

Corporate Risk  
Register  
July 2023

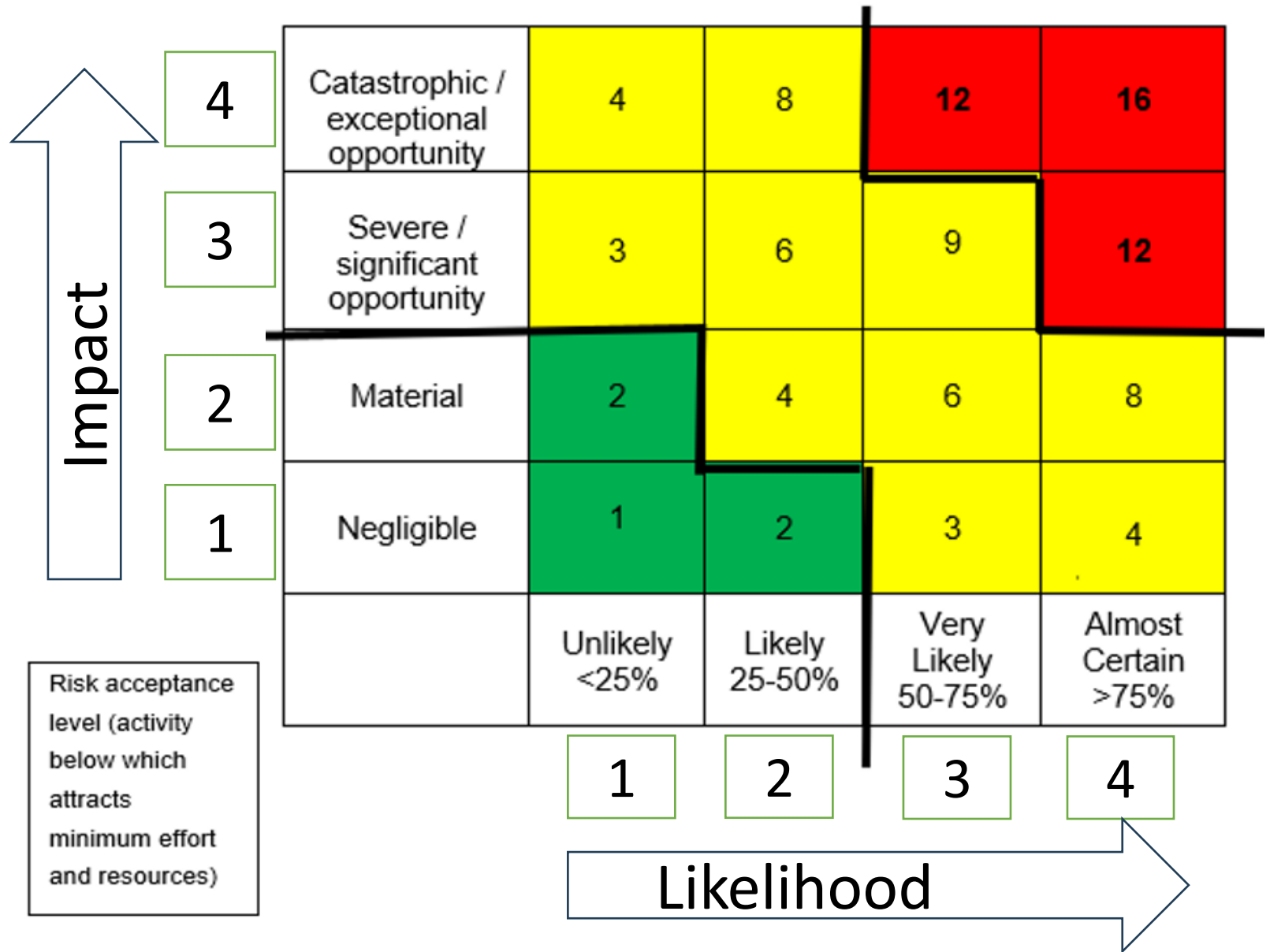


**Southend-on-Sea**  
City Council



# Southend CC Risk Matrix

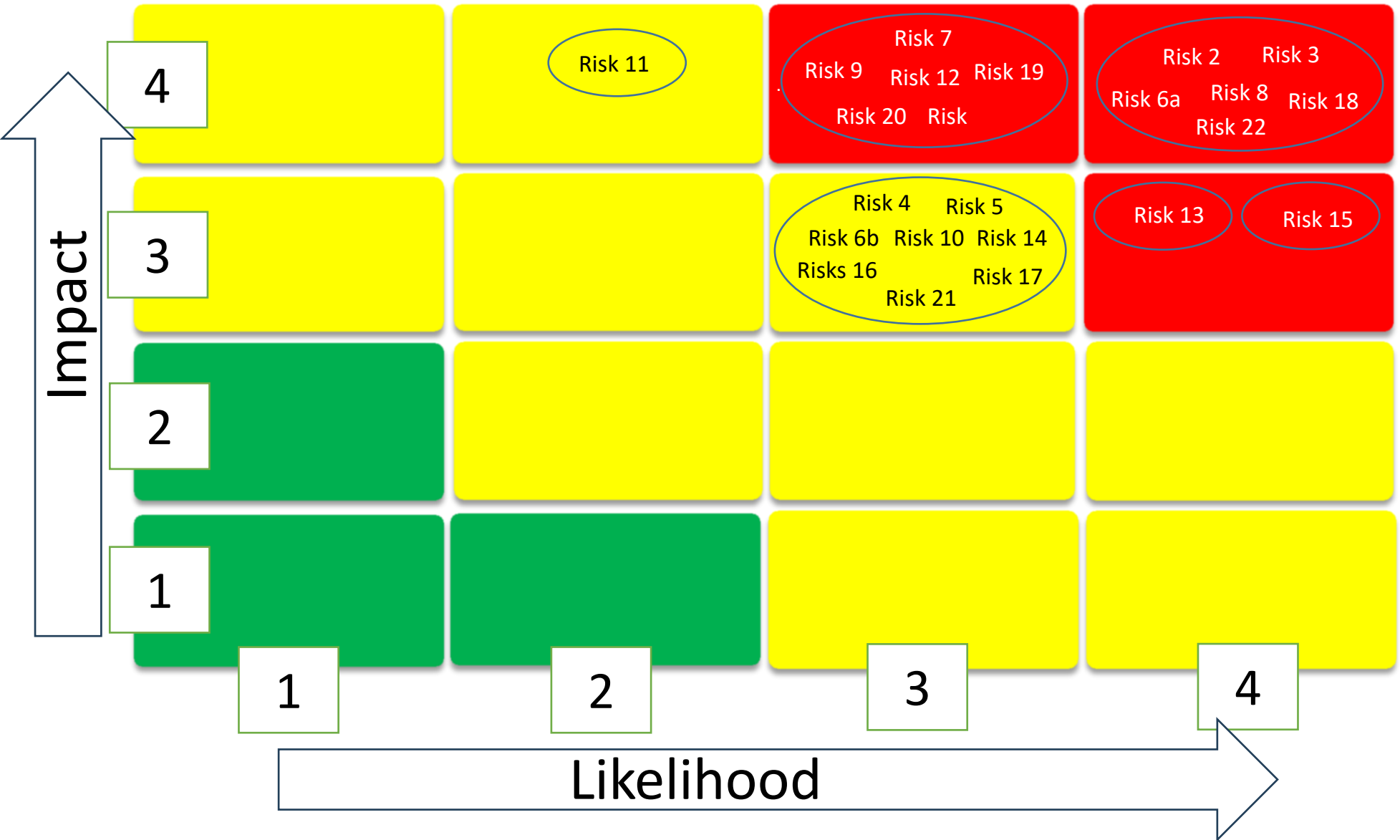
Risk tolerance level – Risks above this level will need particular resources and focus



# Risk Register Heat Map: Risk numbers

Risk	Score	Risk	Score
2 – Financial sustainability	16	12 – Other safeguarding responsibilities	12
3 – Inflation and cost of living pressures	16	13 – Health inequalities	12
4 – Public services landscape	9	14 – Staffing vacancies impacting on the delivery of statutory responsibilities	9
5 - Workforce	9	15 – Adult social care	12
6 – a) Cyber security	16	16 – Social cohesion	9
6 - b) Data protection	9	17 – Housing	9
7 - Capital investment programme delivery	12	18 – House building programme	16
8 – Transformation programme	16	19 – Local plan	12
9 – Mitigating for and adapting to climate change	12	20 – Regeneration and major projects	12
10 – Waste management	9	21 – Visitor destination and major events	9
11 – Safeguarding responsibilities and child welfare	8	22 - Economic recovery and income inequalities	16

