

Southend-on-Sea Borough Council

Report of Chief Executive and Town Clerk
To

Audit Committee

On

18 January 2017

**Agenda
Item No.**

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2016-17 Corporate Risk Register

Executive Councillor – Councillor Lamb

A Part 1 Public Agenda Item

1 Purpose of Report

- 1.1 To provide an update for quarter three (December 2016), on the Corporate Risk Register (CRR) for 2016/17.

2 Recommendation

- 2.1 **That the updated Corporate Risk Register for 2016/17 is noted.**
- 2.2 **That Audit Committee note the inclusion of a new risk (Risk 12), relating to the implementation of the Children's Service Improvement Plan (replacing the risk relating to the Ofsted inspection rating for Children's Services).**

3 Background

3.1 Corporate Risk Register 2016/17

- 3.1.1 The Council's Corporate Risk Register sets out the key risks to the successful delivery of the Council's corporate aims and priorities and outlines the key controls and actions to mitigate and reduce risks, or maximise opportunities. The register is a key element of the Council's risk management strategy.
- 3.1.2 The register was refreshed in April to reflect the challenges for 2017/18 and was presented to Audit Committee on 29 June. The register is reported to Corporate Management Team (CMT) quarterly and Audit Committee every six months. .
- 3.1.3 The Corporate Risk Register follows a 3 stage process:

1st stage: An 'inherent score' with the risk assessed with no controls, assurance or actions in place.

2nd stage: The 'current score' where the risk is assessed with controls, assurances and progress against identified actions. The current score is adjusted in light of progress against actions.

3rd stage: The target score which is the risk with the controls, assurances and actions, as if they have been completed

The current score is then adjusted in light of progress against actions. It should be noted that the scoring of a risk is a subjective process following discussion with those closely involved in the issue and assessment by Corporate Management Team.

- 3.1.4 The Corporate Risk Register is attached at Appendix 1, and has been updated following consideration by CMT members.
- 3.1.5 The Deputy Chief Executives and departments are responsible for ensuring service specific risks are managed within their directorates, within service plans and in accordance with the Risk Management Strategy and processes. 'Red' rated service risks with corporate implications can be escalated to CMT. Actions for these risks are updated and managed by risk leads and reviewed at departmental management team meetings.
- 3.1.6 Operational risks, managed within Directorates, are also assessed as part of reviews undertaken by Internal Audit and project risks are monitored by the Corporate Delivery Board where applicable.

4 CRR, Risk 12 – Children's Services Improvement Plan

The corporate risk relating to the preparation undertaken in anticipation of the Ofsted inspection of Children's Services is no longer relevant and has been replaced by a new risk relating to the implementation of the follow up Improvement Plan.

5 Internal Audit Review of risk management

- 5.1 An Internal Audit review of risk management arrangements earlier in the year found that overall, the arrangements for identifying, recording and monitoring corporate/strategic risks were good and in compliance with the Council's Risk Management Strategy and Toolkit. The level of understanding about how to apply this was also sound. However, the review also found that the appropriate process was not being applied as well or consistently at service level. As a result an associated programme of work has been identified and is being implemented to address the issues identified. The findings of the review are outlined in another report elsewhere on the agenda for this meeting.

6 Corporate Implications

- 6.1 Contribution to Council's Vision & Corporate Priorities
The Corporate Risk Framework underpins the operational effectiveness of the Council's Corporate Governance arrangements and specifically monitors progress of managing key risks associated with the successful delivery of Corporate Aims and Priorities.

6.2 Financial Implications

Any financial implications arising from identifying and managing risk will be considered through the normal financial management processes. Proactively managing risk can result in reduced costs to the Council by reducing exposure to potential loss.

6.3 Legal Implications

The Accounts and Audit Regulations 2003 require that:

The relevant body shall be responsible for ensuring that the financial management of the body is adequate and effective and that the body has a sound system of internal control which facilitates the effective exercise of that body's function and which includes the arrangements for the management of risk.

6.4 People Implications

Any people and property implications arising from identifying and managing risk will be considered through the Council's normal business management processes.

6.5 Property Implications

None specific

6.6 Consultation

Consultation has taken place with key stakeholders.

6.7 Equalities Implications

Corporate Equalities considerations have been considered in the drafting of the Register and any specific equality related risks have been identified for the Council.

6.8 Risk Assessment

Failure to implement a robust assurance framework which includes fit for purpose risk management arrangements increases the risk that Council objectives will not be delivered.

6.9 Value for Money

Effective forecasting and timely management of risk is a key factor in preventing waste, inefficiency and unnecessary or unplanned use of resource.

6.10 Community Safety Implications

None specific

6.11 Environmental Impact

None specific.

