerging threats. 6. Compulsory Me-learning training sets for all staff, Phishing simulation test exercises and vulnerability testing taken place. Specific cyber-security briefing for Councillors 7. Monitoring and response processes in place, with regular reporting to the Good Governance Group. 8. Resilience and Business Continuity plans in place. 9. Phishing exercises and focused learning for those who 'click'. 10. Alternative key connectivity suppliers. 	4	4	16	D of Digital and ICT / Leader

Cross cutting



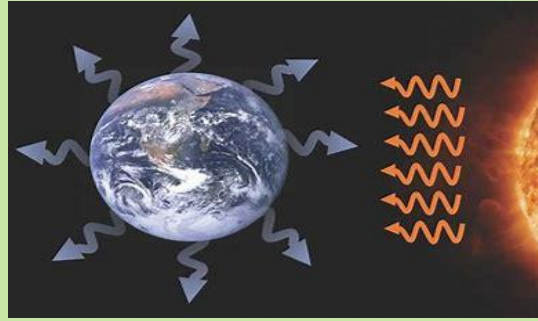
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6b	<p>Data Protection</p> <p>Risk that a failure to comply with responsibilities as a Data Controller (under DPA 2018 / UK GDPR) leads to personal data being compromised, resulting in harm to individuals, loss of trust from residents, businesses and others, regulatory action, financial penalty and reputational damage.</p>	<ol style="list-style-type: none"> 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. Annual Data Protection refresher training rolled out in June 2022. 4. Senior Information Risk Owner in place, monitoring issues and progress, and produces an Annual Senior Information Risk Owner (SIRO) report on data protection to Cabinet. 5. Regular reporting to Good Governance Group and Corporate Management Team with reports to and minutes of meetings. 	3	3	9	AD Legal Services / Leader

Cross cutting



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7	<p>Capital Investment Programme Delivery</p> <p>Risk that a failure to deliver the agreed Capital Investment Programme leads to a lack of progress on the intended improvements to infrastructure and facilities for the City anticipated to support the Corporate Plan, Southend 2050 and the recovery priorities, resulting in reduced inward investment from businesses, missed employment opportunities for residents and reputational damage for the Council.</p> <p>Risk that impact on the supply chain (causing labour shortages, cost increases in materials, labour and fuel and difficulty in sourcing plant and vehicles) and finance to deliver the increased costs of the capital programme, lead to a significant adverse impact on the ability to deliver the outcomes desired by the Council.</p>	<ol style="list-style-type: none"> 1. Member input to budget and programme creation to ensure focus on the key priorities and deliverables. 2. Committed resources, both human and financial to deliver the programme. 3. Project plans and managers in place for all projects upon entry to the programme, as presented to and approved by Investment Board, for onward presentation to and approval by Cabinet. 4. Capital Programme Delivery Board (CPDB) overseeing and monitoring progress to ensure that plans are delivered with Terms of Reference on the specific roles of the Investment Board and the CPDB in place. 5. Capital Challenge sessions (x2) chaired by Cabinet member for AM & II to support the final proposed capital investment programme budget for 2022/23 to 2026/27. 6. Reprioritisation review undertaken by the CPDB to assess the resources in place to deliver the programme and ensure focus of resources on the right priorities. 7. Reporting to CMT / Cabinet to provide overall oversight and scrutiny. 	4	3	12	SFL – Strategy, Sustainability and Governance / CMT / CM for AM & II

A city rising to the climate change challenge



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
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8	<p>Mitigating for and adapting to climate change</p> <p>Risk that failing to implement changes needed to reduce the City's carbon footprint will cause an inadequate contribution to the reduction in carbon emissions required. This will result in significant adverse impact on the City, and if the climate adaptation measures being implemented are also inadequate, including sea defences, there will be further implications for the Council in needing to respond to climate events in the City.</p>	<ol style="list-style-type: none"> 1. Council declaration of a climate emergency providing initiatives to be pursued. 2. Green City Action Plan approved by Cabinet detailing the actions to be taken to become a Green City. 3. Management restructure created a new Head of Service for Climate Change with a team to deliver a new Climate Change Strategy that is being developed by that team. 4. Additional capital resources proposed as part of the draft budget for 2023/24. 5. Updated governance structure to manage the delivery of Climate Change response, to ensure full consideration of all issues. 6. 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. 7. Member Environmental Working Party with reports to and minutes of meetings. 	3	4	12	H of Waste & Climate Change / CM for EC & T