# Risk Register Heat Map: Current risk score



# Risk Register abbreviations

Officer abbreviations	Member abbreviations
ED = Executive Director	CM = Cabinet Member
D = Director	L = Leader (CM for Special Educational Needs and Disability)
AD = Assistant Director	E = Environment
H = Head	ACH & T = Arts, Culture, Heritage and Leisure
GM = Group Manager	HT & P = Highways, Transport & Parking
SFL = Senior Finance Lead	CE & L = Children’s Service, Education & Learning
	EG & I = Economic Growth & Investment
	CS & PP = Community Safety & Public Protection
	H & P = Housing & Planning
	PH, ASC & CA = Public Health, Adult Social Care & Constitutional Affairs
	RS = Regulatory Services

# Cross cutting



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	<p><b>Financial sustainability</b></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 Corporate Plan priorities, in order to address the financial position.</p>	<ol style="list-style-type: none"> <li>1. Budget setting for 2024/25 being programmed to identify 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.</li> <li>2. Budget included in service plans for the year increasing transparency for the service manager, monitoring of revenue, capital and a medium term programme of reviews to ensure the overall budget is effectively managed through the year.</li> <li>3. Management oversight of budget setting process for 2024/25 will include challenge provided by Cabinet, CLT and Director to Director challenge to each other and services on proposed savings and resultant proposed budgets. Increased budget monitoring and reporting and strengthened savings tracking reports and monitoring to CLT and Cabinet.</li> <li>4. Financial Sustainability Strategy 2022-2032 in place to influence the Medium Term Financial Strategy (MTFS), that includes budget pressures and regularly considers the financial impact of inflation, cost of living and Government policy. Reported to CLT, Cabinet and Council to provide assurance, with reports to and minutes of meetings. This includes close attention to information from the Government despite no Comprehensive Spending Review and the uncertainty surrounding the Local Government Settlement along with a watch alert on the Government's finance reform plans.</li> <li>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.</li> <li>6. Transformation programme to challenge the operating model of all services during 2023/24, enhancing the 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 priorities is being made by all services.</li> </ol>	4	4	16	D of Financial Services / Leader and CM for RS

# 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		
3	<p><b>Economic operating environment</b></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, increasing the use of reserves to fund budget gaps, threatening the financial sustainability of the Council.</p> <p>Risk that impact on the supply chain (including 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>	<p>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.</p> <p>2. Medium Term Financial Strategy (MTFS), including budget pressures to regularly consider financial impact of inflation and cost of living reported to CLT, Cabinet and Council to provide assurance, with reports to and minutes of meetings.</p> <p>3. Assisting many local households through providing access to a range of Government grants and schemes such as rent and deposits for qualifying people in housing need and targeted hardship support for South Essex Homes tenants.</p> <p>4. A new local Tackling Poverty Strategy approved in February 2023, includes 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.</p> <p>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.</p>	4	4	16	D of Financial Services / Leader and CM for RS

# 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		
4	<p><b>Public services landscape</b></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"> <li>1. Actively engaged in the Association of South Essex Local Authorities (ASELA) and as a member of the Joint Committee support the management of outcomes desired for the economic corridor. Minutes of the JC are received by P&amp;R Scrutiny Committee alongside a cover note on the implications for Southend.</li> <li>2. Officers continue to be connected with the devolution work. However, Southend has restated its position that an L3 deal is not supported.</li> <li>3. 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 for health and wellbeing through this partnership. The Council also has representatives from Adults, Public Health and the Chair of the Health and Wellbeing Board. The ICS's Strategy was developed to reflect the Health and Wellbeing Board priorities and was signed off in March 2023.</li> <li>4. The South East Essex Alliance has relationships across the SEE system, with shared immediate priorities and long term themes. The Council plays an active role in the development of agreed plans, priorities and longer term themes for the Alliance to deliver. The DASS, DCS and DPH all are core members of this partnership.</li> <li>5. Development of the Council's Corporate Plan articulating the council's focus for the next four years, The corporate plan details for our employees and councillors how we will work with residents and partners to co-create our new city and deliver strategic priorities.</li> </ol>	3	3	9	H of Corporate Strategy/ Policy Manager / Leader