7 Appendices

Appendix 1 –Corporate Assurance Risk Register 2016/17 – Quarter 3 update

Corporate Assurance Risk Register

December 2016

Contents

- | | |
|------------------|---|
| Section 1 | 3 Stage Risk Scoring Process
Brief description of the 3 stage risk scoring process and clarification of each stage |
| Section 2 | Risk Matrix
The matrix used for calculating Risk score. |
| Section 3 | Corporate Assurance Risk Register <ul style="list-style-type: none">- Inherent, Current and Target scores- Controls and Assurances- Future Actions and comments. |

Southend-on-Sea Borough Council's Corporate Assurance and Risk Register is a best practice template for recording and managing risks. The Council also promotes the use of Assurance and Risk Registers for managing risks within service areas which are recorded and managed in service and project plans.

The Risk Register is a management tool where a review and updating process identifies, assesses and manages down the risk to acceptable levels. It provides a framework in which problems that may arise and adversely affect the delivery of the Council's aims and priorities are captured and actions instigated to reduce the likelihood and impact of that particular risk.

Section 1 - Three Stage Risk Scoring Process

Southend-on-Sea Borough Council operates a 3 Stage Risk Scoring process as outlined in the Council's Risk Management Toolkit which is available on the Council intranet site. The information below offers a brief overview of each stage of the Risk process.

Inherent score – the risk scored with no controls, assurances or actions in place.

Current score – the risk scored with controls, assurances and progressed actions.

Target score – the risk score with controls and assurances in place and linked actions completed.

As controls and assurances are put in place and actions completed the Risk will be more controlled and, therefore, the current score moves towards the Target Score. The current score from the last reported Corporate Risk Register is shown in brackets.

Section 2 - Risk Matrix



E X A M P L E S				IMPACT	CORPORATE RISK GRID			
Reputational:	Compliance	Financial:	Service Provision / Continuity:					
National publication (name and shame) by external body leading to a loss of control over the running of Council operations. Front page of national paper.	The council faces serious penalties or prosecution & criticism from institutions such as, Ombudsman, Information commissioner. Customers are treated unfairly & suffer damage by the council.	Over £1m loss More than 20% of total budget individually or cumulatively	Service delivery affected by over 3 months. Statutory / critical service delivery will cease for a period of time without any effective contingency.	Catastrophic	4	8	12	16
National or local front-page press article leading to a reduced ability to affectively deliver one or more services. National press article.	The council may face criticism and be ordered to comply with legislation by an external body as a result of a breach.	Between £500k - £1m, 10-20% of total budget individually or cumulatively	Delivery affected between 1 & 3 Months. Loss of a non-critical service for a significant period of time.	Severe	3	6	9	12
Disgruntled local groups/ individuals possibly leading to internal complaints with research into the causes. Local press article &/or ombudsman enquiry.	The council may commit largely undetectable breaches in legislation and internal procedures that could have other minor effects on reputation, service delivery etc.	Between £50k - £499k, 5 – 10% of total budget individually or cumulatively	Delivery affected by up to 1 month. Minor disruption or inconvenience to service delivery & customers. (Reduced staffing, late opening, temp loss of IT).	Material	2	4	6	8
Rumour and gossip	All other material risks.	Under £50k, less than 5% of total budget individually or cumulatively	Minor disruption	Negligible	1	2	3	4
					Unlikely <10%	Likely 10-40%	Very Likely 40-75%	Almost Certain >75%
					LIKELIHOOD			

2016-17 Corporate Risk Register

Generated on: 09 January 2017

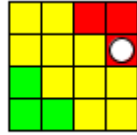
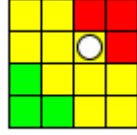
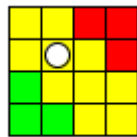


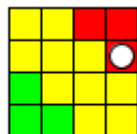
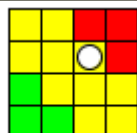



Risk Title	1. Budget for 2017-20							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	16	<div>Impact</div> <div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div></div>	
1617CRR01	Risk that the scale of predicted funding reductions for 2017-20 budgets will result in significant adverse impact on council services>	Rob Tinlin	Strategic	Financial/Reputational				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	9	<div>Impact</div> <div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div></div>	
1. Control: Budget setting process to identify required savings through: budget proposal reports to Departmental and Corporate Management Teams; member seminars; Cabinet; Scrutiny Committees; Council Assurance: reports to and minutes of meetings. 2. Control: Management oversight of budget setting process through: reports to CMT and Administration Assurance: Reports/Minutes 3. Control: Senior member and Chief Executive challenge to departments on proposed savings Assurance: Reports and minutes of meetings. 4. Control: Director challenge to Heads of Service Assurance: Minutes of Departmental Management Team meetings/emails. 5. Control: Medium Term Financial Strategy (MTFS), including budget pressures to regularly consider financial impact of Government policy reported to CMT, Cabinet and Council Assurance: Reports and minutes of meetings.								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	4	<div>Impact</div> <div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div></div>
1617CRA0101	Continually monitor and assess government's position on grant to be distributed to Local Authorities and other Government announcements that impact funding	Joe Chesterton	31-Mar-2017	Dec 16 - Director of Finance and Resources horizon scanning for all relevant government announcements. Autumn statement announced on 23 November and is currently being analysed for impact on the Medium-term Financial Plan, now waiting on the provisional Local Government Settlement which is due to be announced in mid-December.	<div>✔</div>			
1617CRA0102	Budget Timeline outlining key milestones to be agreed with the Administration and Senior Leadership Team.	Joe Chesterton	30-Sep-2016	Dec 16 -Timeline in place with key deadlines.	<div>✔</div>			