A city rising to the climate change challenge



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			Likelihood	Impact		
9	<p>Waste management</p> <p>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.</p> <p>Additional risk that the council will not have suitable arrangements in place for October 2023 when the current contract ends.</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Regular contract performance undertaken, formal contract management meetings in place with reports and minutes as appropriate. 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 that is complete with Environment Working Group report completed. 4. Market engagement undertaken to understand broad concepts of service delivery against council aims and objectives. 5. Two stage procurement being undertaken: Stage 1 to submit two outline proposals: one being a full weekly collection service and the second being the bidders proposals to meet the Council's aims and objectives. Stage 2 to submit full proposals against the service model determined by stage 1. 6. Timetable in place to complete stage 1 and determine a service model by June 23, stage 2 to award contract by February 24 and then mobilise service for commencement in October 24. 7. Existing service with current provider extended beyond Oct 23 (subject to negotiation) to allow the procurement process to take place and mitigate for delays. 	3	3	9	H of Waste & Climate Change / CM for PP & CM for AM & II

A city with a good quality of life



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	<p>Safeguarding responsibilities and child welfare</p> <p>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 the response to covid-19, inflation and the cost of living through food and fuel, and that this causes a failure to deliver the outcomes anticipated for vulnerable people that are in need of support.</p> <p>Risk of failure to ensure that there are consistently good or better outcomes for children and families accessing children services, particularly the vulnerable that face the greatest exposure to those threats, resulting in worsening outcomes for those in need of that support.</p>	<ol style="list-style-type: none"> 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 identify additional resources and ensure safe, good quality care provision. 5. Establishment of a new Adult Quality Assurance Framework to assure social work practice and regular audits introduced in 2022, now becoming embedded. 6. The quality assurance model for Children's Services has now been embedded following the pilot and results from the Improvement Board. 7. Focussed visit from OFSTED is due in early 2023 that will provide feedback on delivery in a specific area. 8. Offer for fostering in-house service being developed and implemented from April 2023 to improve placements in the City, with additional resources identified in the draft budget for 2023/24. 7. Annual Safeguarding Report taken to Cabinet in November. 	3	3	9	D of Children's Social Work, Early Help & Youth Support / ED Adults & Communities / CM for CL & I and CM for ASC & HI

A city with a good quality of life



CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (Lxl)	Leads
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11	<p>Health inequalities</p> <p>Risk that the health inequalities, particularly the physical and emotional health and wellbeing of residents, will increase due to the impact of covid-19, inflation and the cost of living pressures.</p> <p>In the longer term the changes resulting from the Health and Care Bill creating an Integrated Care System for Mid and South Essex, impacts on the implementation of the Localities Model, that does not result in effective health and social care outcomes for residents, resulting in increased health inequalities, worsening health outcomes and significant cost increases.</p>	<ol style="list-style-type: none"> 1. Effective use of the cell structure reporting into Health Protection Board and the Local Outbreak Control Oversight & Engagement Board. 2. Mid and South Essex Integrated Care System, spanning more fully both health and local government, in place. ICS to provide a joint funded post to focus on addressing health inequalities The draft 5 Year Strategy and Delivery Plan aims to identify any health inequalities emerging and to identify strategies to prevent needs escalating. 3. South East Essex Alliance who alongside the Council provide a leadership role in understanding need and providing oversight and challenge of arrangements and delivery. 4. 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. 5. Core population health management datasets identify the problems to be addressed. Developing a strategy to deal with premature mortality in respect of Cancer, Respiratory and COPD. 6. Annual Public Health Report helps to focus our efforts on tackling health inequalities. 	4	3	12	D of Public Health / CM for ASC & HI