# 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		
			5	<p><b>Workforce</b></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, leading to reduced workforce capacity causing a failure to effectively address the challenges posed by the post-pandemic issues, 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 CLT, that may impact on the capacity to progress with delivery of desired outcomes.</p>		

# 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		
6a	<p><b>Cyber security event</b></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>f) risk of loss or leakage of resident data from personal devices.</p> <p>Opportunity to build resilience by ensuring that staff have the necessary digital skills.</p>	<ol style="list-style-type: none"> <li>1. New ICT operating model being embedded with a specific Head of Security focussed on enhancing cyber security arrangements and enhanced structure to deliver improved digital arrangements.</li> <li>2. Cyber security strategy in place and being embedded.</li> <li>3. Rollout of new secured hardware, including for Councillors.</li> <li>4. Cyber Incident Planning and Response with key members of ICT team having attended CESG accredited training and role-based training.</li> <li>5. Implementation of security tools including: Multi-Factor Authentication, Conditional Access, Modern Authentication, Microsoft Level E5 security and a Ransomware protection tool.</li> <li>6. Membership and use of threat intelligence networks to enable quicker response to emerging threats.</li> <li>7. Compulsory Me-learning training sets for all staff, Phishing simulation test exercises and vulnerability testing taken place. Specific cyber-security briefings held for Councillors.</li> <li>8. Monitoring and response processes in place, with regular reporting to the Governance Board.</li> <li>9. Resilience and Business Continuity plans in place.</li> <li>10. Phishing exercises and focused learning for those who 'click'.</li> <li>11. Alternative key connectivity suppliers.</li> <li>12. Participation in government cyber assessments and received funding for further cyber security measures and tools.</li> <li>13. Cyber Security Service Provider appointed to provide added support and guidance when required.</li> <li>14. Device management solution applied to lock down personal data when council systems accessed on personal devices.</li> <li>15. Upskill programme for digital champions, starting with cyber awareness.</li> </ol>	4	4	16	D of Digital and ICT / Leader

# 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		
6b	<p><b>Data Protection</b></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"> <li>1. Processing of personal data including new processing, risk assured in line with the Data Protection by Design and Default Policy and Procedure.</li> <li>2. Annual Information Governance Toolkit assessment undertaken with a report prepared from the independent assessment and any actions to improve acted upon.</li> <li>3. Mandatory annual Data Protection refresher training programme.</li> <li>4. Senior Information Risk Owner in place, monitoring information usage, and producing an annual SIRO report on data protection to Audit Committee.</li> <li>5. Caldicott Guardian in place, ensuring Caldicott Principles are respected.</li> <li>6. Regular reporting to Governance Board and Corporate Leadership Team with reports to and minutes of meetings.</li> </ol>	3	3	9	AD Legal Services / Leader

# Cross cutting



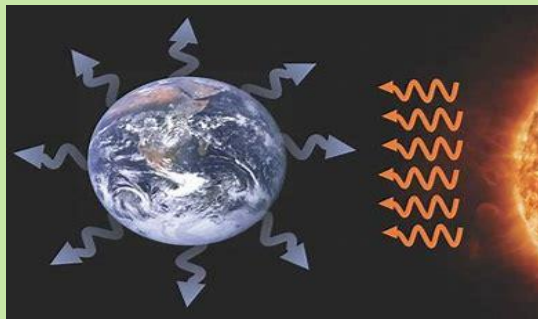
CRR ref	Risk / Opportunity	Management (key controls and action to mitigate the risk / deliver the opportunity)	Risk Assessment (current score)		Risk rating (LxI)	Leads
			Likelihood	Impact		
7	<p><b>Capital Investment Programme Delivery</b></p> <p>Risk that a failure to deliver the agreed Capital Investment Programme leads to a lack of progress on the intended improvements to infrastructure and facilities for the City anticipated to support the Corporate Plan priorities, resulting in reduced inward investment from businesses, missed employment opportunities for residents and reputational damage for the Council.</p> <p>Risk that the combination of the ongoing inflationary pressures and supply chain issues (causing increased costs and difficulty sourcing materials, labour, fuel, plant and vehicles) will lead to delays in the delivery of the agreed Capital Investment Programme, or that less will be delivered for the approved budgets.</p>	<ol style="list-style-type: none"> <li>1. Member input to budget and programme creation to ensure focus on the key priorities and deliverables.</li> <li>2. Appropriate level of committed resources, both human and financial to deliver the programme.</li> <li>3. Project plans and managers in place for all projects upon entry to the programme, as presented to and agreed by Investment Board, for onward presentation to and approval by Cabinet and Council.</li> <li>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.</li> <li>5. Capital Challenge sessions chaired by the Leader or Cabinet member for Regulatory Services to support the final proposed capital investment programme budget for 2023/24 to 2027/28.</li> <li>6. Reprioritisation review undertaken by the Departmental Leadership Teams and overseen by the CPDB to assess the resources in place to deliver the programme and ensure focus of resources on the right priorities.</li> <li>7. Reporting to CLT / Cabinet to provide overall oversight and scrutiny.</li> </ol>	4	3	12	SFL – Strategy, Sustainability and Governance / CLT / Leader / CM for EG & I