1617CRA0103	All Member briefing session on local government finance	Joe Chesterton	30-Nov-2016	Dec 16 -Briefing session planning is currently under review, to see whether this is required.				
1617CRA0104	Continual monitoring, risk assessment and reporting of progress on options to meet the saving targets required to set balanced budgets in 2017/18 to 2019/20	Joe Chesterton	31-Mar-2017	Dec 16 -Relevant meetings have taken place since the Summer, where savings, pressures, capital, fees and charges and HRA proposals have been considered. Budget reports now being drafted for Budget Day 11 January 2017.				

Risk Title	2. Recruiting and retaining staff								
Stage 1 - Risk without controls (Inherent risk)									
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	Impact	Likelihood	
1617CRR02	Risk that failure to retain or recruit staff with the required skills and experience will result in an inability to deliver key projects or services to meet expectations of residents, members, businesses and partners.	Joanna Ruffle	Strategic	Service Provision					
Stage 2 - Risk with Controls and Assurances (current risk)									
List of controls and associated assurances to ensure controls are working					Current risk score	6	Impact	Likelihood	
1. Control: Managing Organisational Change Policy; Redeployment Policy & Procedure; Redundancy Policy & Procedure Assurance: Policy documents available via intranet. 2. Control: Oversight of policies and procedures to ensure consistency of HR policies and processes and in implementing policies relating to restructures through the People Management & Development Working Party; Corporate Management Team and Workforce Planning Panel Assurance: Reports to and Minutes of meetings. 3. Control: All staff vacancies, redeployments and redundancies reviewed by the Workforce Planning Panel Assurance: Minutes of Workforce Planning Panel 4. Control: New recruitment provider to identify recruitment hotspots and plan effective recruitment campaigns Assurance: Service Level Agreement, Contract management.									
Stage 3 - Further actions to reduce the risk (target risk)									
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	2	Impact	Likelihood
1617CRA0201	Continue to embed Talent Management Strategy (including apprenticeships, graduate traineeships, graduate sponsorships and career progression)	Joanna Ruffle	31-Mar-2017	Dec 16 -Specific action identified within People Management Strategy action plan to progress this work.	✔				
1617CRA0202	Participate in regional Children’s Social Care Workforce project	Joanna Ruffle	31-Mar-2017	Dec 16 -Project continuing into 2nd year, following approval at East of England Chief Executive Forum on 10 June.	✔				
1617CRA0203	Participate in regional Planners Workforce project	Dean Hermitage	31-Mar-2017	Dec 16 - Project now scoped. The Council involved from both HR and operational perspective.	✔				
1617CRA0204	Develop a framework contract to deliver professional/interim resources to supplement the Reed contract	Joanna Ruffle	31-Mar-2017	Dec 16 - Project underway. Project action plan reviewed and agreed by Corporate Management Team.	✔				
1617CRA0205	Role of Resourcing Manager agreed and funded to drive talent management initiatives across the organisation	Joanna Ruffle	31-Mar-2018	Dec 16 - Role of Resourcing Manager has been agreed, funded and appointed. The project plan and talent management initiatives are currently underway and on target.	✔				

Risk Title	3. Partnership arrangements								
Stage 1 - Risk without controls (Inherent risk)									
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	Impact	Likelihood	
1617CRR03	Risk that failures in partnership working as a result of pressures on partner organisations reduces the ability of the Council to achieve its objectives and adversely affects service provision and council finances.	Rob Tinlin	Strategic	Reputation					
Stage 2 - Risk with Controls and Assurances (current risk)									
List of controls and associated assurances to ensure controls are working					Current risk score	6	Impact	Likelihood	
1. Control: Southend Borough Council active member of South East Enterprise Partnership (SELEP) Board and officers aligned to relevant working groups to engage and influence activity and decisions , Assurance: Minutes/Reports 2. Control: Corporate Delivery Board Assurance: Minutes/Reports 3. Control: Success For All Children Group Assurance: Children and Young People Plan/Reports/Minutes 4. Control: Health and Wellbeing Board Assurance: Joint Health and Wellbeing Strategy/Report/Minutes									
Stage 3 - Further actions to reduce the risk (target risk)									
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	4	Impact	Likelihood
1617CRA0301	Work with Mid and South Essex health and social care partners to develop a multi-year Sustainability and Transformation Plan (STP)	Simon Leftley	31-Mar-2017	Dec 16 - STP has been presented to the Health & Wellbeing Board. A consultation period will begin in early 2017.	✔				
1617CRA0302	Work with Government and local partners to develop and deliver a devolution deal which maximises benefits for Southend, building on City Deal and profile of the Thames Gateway	Andrew Lewis	31-Mar-2017	Dec 16 - No further progress in regards to devolution due to an elected Mayor continuing to be a requirements under current arrangements.	✔				
1617CRA0303	Secure funding to ensure on-going sustainability of the BEST Growth Hub within the LEP umbrella	Andrew Lewis	31-Mar-2017	Dec 16 - Successful bid to the European Regional Development Fund, led by the Council, has secured a £12.9m programme to expand and continue Growth Hub delivery across the South East over a 3 year period.	✔				
1617CRA0304	Continue to make the case for Growth Fund Investment in Southend by working with the South Essex Growth Partnership and SELEP.	Andrew Lewis	16-Mar-2017	Dec 16 - Three business cases directly relating to projects in Southend were submitted to the third round of the Local Growth Fund – Airport Business Park, Better Queensway and CONNECT (led by London Southend Airport). A single prioritised list was submitted to Government by the LEP with ABP ranked at number 5. Pending announcement of any funding award post autumn statement	✔				