A city with a good quality of life



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12	<p>LGA peer review of SEND and CWD</p> <p>Provides an opportunity for the Council to deliver further improvements in its SEND and CWD service offer with a focus on:</p> <ul style="list-style-type: none"> • Clarifying and communicating better the 'graduated offer' available to CYP and their families • Better communication with parents / carers, including simplifying language • Reviewing the pathway into the CWD service via the MASH and Early Help Front Door • Reducing the number (%) of EHC assessment requests that are rejected • Broaden the training offer to staff and Councillors on SEND. 	<ol style="list-style-type: none"> 1. Implementation Plan of actions, timescales, responsible officers and success measures in place to deliver the recommendations of the LGA peer review team. 2. Monitoring of progress against the implementation plan to be undertaken by the Children's Services Improvement Board. 3. Engage and work with the SEND Strategic Partnership Board to ensure that the LGA peer review findings and recommendations are captured within the new Area SEND strategy. 4. In depth People scrutiny project underway. 5. Send Strategy moving through the approval process and once agreed will be produced in different formats to make accessible to different groups. 6. DSG funding increased to support part of graduated offer to enhance mainstream school provision. 	3	3	9	D of Children's Social Work, Early Help & Youth Support / D of Education Inclusion& Early Years / CM for CL & I

A city with a good quality of life



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13	<p>Adult social care</p> <p>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 and response to covid-19, energy and food inflation has heightened these risks in the short term, causing providers to demand higher fees, increasing the pressure on capacity in the market.</p> <p>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.</p>	<p>1. The Council influences the market for care by signalling the future expectation of requirements through:</p> <ul style="list-style-type: none"> • Market Position Statement • Commissioning Strategies. <p>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.</p> <p>3. Provider Failure Policy in place to direct action in the event of provider difficulty.</p> <p>4. Fair Cost of Care Exercise and development of a Sustainability Plan, supporting strategic focus as well as sustainability of future care provision.</p> <p>5. Independent diagnostic undertaken resulting in a Recovery Plan to address the financial challenge and transformation work being undertaken on service delivery, overseen by the Recovery Programme Board.</p> <p>6. Additional resources identified in the draft budget for 2023/24.</p> <p>7. Short term options to provide additional short term capacity being explored.</p>	4	3	12	D of Commissioning A&C / CM for ASC & HI

A city with a good quality of life



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14	<p>Social cohesion</p> <p>Risk that the impact of the cost of living pressures on both young people and those living in challenging circumstances, cause them to be particularly worried about the future and experience mental health issues, isolation and fears, resulting in a reduction in social cohesion and an increase in undesirable behaviour.</p> <p>Increased footfall to beach and public spaces with increased unmanaged drinking leading to anti-social behaviour and an increased need to manage the public spaces.</p> <p>Refugees perceived as utilising resources causing additional tensions.</p> <p>These impact on the ability of the City to deliver the outcomes desired by Southend 2050 and damage the reputation of the City.</p> <p>Opportunity for the celebration of City status to re-set and re-focus direction galvanising the community.</p>	<ol style="list-style-type: none"> 1. Support for young people including promotion of apprenticeship opportunities and Kickstart schemes. 2. LGA peer remote peer project on support for younger people aged 18 -25 with funding secured to implement the action plan arising. 3. Tackling Poverty Strategy being developed to bring to Cabinet in February 2023. 4. Mapping mental health services across the City and innovative routes to access mental health support, including ChatHealth. 5. Multi-agency Southend Community Safety Partnership (CSP) work together to tackle crime, disorder and anti-social behaviour. 6. Community Safety Until (CSU) in place with CCTV and officers providing a visual presence and enforcement activity. 7. OpUnion tactical coordination group to ensure a partnership Police / Council response to increased demand in key areas. 8. Public Spaces Protection Orders put in place to help manage problematic areas. 9. Daily Partner briefings to share information and intelligence across the City. 10. Enforcement Review of the Council's functions involving enforcement activity to optimise the effectiveness of that resource at addressing the various enforcement roles required by the Council. 	3	3	9	H of Communities / Lead Commissioner for Adults / GM Community Safety & Crime Reduction / CM for ER, R & H, CM for ASC & HI and CM for PP