# Cross cutting



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	<p><b>Transformation Programme Delivery</b></p> <p><b>Risk that:</b></p> <ul style="list-style-type: none"> <li>• there is inadequate leadership, engagement and support for the Transformation Programme</li> <li>• the programme will place demand on the ICT, Data and Corporate Programme Office teams, that they are unable to respond to</li> <li>• inappropriate choices are made in what and how to transform</li> <li>• the transformation partner is unable to deliver what has been agreed</li> <li>• the likely high number of projects to effect change are inadequately sequenced and aligned.</li> </ul> <p>resulting in the programme not achieving the anticipated benefits to service delivery and the financial position that are required for the Council to become a modern and financially sustainable Council.</p>	<ol style="list-style-type: none"> <li>1. Transformation Board of officers has been established to provide a strategic framework to oversee delivery of outcomes and bring together a comprehensive view of all transformation activities and manage the governance of these, while providing oversight of delivery of the programme, drive accountability, manage risk and opportunity and ensure appropriate governance of the programme of work</li> <li>2. A procurement exercise to find a partner with the most appropriate methodology to challenge the status quo, assist with forming the As-Is and To-Be views and outlining projects to close the gaps at the optimum costs has recently been concluded. Proven experience in delivering such outcomes at other Local Authorities was a key criteria in the selection.</li> <li>3. CLT have agreed that the corporate programme management office will support the projects, using best practice guidance and tools.</li> <li>4. A set of principles has been established to drive forward the transformation objectives and guide the activity to ensure any change initiatives align across services and are working in a consistent direction of travel.</li> <li>5. Delivery model established to provide rigour around the assessment of business cases, ensuring that all aspects are covered, as well as tracking the proposed deliverables and ensuring both the programme office, and services have the ability to manage and deliver the programme.</li> </ol>	4	4	16	D of Transformation / Leader

# 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
			Likelihood	Impact		
9	<p><b>Mitigating for and adapting to climate change</b></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"> <li>1. Council declaration of a climate emergency providing initiatives to be pursued.</li> <li>2. Green City Action Plan approved by Cabinet detailing the actions to be taken to become a Green City. Update reported to Cabinet in January 2023 reporting progress and next steps, including a Net Zero Carbon Energy strategy to be developed.</li> <li>3. Additional capital resources proposed as part of the budget for 2023/24.</li> <li>4. Updated governance structure to manage the delivery of Climate Change response, to ensure full consideration of all issues.</li> <li>6. Oversight of Green City priorities that includes carbon reduction activity through: reports to Theme leads, CLT and Cabinet with challenge at and minutes of meetings.</li> <li>7. Member Environmental Working Party with reports to and minutes of meetings.</li> </ol>	3	4	12	H of Waste & Climate Change / CM for E