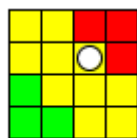
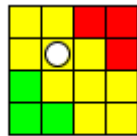
Risk Title	4. Housing Policy									
Stage 1 - Risk without controls (Inherent risk)										
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	Impact			
									Likelihood	
1617CRR04	Risk that changes to government housing policy (such as selling off high value council properties) and increasing levels of housing need (notably homelessness) results in further significant pressure on council budgets.	Simon Leftley	Strategic	Financial						
Stage 2 - Risk with Controls and Assurances (current risk)										
List of controls and associated assurances to ensure controls are working					Current risk score	9	Impact			
									Likelihood	
1. Control: Core Strategy and Local Development Plan in place Assurance: Strategy documents 2. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes 3. Control: Housing Strategy Assurance: Documents										
Stage 3 - Further actions to reduce the risk (target risk)										
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	6	Impact		
1617CRR0401	Review and update Housing Strategy in light of the Thames Gateway South Essex Strategic Market Assessment and housing policy announcements.	Sharon Houlden	31-Mar-2017	Dec 16 - Commencing work with the Housing Finance Institute 'Housing Business Ready' review of the housing investment approach including the regeneration of land in the Council's ownership. Introduction session completed and half day workshop with stakeholders in January 2017.	✓					
1617CRR0402	Work in partnership to develop affordable housing	Sharon Houlden	31-Mar-2017	Dec 16 - The Housing Business Ready review output will provide the pathway forward for the development of affordable housing.	✓					Likelihood
1617CRR0403	Work collaboratively to develop a coordinated approach to homelessness prevention	Sharon Houlden	31-Mar-2017	Dec 16 - Being picked up as an element of the Corporate Housing Strategy. Housing Business Ready review outcomes will provide a pathway forward for this work.	✓					

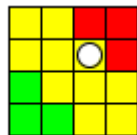
Risk Title	5. Local Infrastructure								
Stage 1 - Risk without controls (Inherent risk)									
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	Impact		
1617CRR05	Risk that failure to maintain access to future rounds of the Regional Growth Fund and Department for Transport Challenge Fund will significantly restrict future infrastructure improvements.	Andrew Lewis	Strategic	Financial					Likelihood
Stage 2 - Risk with Controls and Assurances (current risk)									
List of controls and associated assurances to ensure controls are working					Current risk score	9	Impact		
1. Control: Highway/Footpath Assets Management inventory in place Assurance: Reports 2. Control: Monthly progress reported to DMT and senior managers Assurance: Reports/Minutes 3. Control: Regular reporting to Capital Delivery Board Assurance: Reports/Minutes 4. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes									Likelihood
Stage 3 - Further actions to reduce the risk (target risk)									
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	4	Impact	
1617CRR0501	Produce a Transport Asset Management Plan to support the maintenance and improvement of the roads, pavements and street furniture across the Borough	Paul Mathieson	31-Mar-2017	Dec 16 - Regular meetings with project board, work streams set up with lead officers to complete actions monitored by the Project Officer/Asset Manager. TAMP being developed. Asset Management Self Assessment being pursued and about 2/3's complete but unlikely to meet all requirements for Band 3 by December 2016. Target date for Band 3 is end of June 2017.					Likelihood
1617CRR0502	Continue to make the case for Growth Fund Investment in Southend by working with the South Essex Growth Partnership and SELEP.	Paul Mathieson	31-Mar-2017	Dec 16 - Three business cases directly relating to projects in Southend were submitted to the third round of the Local Growth Fund – Airport Business Park, Better Queensway and CONNECT (led by London Southend Airport). A single prioritised list was submitted to Government by the LEP with ABP ranked at number 5. Pending announcement of any funding award post autumn statement					
1617CRR0503	Conduct detailed self-assessment to support Challenge Fund bid	Paul Mathieson	31-Mar-2017	Dec 16 - Underway and part of Transport Asset Management Plan project. Challenge fund bid being drawn up for drainage improvements and cliff slips. Information being supplied by elements of Asset Management. Awaiting release of Challenge Fund bid information.					


