Risk Description	Potential Causes	Potential Consequences	Key Controls	Current Risk Impact	Current Risk Likelihood	Current Risk Score	Key Actions	Target Risk Impact	Target Risk Likelihood	Target Risk Score	Target Date	Risk Manager	Risk Owner
Financial sustainability - The Council's expenditure continues to exceed the available resources	• Unable to gain approval for or deliver potential cost saving / income generation initiatives •Income from fees and charges, grants, Council Tax and Business Rates is not sufficient to cover expenditure • Central Government funding is less than anticipated • National / global recession • Growing demand for services •Budget setting fails to identify sufficient savings and efficiencies, to meet investment requirements • A lack of availability of, or failure to apply for, external funding or grants	• Use of the Council's reserves is not sustainable to bridge income/expenditure funding gaps in the medium term • Need to reduce expenditure impacts on delivery of services •The S151 Officer has to issue a S114 report to Full Council • External auditor issues a qualified report •Government may step in to administer Council functions	• Finance & Corporate Performance Report - scrutinises Council financial performance • Medium term financial strategy (MTFS) • Budget Monitoring • Setting a balanced budget • Prudent use of reserves • Service transformation programme • Budget challenge sessions • Deletion of some vacant posts • Introduction of vacancy factor • Review and reprioritisation of capital investment programme	4	4	16	1. Approval of a balanced budget for 2024/25 2. Approval of a medium term financial strategy clearly setting out the ongoing financial position 3. Working with services to deliver their agreed savings and budgets through 2024/25 4. Transformation Board focus on tracking of delivery of actions to achieve savings. 5. Contribute to lobbying for financial support for the sector.	4	3	12	31/03/2025	Pete Bates (Director of Financial Services)	Joe Chesterton (ED Finance & Resources)
Loss of information assets and / or loss of data systems.	•Cyber attack / inadequte cyber security • Staff • Hacking • System failures • Failure to ensure the Council has a coherent and comprehensive approach to cyber security and data protection • A data breach • Use of personal devices • Ransomware attack	• Operational disruption / failure to deliver critical services for a prolonged period • Impact on residents • Permanent loss of data • Payment of ransom to regain control of systems • Loss of income • Reputational damage	• Information & Management Strategy • Compliance with the Data Security & Protection Toolkits • Cyber Security Audits • Monitoring and alterting • Mobile management tool • Security solutions • Governance Board providing oversight of the information framework • Training & awareness tools made available to officers and members • Shared migration project moving information to a more secure environment • Smart Digital Strategy • Data Strategy	4	3	12	The ongoing development of Information security measures is essential. Actions planned for this year include: 1. Review of Information Security Strategy. 2. Information Risk Policy. 3. Business case for external support on a calloff basis. 4. Regular testing of our phishing awareness and understanding. 5. Testing of our ability to react to an incident or event.	3	2	6	31/03/2025	Carol Thomas (Director of ICT)	Claire Shuter (ED Strategy & Change)
Collapse of the adult social care market	• Providers unable to recruit sufficient, suitably qualified staff • Contract payments insufficient due to inflation • Contractor staff leave due to cost of living crisis and price increases make it uneconomical for staff to remain	• Cannot fulfil statutory responsibilities • Operational disruption • Increased costs • Negative impact on vulnerable residents	• Social Care Workforce Strategy for External Care and Support Providers of Southend 2023-27 • Provider Failure Policy • Market Position Statement • Commissioning Statement • Caring Well Strategy 2022-27 • Aging Well Strategy 2022-27 • Living Well Strategy 2022-27	4	3	12	1. Connected Southend Model delivery 2. Delivery of the action plans included in the current strategies	4	2	8	31/03/2025	Emma Richardson (Director of Commissioning)	Mark Harvey (ED Adults & Communities)

Risk Description	Potential Causes	Potential Consequences	Key Controls	Current Risk Impact	Current Risk Likelihood	Current Risk Score	Key Actions	Target Risk Impact	Target Risk Likelihood	Target Risk Score	Target Date	Risk Manager	Risk Owner