# 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
			Likelihood	Impact		
10	<p><b>Waste management</b></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>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"> <li>1. Regular contract performance undertaken, formal contract management meetings in place with reports and minutes as appropriate.</li> <li>2. Data set monitored by DMT / performance board and senior managers with reports to and minutes of meetings.</li> <li>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. Waste Steering Board and Waste Technical Group introduced to support the procurement process.</li> <li>4. Market engagement undertaken to understand broad concepts of service delivery against council aims and objectives.</li> <li>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.</li> <li>6. Timetable in place to complete stage 1 and determine a service model by July 2023, stage 2 to award contract by February 2024 and then mobilise service for commencement in October 2024.</li> <li>7. Existing service with current provider extended beyond October 2023 to allow the procurement process to take place and mitigate for delays.</li> </ol>	3	3	9	H of Waste & Climate Change / CM for E

# 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		
11	<p><b>Safeguarding responsibilities and child welfare</b></p> <p>Risk that the Council fails to deliver its statutory safeguarding duties and responsibilities given that the Children's Social Work, Early Help and Youth Support was judged to be requiring improvement by Ofsted in 2019.</p> <p>Risk heightened by the challenges caused by inflation and the cost of living through food and fuel, increasing vulnerable people that are in need of support.</p>	<ol style="list-style-type: none"> <li>1. The Safeguarding Partnership provides independent scrutiny of children's safeguarding arrangements in the city and holds SCC and partner agencies to account.</li> <li>2. The Children's services Improvement Board has been strengthened by the appointment of an independent chair who provides support, challenge and scrutiny to the Children's Services senior management team.</li> <li>3. Revised and more robust improvement plan which is closely monitored by the Director of Children's Social Work, Early Help and Youth Support. Direct reports provide monthly monitoring reports.</li> <li>4. Introduction of a monthly Practice and Performance board with Children's Services management team focussing on intelligent use of management information to track the journey of the child.</li> <li>5. DfE funding has been utilised to support the improvement journey to support the remodelling of the front door, thresholds and support in improving partnership working.</li> <li>6. Offer for fostering in-house service implemented from April 2023 to improve placements in the City, with additional resources identified in the budget for 2023/24.</li> <li>7. Annual Safeguarding Report taken to Cabinet in November.</li> </ol>	2	4	8	D of Children's Social Work, Early Help & Youth Support / CM for CS, E&L and CM for PH, ASC & CA



# 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		
12	<p><b>Other safeguarding responsibilities</b></p> <p>Risk that the Council will not be able to effectively deliver its statutory safeguarding responsibilities as a result of a lack of understanding, resources and the additional challenges posed by 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>	<ol style="list-style-type: none"> <li>1. Local Safeguarding Partnerships in place to complement and oversee the work of the Children's and Adult's services.</li> <li>2. Principal Social Worker – lead role in assuring quality of policy and practice and ensuring adherence to key frameworks eg. safeguarding.</li> <li>3. Review mechanisms in response to serious incidents – ensuring learning from Serious Case Reviews / Safeguarding Adults Reviews is embedded to minimise future risk.</li> <li>4. Care Quality Arrangements – working alongside key partners eg. NHS/CQC to identify additional resources and ensure safe, good quality care provision.</li> <li>5. Establishment of a new Adult Quality Assurance Framework to assure social work practice and regular audits introduced in 2022, now becoming embedded.</li> <li>6. Annual Safeguarding Report taken to Cabinet in November.</li> </ol>	3	4	12	ED Adults & Communities / CM for CS, E& L and CM for PH, ASC & CA

# 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
			Likelihood	Impact		
13	<p><b>Health inequalities</b></p> <p>Risk that the health inequalities, particularly the physical and emotional health and wellbeing of residents, will increase due to the ongoing 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"> <li>1. 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.</li> <li>2. South East Essex Alliance who alongside the Council provide a leadership role in understanding need and providing oversight and challenge of arrangements and delivery. Additional Health Inequalities funds have been allocated to the system via the ICB to support further mitigations.</li> <li>3. Health and Wellbeing Board that receive the Joint Strategic Needs Assessment (JSNA) providing the intelligence needed to determine the targeted action required, with reports to and minutes of meetings.</li> <li>4. Core population health management datasets identify the problems to be addressed. New locality/neighbourhood profiles being finalised to support with targeted interventions. Developing a strategy to deal with premature mortality in respect of Cancer, Respiratory and COPD.</li> <li>5. Annual Public Health Report helps to focus our efforts on tackling health inequalities.</li> </ol>	4	3	12	D of Public Health / CM for PH, ASC & CA

