

Strategic/Corporate Risk & Opportunity Register September 2016

In Focus Report

The Items are Split Between Risk & Opportunity and Listed in Priority (Rating) and then Reference Number Order.

Risks In Focus

UNMANAGED / INHERENT RISK

Risk Description		Risk Owner						
<p>Balancing the cost of care and maintaining minimum quality standards – the risk is that a combination of the following on-going pressures – financial pressures on local authorities (e.g. reduced teams for critical processes such as contract management and monitoring, inability to uplift prices to counter competition for workers and inflationary increases etc.), a significant failing of a current provider, significant and continued pressures on hospital A&E and periods of ‘black alert’, market-wide decrease in the number of care workers due to ongoing poor employment conditions, ongoing issues in providing temporary care staff through local framework agreement and continued economic pressure on care providers leads to a drop in care quality/standards and failure of providers to maintain basis or minimum standards for service users. Ultimately results in risk to service users’ health, reputational damage to the Council and increased costs in managing escalated care and health needs and council intervention as a result. Neighbouring boroughs where contract monitoring was reduced have experienced care home failures, and in one home alone it was estimated that over 4,500 hours have been spent addressing this. Estimates indicate that the cost of this professional involvement were approximately £140k. Reductions in the number of contract officers from 4 to 2 and the senior contract officers from 2 to 1 means that monitoring cannot take place as frequently as it used to. Also the introduction of new team responsibilities means that the senior and team manager are covering both areas. The implementation of the National Living Wage from April 2016 has added a further pressure to already stretched resources.</p>		Les Billingham						
Link to Corporate Priority								
Improve health and wellbeing								
Inherent Risk Rating	Date:	01/04/2016	Impact:	Critical (4)	Likelihood:	Very likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 01/04/2016	Residual Risk Rating as at: 21/04/2016	Residual Risk Rating as at: 14/09/2016	Residual Risk Rating as at:	Residual Risk Rating as at:	Target Risk Rating & Target Date: 31/03/2017

Comments
<p>The risk evaluates the impact of a combination of issues on the maintenance of care quality standards and the ability to meet the needs of service users who meet Adult Social Care eligibility criteria. The risk is rated at the higher level due to the financial pressures on local authorities and the impact this has in turn on providers – e.g. reduced teams for critical processes such as contract management, inability to uplift prices to counter competition for workers, inflationary pressures etc.). In 2015-16, the Council agreed to provide residential providers for older people with an uplift of 1% and the possibility of a further 1% linked to performance. Whilst contingencies are and continue to be considered, the current Council financial situation makes finding a workable solution increasingly difficult – particularly with the added pressure of the National Living Wage. 2015/16 also saw two domiciliary care providers unable remain viable, and the Council having to take a considerable number of hours back in-house. The service and the market place is extremely stretched, and this risk remains a significant threat to the Council's ability to provide continuity and high quality care packages.</p> <p>Update as of September 2016 - The market continues to show signs of being extremely stretched. This includes a waiting list for people requiring care packages which is the first time this situation has occurred. This in turn is placing strain on the wider system, with a greater reliance on informal carers (friends and relatives) and a delay to people ready to leave hospital. For the first time the delay in providing social care packages has led to more than 25 delayed discharges. The impact of the Council having to take care packages back in-house due to external provider failure has led to a squeeze on our own capacity and the need for improvement. A plan is in place and being implemented which responds to a recent CQC report and also an independent review of our in-house domiciliary care provider – Thurrock Care at Home. Regardless of improvements made and on-going work to control demand, the risk of continued system failure remains extremely high.</p>

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place	Date Implemented							
1. Comprehensive compliance monitoring and audit process in place. 2. Quarterly information sharing meetings with Care Quality commission (CQC) to identify and share concerns/risks. Quarterly Quality Surveillance Group (QSG) meetings with health colleagues and CQC to identify and manage risks across the whole system. 3. Develop a comprehensive accommodation-based programme to deliver choice and quality in the local market. 4. Compliance with the Care Act regarding market failure and service interruption 5. Provision of increase (1% plus 1% for performance) for OP residential providers 6. Bring back in-house domiciliary care packages of failed providers	2013/14 2013/14 From 2013 From Apr 2015 From Apr 2015 From 2015							
Residual Risk Rating	Date:	21/04/2016	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / TARGET RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action	Implementation Date	Progress
7. Development of specification and tender for domiciliary care contract – 'Living Well at Home'	Throughout 2016/17	The pilot for Living Well at Home is due to start within the next month. A report detailing arrangements for procuring domiciliary care from April 2017 will go to HOSC in November 16 and Cabinet in December 16 after which the tender process will commence.
8. Implementation of 2% increase on fees paid to care home providers for older people with a 1% performance enhancement for any of these providers obtaining an excellent rating following their contract compliance visit	April 2016	Commenced