1617CRR05 04	Complete Whole Government Account return (with Finance Dept)	Paul Mathieson	31-Mar-2017	Dec 16 - Underway and part of Transport Asset Management Plan project. Returns with Finance for review. Finance discussing background data with Audit.				
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Risk Title	6. Alternative service delivery models							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	9	<div><div>Impact</div><div>Likelihood</div></div>	
1617CRR06	Risk that failure to effectively manage (staffing, relationships, contracts) the transition to alternative service delivery models results in the organisation not meeting its statutory responsibilities to residents/customers	Simon Leftley; Andrew Lewis	Strategic	Financial				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	9	<div><div>Impact</div><div>Likelihood</div></div>	
1. Control: Corporate Delivery Board Assurance: Reports/Meeting minutes 2. Control: Changes to service delivery considered by Scrutiny/Cabinet/Council Assurance: Reports/Minutes. 3. Control: Government Consultations register to record forthcoming changes in Government policy and potential legislation to enable potential implications to be considered. Assurance: Consultation register held on intranet. 4. Control: Regular tracking of new legislation, government regulations and policy developments. Assurance: Production of Policy briefings and reports to Corporate Management Team.								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	4	<div><div>Impact</div><div>Likelihood</div></div>
1617CRA0601	Explore alternative delivery models for Adult Social Care services	Simon Leftley	31-Mar-2017	Dec 16 - The design of the locality model for services has been completed and the work has moved into the implementation stage. Work streams being overseen by Sharon Houlden. The Local Authority Trading Company, for adult social care, will be in place, in shadow form, from Jan 17 and will go live from April 17.	✔			
1617CRA0602	Implement the new model of service delivery for Ground Maintenance Service	Scott Dolling	31-Mar-2017	Dec 16 - New model for service delivery fully implemented 1st April 2016.	✔			
1617CRA0603	Implement the outcome of the Library Review in accordance with the delivery plan contained within the Library Development Strategy 2013 – 2028	Scott Dolling	31-Mar-2017	Dec 16 - Kent Elm's Capital Improvement works completed November 2016. Westcliff Library works due to start January 2017 and Leigh Library works to be carried over.	✔			
1617CRA0604	Continue to embed the Council’s new frontline waste collection, street cleansing and ancillary service contracts	Dipti Patel	31-Mar-2017	Dec 16 - The contract continues to be actively monitored to ensure that performance complies with the specification.	✔			

Risk Title	7. Health and Social Care Integration							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	<div><div>Impact</div><div>Likelihood</div></div>	
1617CRR07	Risk that failure to integrate health and social care effectively (inc Pioneer, Better Care Fund (BCF) and Care Act) will harm the ability of the health and care system to operate at optimal levels, adversely affecting service provision and council finances.	Simon Leftley	Strategic	Service provision, Financial				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	9	<div><div>Impact</div><div>Likelihood</div></div>	
1. Control: Joint Executive Group (JEG). Assurance: Reports/Meeting Minutes. 2. Control: Health and Wellbeing Board. Assurance: Reports/Meeting Minutes. 3. Control: Locality Transformation Group. Assurance: Reports/Meeting Minutes. 4. Control: Corporate Delivery Board. Assurance: Reports/Meeting Minutes.								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	4	<div><div>Impact</div><div>Likelihood</div></div>
1617CRA0701	Ensure that the Health and Wellbeing Strategy is underpinned by relevant performance indicators	Simon Leftley	30-Sep-2016	Dec 16 A robust performance framework is in place and is routinely reported to Health and Wellbeing Board. The board continues to review priorities and are currently reviewing focus of activity for the next 12 months. Any change in priorities will require a realignment of performance management framework.	🟢			
1617CRA0702	Work with Southend Clinical Commissioning Group (CCG) and partners to support Integrated Pioneer status	Simon Leftley	31-Mar-2017	Dec 16 - Integrated Commissioning function now well established between CCG and SBC. Work programme to support the Pioneer is now completely aligned with BCF work programme re Locality Transformation and the redesign of adult social care.	🟢			
1617CRA0703	Better Care Fund (BCF)	Simon Leftley	31-Mar-2017	Dec 16 - BCF for 16/17 continues to align with the strategic objectives that are driving the integration of health and social care. Planning guidance for 17/18 is due to be published early Jan 2017 which will further support the direction to integrate health and social care services. The publication of the guidance will enable Southend to plan our activity for 17/18 thus further mitigating this risk.	🟢			