A city delivering genuinely affordable housing



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		
16	<p>Housing</p> <p>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 (TA) & 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 City desired by the Council.</p> <p>Risk is increased by the impact of the cost of living pressures on those just about managing no longer being able to manage, causing an increase in homelessness.</p> <p>Risk is increased by pressure to accommodate refugees causing additional demand on the local housing market, especially the availability of affordable housing.</p>	<ol style="list-style-type: none"> 1. Housing, Homelessness and Rough Sleeping strategy is 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. Regular briefings with Portfolio Holder, Working Party, capital challenges and key aspects of the programme, as well as regular updates to DMT, CMT and Cabinet as required. 4. Changes to team structures and reporting provide tighter controls to operational delivery, case load management and service development. 5. Cost of living work progressing across the council, with key inputs from housing and targeted opportunities for those most directly impacted by the cost of living challenges. 6. A 'Just About Managing' page on the Council's website signposting people to advice, guidance, and opportunities. The Council, where it can, will try to provide an additional package of local support / mitigation / advice for the most vulnerable. 	3	3	9	D of Housing / Leader and CM for ER, R & H

A city delivering genuinely affordable housing



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		
17	<p>House building programme</p> <p>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, inflation and supply chain issues, 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, with an impact on Local Plan housing targets (see also CRR18).</p>	<p>1. House building pipeline in place and being managed with Cabinet agreement to specifically focus on five key workstreams:</p> <ul style="list-style-type: none"> a) Council acquisitions programme b) HRA infill development programme c) Next Steps accommodation programme (all delivering additional housing numbers) d) PSP Southend LLP projects e) Major Schemes (Better Queensway / Roots Hall & Fossetts Farm) <p>2. Methodology for working with developers in place, to ensure that the right considerations are made about potential developers.</p> <p>3. Updated partnership arrangements with developers to address economic challenges.</p> <p>4. Regular reporting to Corporate Management Team and Cabinet, with reports to and minutes of meetings.</p>	3	4	12	D of Housing / CM for ER, R & H

A city delivering genuinely affordable housing



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		
18	<p>Local plan</p> <p>Risk that failure to meet Government requirements and make sufficient progress will lead to reputational damage to the Council and the potential imposition of unwanted development and the loss of plan making powers, causing an inability to manage development effectively and deliver upon the Council's outcome priorities.</p> <p>(Nationally the Government is currently considering changes to national policy, which could have significant impacts on the Local Plan process. However, until we are clearer on what the detail of these changes are and when they will come forward it is difficult to establish what impact they may have on timescales.)</p>	<ol style="list-style-type: none"> 1. Local Plan delivery project arrangements in place with appropriate milestones and timelines to deliver the Local Plan. Consultation on 2 stages, issues and options and refining the options documents, completed. Next milestone will be consulting on a Preferred Approach. 2. Local Plan being prepared in the context of a ASELA and other key Council strategies (including Corporate Plan, Southend 2050, Housing, Homelessness and Rough Sleeping Strategy, Climate Change Emergency Declaration). 3. Member Environment, Culture, Tourism and Planning Working Party with reports to and minutes of meetings. 4. Joint working with partners being managed to address the current duty to cooperate, including on infrastructure. 5. Regular reports to Corporate Management Team and Cabinet with reports to and minutes of meetings. 	3	4	12	D of Planning / CM for E, C, & T

A city that is strong and prosperous



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		
19	<p>Regeneration and major projects</p> <p>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 City and delivery of anticipated outcomes not being achieved (jobs & skills, housing, linked spend, economic growth, housing delivery etc), as well as significant financial and reputational damage to the Council.</p>	<ol style="list-style-type: none"> 1. Strategic planning for the City 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. Queensway and Airport Business Park Project Board arrangements in place to govern progress with delivery, with reports to and minutes of meetings and updates as part of the Corporate Performance reporting. 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. 6. Progress on delivery of key projects including: planning approval for Better Queensway met first HIF funding delivery milestone, exchange of the contracts and agreements for lease on Roots Hall and Fossetts Farm, and SELEP funding for the Launchpad that was completed in October 2022, concluding the primary Council funded works for Airport Business Park. 	3	4	12	D of Regeneration & Growth / Leader, CM for ER, R & H and CM for AM & II