# 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		
14	<p><b>Risk of staffing vacancies impacting on the delivery of statutory responsibilities including:-</b></p> <p><b>Education Psychologists (EPs):</b> National Shortage of EPs reflected in current 70% vacancy rate and significant retention issues, with 50% of the Southend EP service leaving in last 3 months due to market pressures. Locum psychologists are also in short supply and significantly more expensive.</p> <p>EPs must provide Statutory Assessment advice, without which EHCPs cannot be issued. Statutory timescales are significantly compromised.</p> <p><b>Qualified Social workers:</b> Recruitment of permanent social workers continues to be a challenge nationally and for Southend, exacerbated by a lack of good quality agency qualified social workers to fill current vacancies, especially on the Family Support and Protection teams.</p>	<ol style="list-style-type: none"> <li>1. Implementation of revised salary, recruitment and retention package August 2023 with attractive CPD and applied psychology opportunities.</li> <li>2. Continued use of locums to provide statutory advice capacity.</li> <li>3. Review of EPs structure to realign with Inclusion, EY and Education activities more broadly, to attract EPs.</li> <li>4. Recovery programme to be implemented once EP / locums secured.</li> <li>5. 3 year recruitment and retention scheme for the Children's Social work early help and youth support service introduced in April 2022 being closely monitored to see if it is having a positive impact.</li> <li>6. HR undertaking another benchmarking exercise to compare Southend rates of pay for permanent qualified social workers with other Councils across the Eastern region.</li> <li>7. Recruitment and retention is a standing item on the Assurance Board chaired by the ED Children and unblock Health and the Children's Service Improvement Board. Head of Service with responsibility for HR is now a permanent member of the Children's Service Improvement Board.</li> </ol>	3	3	9	<p>D of Children's Social Work, Early Help &amp; Youth Support / D of Education Inclusion&amp; Early Years / HNB Project lead / HoS SEND</p> <p>Leader and CM for CS, E &amp; L</p>

# 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		
15	<p><b>Adult social care</b></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. Cost inflation has heightened these risks in the short term, causing providers to require higher fees from a low level, increasing the pressure on capacity in the market</p>	<ol style="list-style-type: none"> <li>1. The Council influences the market for care by signalling the future expectation of requirements through:                             <ul style="list-style-type: none"> <li>• Market Position Statement</li> <li>• Commissioning Strategies.</li> </ul> </li> <li>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.</li> <li>3. Provider Failure Policy in place to direct action in the event of provider difficulty.</li> <li>4. Cost of Care Exercise and development of a Sustainability Plan, supporting strategic focus as well as sustainability of future care provision.</li> <li>5. Additional resources identified in the budget for 2023/24.</li> <li>6. Short term options to provide additional short term capacity being explored.</li> <li>7. Revised model of care for ASC is being developed for implementation, focusing on citizenship, prevention and enablement.</li> </ol>	4	3	12	D of Commissioning A&C / CM for PH, ASC & CA

# 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		
16	<p><b>Social cohesion</b></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 priorities specified in the Corporate Plan 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"> <li>1. Support for young people including promotion of apprenticeship opportunities and Kickstart schemes.</li> <li>2. LGA peer remote peer project on support for younger people aged 18 -25 with funding secured to implement the action plan.</li> <li>3. Tackling Poverty Strategy approved at Cabinet in February 2023.</li> <li>4. Mapping mental health services across the City and innovative routes to access mental health support, including ChatHealth, is being led by EPUT.</li> <li>5. Multi-agency Southend Community Safety Partnership (CSP) work together to tackle crime, disorder and anti-social behaviour.</li> <li>6. Community Safety Unit (CSU) in place with CCTV and officers providing a visual presence and enforcement activity.</li> <li>7. OpUnion tactical coordination group to ensure a partnership Police / Council response to increased demand in key areas.</li> <li>8. Public Spaces Protection Orders put in place to help manage problematic areas.</li> <li>9. Daily Partner briefings to share information and intelligence across the City.</li> <li>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.</li> </ol>	3	3	9	H of Communities / Lead Commissioner for Adults / GM Community Safety & Crime Reduction / CM for CS & 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		
17	<p><b>Housing</b></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 homelessness, increased use of temporary accommodation (TA) &amp; an inability to meet rising housing demand over the next 20 years, leading to worse outcomes for residents.</p> <p>Risk is increased by the impact of the cost of living pressures on those just about managing leading to more housing precarity and risk of homelessness.</p> <p>Other pressures on the local housing market such as other councils placing households in Southend, and government contracted asylum and refugee housing needs being sought in the city also make it harder for SCC to source suitable accommodation for its own purposes.</p>	<ol style="list-style-type: none"> <li>1. Housing, Homelessness and Rough Sleeping strategy is being delivered.</li> <li>2. Core Strategy and Local Development Plan in place with reports to and minutes of meetings.</li> <li>3. Regular briefings with Portfolio Holder, Working Party, capital challenges and key aspects of the programme, as well as regular updates to DMT, CLT and Cabinet as required.</li> <li>4. Effective team structures and strong focus on professional development across the service to ensure timely and effective responses.</li> <li>5. Cost of living work includes targeting households at risk through and offering assistance where feasible. New software to better target those at risk being procured.</li> </ol>	3	3	9	D of Housing / CM for H & P