Risk Title	8. Contract Management								
Stage 1 - Risk without controls (Inherent risk)									
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	9	Impact		
									Likelihood
1617CRR08	Risk that failure to embed effective contract management, combined with contract price inflation, across the authority will result in a loss of value for money, saving opportunities and/or quality of service provision.	Simon Leftley	Strategic	Financial					
Stage 2 - Risk with Controls and Assurances (current risk)									
List of controls and associated assurances to ensure controls are working					Current risk score	6	Impact		
1. Control: Contract price inflation clauses (linked to government indices) included within Highways contracts, Assurance: Contract documentation 2. Control: Capital Projects Board Assurance: Reports/Meeting Minutes 3. Control: Corporate Delivery Board Assurance: Reports/Meeting Minutes 4. Control: Contract management arrangements Assurance: Contract documentation/minutes/meetings									Likelihood
Stage 3 - Further actions to reduce the risk (target risk)									
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	4	Impact	
									Likelihood
1617CRR0801	Governance and Monitoring of highway contracts to ensure proper management including new processes and workflows to support the management of these contract	Paul Mathieson	31-Mar-2017	Dec 16 - Governance structure, including project board, in place. Regular meetings with the contractors to monitor performance. New processes and workflows still being developed e.g. Symology and in conjunction with Asset Management Plan.	✓				
1617CRR0802	Employ where appropriate professional cost advice on all major projects and update and refresh cost plans on regular basis.	Andrew Lewis	31-Mar-2017	Dec 16 - Utilising in house expertise and conducting early contractor involvement. Call-off framework for cost consultation advice being utilised where required. Project variations reported to Corporate Delivery Board.	✓				
1617CRR0803	Deliver a programme of contract management training and support across the organisation.	Mark Atkins	31-Mar-2017	Dec 16 - 14 staff members have attended the first training session on 6th December. Further sessions are being scheduled for early New Year with the next tranche of Contract Managers. Feedback session well received, very practical and hands on.	✓				

Risk Title	9. Secondary education and school places								
Stage 1 - Risk without controls (Inherent risk)									
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	9	Impact		
1617CRR09	Risk that failure to provide the required number of school places and to narrow the gap in results at secondary schools will lead to an undesirable level of young people NEET and significant reputational damage for the Council.	Simon Leftley	Strategic	Reputational					Likelihood
Stage 2 - Risk with Controls and Assurances (current risk)									
List of controls and associated assurances to ensure controls are working						Current risk score	6	Impact	
1. Control: Improving Learning Together Strategy in place with impact reviewed by Success for All Group Assurance: Report/Minutes. 2. Control: Partnership with South Essex Teaching School Alliance (SETSA) established Assurance: Reports/Minutes. 3. Control: Pupil Premium Strategy Group Assurance: Reports/Minutes. 4. Control: School Support Improvement Board Assurance: Reports/Minutes. 5. Control: Success for All Children Group Assurance: Reports/Minutes.									Likelihood
Stage 3 - Further actions to reduce the risk (target risk)									
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	4	Impact	
1617CRA0901	Further develop the School Led School Improvement System (school-to-school support).	Brin Martin	16-Jul-2017	Dec 16 - the service level agreement with SETSA is now in place and running. The action plan and KPIs are monitored at a monthly meeting with SETSA. Further commissioning in this contract is due to start early in the new year.	✓				Likelihood
1617CRA0902	Provide support to secondary schools causing concern (including working with Regional Commissioner).	Brin Martin	31-Jul-2017	Dec 16 - Direct work with Futures continues ahead of their proposed conversion to become an academy. Indirect support and dialogue to the other two secondary school operates through our work on the Education Board with the Regional Schools Commissioner	✓				Likelihood
1617CRA0903	Develop a secondary school places strategy to cater for the increasing pupil numbers.	Brin Martin	31-Mar-2017	Dec 16 - Following the meeting of the member led school places working party, options are being worked up that will allow us to develop sufficient school places by 2020 to meet current need.	✓				Likelihood
1617CRA0904	Establish a strategic Education Board to co-ordinate and monitor performance and policy.	Brin Martin	31-Mar-2017	Dec 16 - Education Board is now established and functioning. Associated sub groups are in place for some areas. The Board has recently undertaken an external audit, and received	✓				Likelihood

				positive feedback.				
1617CRA0905	Develop an Education and Skills Strategy	Brin Martin	31-Mar-2017	Dec 16 - The establishment of the virtual skills academy has taken place with colleagues in place and external partners. This group will continue to promote opportunities for Southend students to progress in their chosen career options.				

Risk Title	10. Surface water flooding									
Stage 1 - Risk without controls (Inherent risk)										
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	Impact	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></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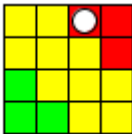
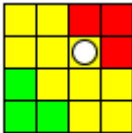
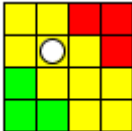
Risk Title	11. Seafront cliff movement							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	<div>Impact</div> <div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div></div>	
1617CRR11	Risk that a seafront cliff movement will result in damage to property, transport dislocation and significant financial and reputational damage to the Council.	Andrew Lewis	Strategic	Reputational, Financial				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	9	<div>Impact</div> <div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div></div>	
1. Control: Corporate Deliver Board Assurance: Reports/Minutes 2. Control: Regular reporting to DMT Assurance: Reports/Minutes 3. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	6	<div>Impact</div> <div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div></div>
1617CRR1101	Development of a Cliff Slip Strategy based on a risk minimisation approach	Richard Atkins	31-Mar-2017	Dec 16 - Specification and bid documents completed in draft for appointment of expert support. To be issued to tenders as soon as possible.	🟢			
1617CRR1102	Completion of stabilisation work at Clifton Drive	Richard Atkins	31-Mar-2017	Dec 16 - Scheme complete including the installation of cascade stairway, which was originally omitted due to a casting error by the Contractor. Planting by Parks to proceed.	🟢			