A city that is strong and prosperous



CR R 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		
20	<p>Visitor destination and major events</p> <p>Risk that the competing demands and needs of residents and visitors will impact on the City’s ability to meet the needs of residents or provide a suitable destination for visitors, and that cost of living pressures impact on the ability of the City to provide an attractive proposition for visitors, with a resultant impact on the economic strength of the City and employment opportunities for school leavers.</p> <p>Opportunities arising from City Status and people holidaying in the UK, but with potential increase in visitor numbers needing to be enabled to be done safely and ensure the offer made by businesses is sustainable.</p> <p>Risk of major events hosted in the City not being adequately managed to secure participant safety resulting in adverse outcomes for participants and reputational and financial damage for the Council.</p>	<ol style="list-style-type: none"> 1. Refreshed tourism strategy ‘Destination Southend’ developed in partnership with key stakeholders on the Southend Tourism Partnership built on feedback from stakeholders including residents and visitors. 2. Cultural Vision refreshed built on feedback from key stakeholders including residents and visitors that will inform investment decisions and actions to be progressed. 3. Culture led regeneration of High Street working with stakeholders and partners towards a new Masterplan to shape the offer of the City Centre. 4. Effective investment in and management of local attractions including engagement with key stakeholders. 5. ‘Visit Southend’ website to promote events and attractions available to visitors. 6. Event application process for events on Council land, requiring an event management plan to be provided by the organiser. 7. Significant events with potential safety risks meet with the Safety Advisory Group (includes Regulatory Services / H&S, Police, Health, Coastguard, Garons Park) that reviews event management plan and discusses with the event organisers if necessary. SAG prohibit events where necessary (but limited scope to actually stop events on private property). 	3	3	9	D of Culture & Tourism / CM for E, C, & T

A city that is strong and prosperous



CR R 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		
21	<p>Economic recovery and income inequalities</p> <p>Risk that the impact of covid-19, inflation and cost of living pressures result in reducing economic activity causing a reduction in employment opportunities for 18-25 year olds and an increase in unemployment across the City. The impact is likely to be experienced unevenly across sectors with the retail, hospitality, leisure and tourism sectors 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 City.</p> <p>However, the reduction in restrictions and the move to City status provides the opportunity to attract new businesses and employers into the City, providing new and additional employment that can contribute to the delivery of the ambition and outcomes for the City led by the major regeneration schemes driven by the Council.</p>	<ol style="list-style-type: none"> 1. Focus on economic recovery led by the economic crisis and recovery group, includes representatives from businesses, DwP, Citizens Advice, UoE & Police, provides governance for the UK Shared Prosperity Fund bids that have been made, reporting via the Economic Recovery Working Party. 2. Using a data driven approach to target and support key businesses and providers of jobs to help offset the decline of smaller businesses and lost jobs. Engagement with funders of employment and skills projects to refocus delivery on job and business retention including changes to how projects are delivered to suit a virtual environment (eg. SEBB, SECTA, A Better Start Southend Work, Skills, 60 Minute Mentor) 3. Updated Southend Skills strategy will give us a current appraisal of sector specific challenges and employment demographics to inform creation of solutions with partners. 4. Engagement with businesses, including the Southend Business Partnership, to understand the impacts of the pandemic and wider economic pressures to provide specific interventions that will support recovery, including the use of Multiply funding to build numeracy skills. 5. Tackling Poverty Strategy being developed to bring to Cabinet in February 2023. 6. Development of 3 Levelling Up Funding bids with colleagues across the organisation and partners, focussed on Visitor Economy and Town Centres (awarded £19.9m for bid 1), Culture Led Regeneration of the City Centre and Highways (decision on funding delayed by Government) available to support recovery. 7. Development of ASELA proposition for inward investment offer for South Essex which initially focuses on retention and support for businesses. 	4	4	16	H of Communities / H of Economic Inclusion / CM for ER, R & H