# 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		
18	<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 CRR19).</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"> <li>a) Council acquisitions programme</li> <li>b) HRA infill development programme</li> <li>c) Local Authority Housing Fund</li> <li>d) Major Schemes (Better Queensway / Roots Hall &amp; Fossetts Farm)</li> <li>e) Broader pipeline of sites being developed, with Cabinet agreement in place to progress first phase</li> </ul> <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 CLT, Portfolio Holder and Cabinet.</p>	4	4	16	D of Housing / CMs for H & P / EG & I

# 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		
19	<p><b>Local plan</b></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"> <li>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.</li> <li>2. Local Plan being prepared in the context of ASELA and other key Council strategies (including Corporate Plan, Housing, Homelessness and Rough Sleeping Strategy, Climate Change Emergency Declaration).</li> <li>3. Engagement with Planning and Housing Working Party to develop policy as appropriate.</li> <li>4. Joint working with partners being managed to address the current duty to cooperate, including on infrastructure and housing.</li> <li>5. Ensure Strategic Planning Service delivering this work continues to be appropriately resourced.</li> </ol>	3	4	12	D of Planning / CM for H & P



# 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		
20	<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 &amp; 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"> <li>1. Strategic planning for the City in place and being managed.</li> <li>2. Methodology for working with developers in place, to ensure that the right considerations are made about potential developers.</li> <li>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.</li> <li>4. Regular and formal monitoring / reporting arrangements in place with key funders, such as the Local Enterprise Partnership (SELEP) and Homes England (HE).</li> <li>5. Regular reporting to Corporate Management Team and Cabinet, with reports to and minutes of meetings.</li> <li>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.</li> </ol>	3	4	12	D of Regeneration & Growth / CM for EG & I

# 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><b>Visitor destination and major events</b></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"> <li>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.</li> <li>2. Cultural Vision refreshed built on feedback from key stakeholders including residents and visitors that will inform investment decisions and actions to be progressed.</li> <li>3. Culture led regeneration of High Street working with stakeholders and partners towards a new Masterplan to shape the offer of the City Centre.</li> <li>4. Effective investment in and management of local attractions including engagement with key stakeholders.</li> <li>5. ‘Visit Southend’ website to promote events and attractions available to visitors.</li> <li>6. Event application process for events on Council land, requiring an event management plan to be provided by the organiser.</li> <li>7. Significant events with potential safety risks meet with the Safety Advisory Group (includes Regulatory Services / H&amp;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).</li> </ol>	3	3	9	D of Culture & Tourism / CM for ACH & L

# 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		
22	<p><b>Economic recovery and income inequalities</b></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 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"> <li>1. Focus on economic recovery led by the economic crisis and recovery group, includes representatives from businesses, DwP, Citizens Advice, UoE &amp; Police, provides governance for the UK Shared Prosperity Fund bids that have been made, reporting via the Economic Recovery Working Party.</li> <li>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).</li> <li>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.</li> <li>4. Engagement with businesses, including the Southend Business Partnership, to understand the ongoing 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.</li> <li>5. Tackling Poverty Strategy approved by Cabinet in February 2023.</li> <li>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.</li> <li>7. Development of ASELA proposition for inward investment offer for South Essex which initially focuses on retention and support for businesses.</li> </ol>	4	4	16	H of Communities / H of Economic Inclusion / CM for EG & I