Risk Title	12. Ofsted joint inspection							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	9	<div>Impact</div> <div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div></div>	
1617CRR12	Risk that the actions and expected outcomes from the Children's Services Improvement Plan are not achieved within expected timescales, resulting in a failure to achieve a rating of 'Good' in future Ofsted inspection.	Simon Leftley	Strategic	Reputational				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	9	<div>Impact</div> <div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div></div>	
1. Control: Monitoring and updating of the Children Service's Improvement Plan by the CS Improvement Board. Assurance: Reports/minutes of CS Improvement Board meetings. 2. Control: Monitoring and updating of the Leadership Narrative Document for Children's services. Assurance: Report/Minutes of Children's Services Improvement Board meetings. 3. Control: Children's Service Improvement Board bi-monthly meetings Assurance: Report/Minutes. 4. Control: Children's Departmental Management Team. Assurance: Monthly Performance reports/ minutes of meetings. 5. Control: People Extended DMT Assurance: Reports to/notes from meetings. 6. Control: Local Safeguarding Children's Board (LSCB) to complement the children's service improvement plans Assurance: Reports/minutes. 7. Control: Improvement Board Independent Expert, advice and support. Assurance: Reports to John O'Loughlin, Simon Leftley and the Improvement Board.								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	6	<div>Impact</div> <div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div></div>
1617CRR1204	Establish a Children's Services Improvement Plan Scrutiny Panel to provide further oversight of progress in implementation of the Improvement Plan	John O'Loughlin	31-Mar-2017	Dec 16 - Scrutiny Sub-committee membership established. First meeting to be held on 19 January. The Panel will meet on alternate months to the Children's Services Improvement Board. Terms of Reference and work-plan to be agreed at first meeting.	✓			
1617CRR1205	Develop and enhance the resourcing available to the Council's Children's Service, with the recruitment of additional social workers; the embedding the work of the recently appointed 'Practise Lead' to promote good practice and 'Participation Lead' to	John O'Loughlin	31-Mar-2017	Dec 16 - Five of the six social workers are now in post. The Practice Lead and Participation Lead are now in post an Participation.	✓			
1617CRR1206	Implementation of the new social care management system, Liquid Logic, due to go live from April 2017	John O'Loughlin	31-Mar-2017	Dec 16 - Project board in place with project plan being reviewed at each meeting. Implementation on track to meet target.	⚠			

1617CRR1207	Implement and embed the Early Help Phase 2 programme, which, working in partnership with other care professionals will aim to improve the first contact service for vulnerable children.	John O'Loughlin	31-Mar-2017	Dec 16 - Early stages of programme. Progress focussed on ensuring positive engagement with/from care partners.				
1617CRR1208	Embed the new Edge of Care Team, to support those children at risk of entering, or re-entering, the care system (particularly older children at risk from the breakdown of foster care placements.	John O'Loughlin	31-Mar-2017	Dec 16 - New team has started with effect from November. Recruitment currently taking place, with some posts filled.				
1617CRR1209	Develop and monitor a new Children's Service, Service Plan, to complement the Children's Service Improvement Plan.	John O'Loughlin	31-Mar-2017	Dec 16 - Children's Services Service Plan for 2017/18 currently being developed.				
1617CRR1210	Undertake a full budget and performance review of Children's Services to assess levels of resourcing against the demand for services.	Simon Leftley	31-Mar-2017	Dec 16 - Scope of review has been agreed. Review due to begin shortly with a timescale of 12 weeks				

Risk Title	13. Waste Management							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	<div>Impact</div> <div>Likelihood</div>	
1617CRR13	Risk that failure to effectively manage waste contractual arrangements results in additional financial liability for the Council and loss of service quality.	Andrew Lewis	Strategic	Reputational, Financial				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	9	<div>Impact</div> <div>Likelihood</div>	
1. Control: Regular contract management meetings with suppliers Assurance: Meeting Minutes/Reports 2. Control: Data set monitored by DMT and senior managers Assurance: Reports/Minutes 3. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	6	<div>Impact</div> <div>Likelihood</div>
1617CRR1301	Ensure contractors are performing to service outputs and that performance management is monitored to achieve service standards as specified within relevant contracts	Dipti Patel	31-Mar-2017	Dec 16 - The contract continues to be actively monitored to ensure that performance complies with the specification.	<div>✓</div>			
1617CRR1302	New Mechanical Biological Treatment Waste Facility to become fully operational (currently in commissioning).	Dipti Patel	31-Mar-2017	Dec 16 - The MBT facility is currently within the commissioning phase. All Southend Borough Council’s household waste being taken into the MBT. Several contractor performance issues identified are causing concern. This is being tracked through the Essex and Southend Officer/Member Board meetings.	<div>✓</div>			