9. Development and implementation of Enhanced Care Homes pilot			July 2016		A report detailing proposals for the Enhanced Care Homes pilot is to go to the Integrated Commissioning Executive before the end of October. The pilot will commence once the ICE has agreed the proposals. Funding to support the pilot has already been allocated via the Better Care Fund.			
10. Continued work to manage demand via the ASC Transformation Programme and Better Care Fund Plan			Throughout 2016/17		Work is continuing on the development and implementation of the ASC Transformation Programme (Living Well in Thurrock) and Better Care Fund Plan. Both are aimed at utilising resources across the system in a way that better manages demand. Both the Living Well in Thurrock Programme and Better Care Fund Plan are overseen by the Integrated Commissioning Executive and also via the Health and Wellbeing Board. Recent progress includes the development of the Living Well at Home pilot, Social Prescribing, Single Point of Access (due to launch in February), and the establishment of Micro Enterprises. A number of projects and initiatives sit as part of the LWIT programme and BCF Plan.			
11. Deliver improvement action plan which responds to CQC inspection of Thurrock Care at Home (in-house domiciliary care service) and independent review.			On-going – actions prioritised					
Target Risk Rating	Target Date:	Refresh 31/03/2017	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12
Revised Residual Risk Rating	Date:	14/09/2016	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

UNMANAGED / INHERENT RISK

Risk Description							Risk Owner	
Failure to maintain rigorous cyber security arrangements across the Council could lead to an ICT security breach and result in data leakage or loss and full ICT outage of 5 working days or longer.							Murray James	
Link to Corporate Priority								
A well run organisation								
Inherent Risk Rating	Date:	25/08/2016	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 25/08/2016	Residual Risk Rating as at: 25/08/2016	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Target Risk Rating & Target Date: 31/03/2017
<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>

Comments
The industry has recently reported that Ransomware attacks have been significantly increasing over the last 12 months. This type of attack progressively infects the host infrastructure encrypting data so it is inaccessible unless a ransom is paid. Ransomware is a "popular headline" cyber crime, but three neighbouring Councils have reported attacks within the last 12 months all of which have an operational impact. This proves that local authorities are being targeted.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place								Date Implemented
1. Corporate Information Security Policy updated 2015 and forms part of officers terms and conditions of employment. 2. A range of Information and Data Protection guidance available to staff via Thurrock Inform and updated 2015 3. Online Mandatory Information Governance Training Programme (including data security and protection) rolled out and available to staff via Thurrock Learning Zone. 4. Ransomware proposal approved through Directors Board, that proposes response and clean up method for a ransomware, or similarly invasive cyber attack. 5. ICT already have a number of standard technologies in place that assist in preventing against cyber attacks i.e. E-mail filtering, Anti-virus protection 6. Cyber-awareness campaign initiated across council 7. Quarantine mailbox set up so that colleagues can forward suspicious emails								Updated 2015 Updated 2015 2014/15 June 2016 June 2016 August 2016 August 2016
Residual Risk Rating	Date:	25/08/2016	Impact:	Substantial (3)	Likelihood:	Very Likely (4)	Rating:	12

FURTHER ACTION / TARGET RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action			Implementation Date	Progress				
8. Continue cyber awareness campaign 9. Cyber security awareness training for all Council employees to be delivered via e-learning module. 10. Strengthen cyber security through introduction of intruder detection systems (part of strategic infrastructure capital programme)			Sept 2016 Dec 2016 Mar 2017					
Target Risk Rating	Target Date:	31/03/2017	Impact:	Marginal (2)	Likelihood:	Very Likely (3)	Rating:	6
Revised Residual Risk Rating	Date:		Impact:		Likelihood:		Rating:	

UNMANAGED / INHERENT RISK

Risk Description		Risk Owner						
<p>Adult Social Care and the NHS are finding it increasingly difficult to meet demand for services, particularly when resource continues to decrease. With the expected ageing and growth of the population, we can expect age-related disease to continue to rise. Dementia for example is predicted to rise steeply in Thurrock, and by 2033 the population aged 85+ is projected to double. Two thirds of the resource spent on social care nationally is already spent on individuals with at least one-term condition. Lifestyle factors too will continue to compound the problem with Thurrock levels for smoking and obesity being significantly higher than the national average. Alongside a system that was designed in the 1940s and is no longer fit for purpose and a change in the way that local government is funded in the future, major transformation is required.</p> <p>The Council, working in partnership with NHS Thurrock Clinical Commissioning Group (CCG) has developed a joint transformation programme which is overseen via an Integrated Commissioning Executive (Better Care Fund Plan). Integration though continues to be a significant challenge. As such, the Directorate has also established its own Adults Transformation Programme (Living Well in Thurrock). Failure of the programmes to achieve their objectives will lead to the inability of social care and health to be able to meet demand within existing resources. For adult social care, this would mean either not providing services to those people who were eligible to receive them – which would leave the Council open to challenge and also result in a failure to meet statutory duties – or continue to provide services to those who qualify but exceeding the available budget.</p>		Roger Harris						
Link to Corporate Priority								
Improve Health and Wellbeing								
Inherent Risk Rating	Date:	01/04/2016	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 01/04/2016	Residual Risk Rating as at: 22/04/2016	Residual Risk Rating as at: 14/09/2016	Residual Risk Rating as at:	Residual Risk Rating as at:	Target Risk Rating & Target Date: 31/03/2017