Lack of suitable placements for children in care	• Increasing numbers of children in care • Unable to recruit sufficient foster carers • Foster carers leave the Council to join fostering agencies due to better pay and support • Lack of residential places	• Cannot fulfil statutory responsibilities • Operational disruption • Increased costs • Negative impact on vulnerable children	• Provider forums - direct engagement with providers to clarify our needs • Alternative providers in place can be accessed as required • Regular review of existing placements to proceed to step down where appropriate • Foster Carer allowances reviewed and increased to attract more provision • Ongoing marketing to and recruitment of foster carers	4	2	8	1. Sufficiency Strategy is in place and is being monitored at Corporate Parenting Board 2. Reunification tracker is in place and will support a reduction in children in care 3. Permanence summit chaired by Director will lead to a reduction in children in care 4. Exploration of own in-house provision to increase capacity	4	1	4	31/03/2026	Lissa-Marie Minnis (Director of Children's, Social Work, Early Help and Youth Support)	Michael Marks (ED Children & Public Health)
Failure of statutory safeguarding duty - adults	• Failure to safeguard adults in the Council's care • Harm or even death of a vulnerable adult • Failure to anticipate serious risk of harm • Inadequate financial resources • Lack of suitable placements for vulnerable adults	• Harm to or even death of an adult	• Safeguarding casework • Line management oversight of cases • Intelligence provided by Partners • Quality assurance framework • Ofsted inspections and resulting changes in practice to resolve identified weaknesses • Tackling Poverty Strategy & Action Plan • Domestic Abuse Strategy • Aging Well Strategy 2022-2027 • Caring Well Strategy 2022-2027	4	2	8	1. Introducing Connected Southend by 31 March 2024 2. New structure to support new delivery model 3. Introducing Practice Governance and Information Service 4. Preparations for CQC inspection	4	1	4	31/12/2024	Stephan Liebrecht (Director of Adult Social Care)	Mark Harvey (ED Adults & Communities)
Failure of statutory safeguarding duty - children	• Failure to safeguard children in the Council's care • Harm or even death of a child • Failure to anticipate serious child risk • Inadequate financial resources • Lack of suitable placements for children at risk of harm	• Harm or even death of a child	• Children Services' Improvement Board • Quality assurance framework • On going publicity to increase the number of In-house foster carers • Children's single point of contact reduces number of child protection plans • Ofsted inspections and resulting changes in practice to resolve identified weaknesses • Tackling Poverty Strategy & Action Plan	4	2	8	Children's Services have comprehensive processes to ensure all statutory duties are met including: 1. Quality Assurance 2. Data intelligence 3. Our improvement plan. The work is overseen by the Safeguarding Partnership, Corporate Parenting Board, Improvement Board and Practice and Outcomes Board, who will ensure that processes are effective.	4	1	4	01/04/2025	Lissa-Marie Minnis (Director of Children's, Social Work, Early Help and Youth Support)	Michael Marks (ED Children & Public Health)

Risk Description	Potential Causes	Potential Consequences	Key Controls	Current Risk Impact	Current Risk Likelihood	Current Risk Score	Key Actions	Target Risk Impact	Target Risk Likelihood	Target Risk Score	Target Date	Risk Manager	Risk Owner
Increasing levels of homelessness	• Loss of temporary accommodation • Lack of social housing • Cost of living crisis resulting in increasing numbers of families with rent arrears and facing eviction • Other Councils placing households in Southend • Asylum and refugee housing needs	• Cannot fulfil statutory responsibilities • Operational disruption • Increased costs and impact on other services • Negative impact on vulnerable residents - Increased pressure on health and third sector partners	• Housing, Homelessness and Rough Sleeping Strategy 2018-2028 • Hostel improvement project to optimise use and improve standards • Hostel new build development opportunities • Local Authority housing fund acquisition programme will build 13 properties • 35 emergency rough sleeper bed spaces secured • Empty homes programme to bring homes back into use • Hostel Improvement Plan task & finish group • Bid for funding from the Housing Infrastructure Fund and the 'No Use Empty' Scheme	3	3	9	1. Close partnership working (HARP, Citizens Advice, other LAs) 2. increasing availability of housing stock to enable move-on from TA 3. Increasing overall housing delivery 4. Working with private landlords to increase availability	3	2	6	31/3/2025	Glyn Halksworth (Director of Regeneration, Housing & Regulatory Services)	Alan Richards (ED Environment & Place)