Risk Title	14. Health Lifestyles							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	9	<div>Impact</div> <div>Likelihood</div>	
1617CRR14	Risk that continued pressure on the health system including Public Health funding results in a failure to adequately address lifestyle behaviours and reduce health inequalities.	Andrea Atherton	Strategic	Financial, Service Provision				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	6	<div>Impact</div> <div>Likelihood</div>	
1. Control: Joint Executive Group (JEG). Assurance: Reports/Meeting Minutes. 2. Control: Health and Wellbeing Board. Assurance: Reports/Meeting Minutes. 3. Control: Monthly data set monitored by DMT and senior managers: Assurance: Report/Minutes 4. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	4	<div>Impact</div> <div>Likelihood</div>
1617CRR1401	Implement the Southend physical activity strategy	Margaret Gray	31-Mar-2017	Dec 16 -Southend Physical Activity Strategy agreed by Cabinet, 28th June, following consideration by People and Place Scrutiny Committees and Health and Wellbeing Board. A multi-agency, physical strategy implementation group has been established and is now meeting to oversee delivery of the action plan.	✔			
1617CRR1402	Develop a social marketing programme to raise awareness of main lifestyle risk factors contributing to poor health	Andrea Atherton	31-Mar-2017	Dec 16 - 'One-You' campaign launched in July and 'One-You' strategy developed. Internal Officer Group established and implementation continues, with all social marketing events based on 'One You' material.	✔			
1617CRR1403	Mobilise the Southend Healthy Lifestyle Service	Margaret Gray	31-Mar-2017	Dec 16 - Service launched at beginning of June. Service incorporates advice and prevention initiatives. An action plan is in place and work has been undertaken with Primary Care providers to publicise the service and maximise referrals.	✔			
1617CRR1404	Continue to deliver Southend Public Health Responsibility Deal for local employers	James Williams	31-Mar-2017	Dec 16 - Performance currently strong for number of businesses signing up. Engagement is taking place with a wide range of employers (including schools) and businesses in Southend.	✔			

Risk Title	15. Major Developments						
Stage 1 - Risk without controls (Inherent risk)							
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	Impact  Likelihood
1617CRR15	Risk that failure to progress major infrastructure developments (e.g. Seaways, Airport Business Park and Queensway) will result in significant financial and reputational damage to the Council.	Simon Leftley; Andrew Lewis	Strategic	Reputational, Financial			
Stage 2 - Risk with Controls and Assurances (current risk)							
List of controls and associated assurances to ensure controls are working					Current risk score	9	Impact  Likelihood
1. Control: Corporate Deliver Board. Assurance: Reports/Minutes. 2. Control: Capital Projects Board Assurance: Reports/Meeting Minutes 3. Control: Project Boards Assurance: Reports/Meeting Minutes 4. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes							
Stage 3 - Further actions to reduce the risk (target risk)							
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	6 Impact  Likelihood
1617CRR1501	Queensway Area Regeneration Project, 16/17 actions: • Progress the finance option & housing plans for the Queensway area regeneration project • Consultation & communication with existing Queensway residents to inform specifications for the redevelopment.	Simon Leftley; Andrew Lewis	31-Mar-2017	Dec 16 - A report to Cabinet was agreed in Sept 2016 allowing progression to be made. A series of presentations have been given to Members and residents and the plans have been received positively.	✓		
1617CRR1502	Airport Business Park 2016/17 actions: • To commence Phase 1 infrastructure works • To agree Westcliff Rugby Club relocation strategy and commence work • To submit a planning application for the Innovation centre	Andrew Lewis	31-Mar-2017	Dec 16 - Phase 1 infrastructure commenced December 2016 and Pitches Contracts underway 1-2 months behind target programme. Expenditure of the £3.2m by the end of March 2017 remains at risk. The risk is reduced now that works have commenced. The expected expenditure by the end of March 2017 is approx. £3.5m subject to weather and performance of Contractors; Westcliff Rugby Club relocation terms are agreed and licence is signed, no longer a risk to progress. Innovation Centre and Phase 2 Funding via SELEP – approval awaited.	✓		
1617CRR1503	Seaway Car Park 2016/17 actions: • To support Turnstone to submit a	Joe Chesterton	31-Mar-2017	Dec 16 - Continuing to support Turnstone with planning application and tenant negotiations.	✓		

	planning application • To meet the Coach Park Relocation Condition •To support Turnstone in securing prime tenants			Work is currently underway on the options for Coach Park Relocation condition.				
1617CRR1504	Generally to ensure that all major infrastructure projects do not have adverse impacts on Southend e.g. on the highways network	Andrew Lewis	31-Mar-2017	Dec 16 - Continued proactive approach to managing projects to ensure appropriate phasing. Council managing the Growth Fund projects to ensure that any disruption is kept to an absolute minimum.	