Lack of preparedness for an emergency event	• Failure of a major contractor • Pandemic • Internal or external event that has a significant impact on the ability of the Council to deliver services	• inability to deliver necessary services • Loss of staff due to sickness / death • Loss of facilities due to fire / flood / terrorist attack • Significant increase in demand for services • Impact of fuel shortage on delivery of services	• Emergency Plans • Business Continuity arrangements • Provision of Civil Protection information • Member of Essex Resilience Forum • Emergency response 24/7 on call function • Use of the Clearview system • Promotion of Community Resilience	4	3	12	1) Review of and update to Business Continuity Plans for services on Clearview system	4	2	8	31/03/2025	Gary Cullen (Resilience Manager)	Joe Chesterton (ED Finance & Resources)
Fail to achieve the commitment to net zero by 2030	• Lack of staffing capacity • Lack of Government funding • Inability to commit resources required to facilitate change • Lack of corporate focus	• Damage to reputation • Financial impact and missed funding opportunities • Lack of capacity to undertake the work necessary to deliver the objective	• Green City Action Plan • £1.15M secured from the Social Housing Decarbonisation Fund for the retrofit of 110 Council homes	3	4	12	1) Recruitment of member of staff to Climate Change team by end of June 2024 2) Net Zero Carbon Energy strategy to be developed by March 2025	3	3	9	31/03/2025	Jo Gay (Head of Environment)	Alan Richards (ED Environment & Place)

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Transformation programme fails to deliver required outcomes	• Organisational culture and capability of staff prevents delivery at pace • Organisational structure results in not having the right people in the right place • Unable to recruit / retain staff • Lack of employee engagement • Impact of changing national priorities / legislation / devolution	• Transformation programme does not result in the required savings • Fail to modernise and improve service delivery • Opportunities either do not materialise or take longer than anticipated	• ICT update programme • Work of transformation partner • Agreement of transformation streams • Transformation Board led by CLT • Appointment of Transformation Director • Strategy & Change tasked with on-going management	3	3	9	1) Transformation Board has been established and is growing in maturity. 2) Dir of Transformation is recruiting and working with ECLT to bring together project management resources at the centre, to establish a functioning Transformation Capability. 3) Tools and Process have been made ready to deploy across the organisation that will significantly help delivery and tracking.	2	2	4	31/12/2024	Tony Wisken (Director of Transformation)	Claire Shuter (ED Strategy & Change)
Governance failures	• Failure to recruit to statutory roles • Instability in senior leadership during new CEO transition • Council acts unlawfully or outside established procedures • Lack of Member / officer training • Ignorance of, or non compliance with, agreed governance protocols • Trading activities have insufficient governance controls	• Litigation • Regulatory intervention • Poor decision making • Fraud and corruption • Insufficient internal controls	• Policies and procedures to ensure SCC operates in accordance with the law and proper standards • Governance Framework to ensure SCC is meeting the seven principles of good governance • Constitution • LGA Corporate Peer Challenge - Action plan • Leadership / Member Development Programme • Commercial partnership arrangements e.g. housing, health, well being • Joint Ventures, owned companies, wholly owned subsidiaries and other joint ventures report to the Shareholder Board	3	3	9	1) Review of and update to internal governance arrangements 2) Annual Governance Statement to be prepared and approved 3) Member and Leadership development programme in progress for 2024/25. Councillor induction design underway. 4) Review of Trading Companies identified actions to improve governance arrangements which will go to Cabinet in March.	3	2	6	31/12/2024	Kim Sawyer (Director of Legal Services)	Claire Shuter (ED Strategy & Change)