Comments
<p>Significant programme management capacity and expertise is required to deliver both the Adult Social Care Transformation Programme and the Health and Social Care Integration Programme. There are also challenges to overcome to progress integration with health. This includes current pressures on the Essex-wide health economy, a 'local' health agenda which is geographically broader than Thurrock, and how decisions made by non-Thurrock parts of the Essex-wide system will impact upon what Thurrock wants and needs to achieve. Thurrock is a very low spending authority per capita on adult social care and also faces significant on-going reductions to funding. Risks of non-delivery of any, or all, of these important programmes are exacerbated by these factors. Migration in the form of securing resources in the short-term to provide adequate programme management, delivery and specialist expertise where required is necessary.</p> <p>Update September 2016 Whilst initiatives designed to manage, reduce, and meet demand are on-going, the results are in most cases not immediate. As a result, the risk rating as at March 2017 is still likely to be high. The management of demand in social care has links across the whole system, and therefore the speed at which the NHS can also transform will have a bearing on the success of our own programme. As detailed in our other Corporate Risk, we are currently seeing the impact of domiciliary provider failure on our own in-house provision and on our ability to provide care to people in their own home.</p>

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place	Date Implemented
1. Programme Management arrangements in place	2014/15
2. Programme Initiation Document established and agreed	"
3. Close partnership working with Thurrock CCG established	"
4. Separate risk register developed as part of the Programme Management arrangements	"
5. Integrated Commissioning Executive established to oversee the development of work between health and social care	"
Residual Risk Rating	Date: 22/04/2016 Impact: Critical (4) Likelihood: Likely (3) Rating: 12

FURTHER ACTION / TARGET RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action	Implementation Date	Progress
6. Continue programme arrangements	April 2016	Programme arrangements established
7. Complete refresh of Better Care Fund 2016-17	May 2016	Better Care Fund 2016/17 has been approved
8. Delivery of 2016-17 work programme for ASC Transformation Programme	June 2016	The work programme for LWIT continues to be developed and is being overseen by the Integrated Commissioning Executive
9. Development of action plans to support the implementation of the Health and Wellbeing Strategy	July 2016	Action plans have been developed, but further work is taking place to ensure that the action plans reflect local engagement and also include any interdependencies
Target Risk Rating	Target Date: Refresh 31/03/2017	Impact: Critical (4) Likelihood: Likely (3) Rating: 12
Revised Residual Risk Rating	Date: 14/09/2016	Impact: Critical (4) Likelihood: Likely (3) Rating: 12

UNMANAGED / INHERENT RISK

Risk Description	Risk Owner
<p>The Welfare Reform Act 2012, the Local Government Finance Act 2012, the 2015 autumn budget, and the currently debated Housing and Planning bill have resulted in major changes to the welfare scheme, aiming to reduce the UK's welfare benefit costs by £18 billion over the next five years and promote work as more beneficial than claiming benefit. Embedded in the Acts are a range of measures designed to simplify, streamline and reform the payment of out of work, income, housing and disability related benefits; re-assess the fitness or otherwise of claimants to work; and provide employment related support.</p> <p>These changes have introduced significant reforms to the current system that have a direct impact on Council services.</p> <p>The reforms seek to re-assess the fitness or otherwise of claimants to work; and provide employment related support.</p> <p>Below is a list of the key welfare changes:</p> <ul style="list-style-type: none"> ➤ Both Acts have introduced significant reforms to the current system that have a direct impact on Council services. ➤ The replacement of Council Tax Benefit with Localised Council Tax Support (April 2013). ➤ The introduction of a "size criteria" and limitation of Housing Benefit within the social rented sector (April 2013) ➤ The limitation of total benefits through an overall household "Benefit Cap" (July 2013). ➤ The reform of the Disability Living Allowance and its replacement with Personal Independence Plans (October 2013). ➤ The replacement of all working age benefits (Income Support, income-related Employment and Support Allowance, income-based Jobseeker's Allowance, Housing Benefit, Child Tax Credits and Working Tax Credit) with a single unified benefit known as Universal Credit (to be completely in place by 2020). ➤ Compulsory Fixed-term Social Tenancies (2-5 year assured fixed term tenancies). ➤ Reduction of Social Housing rent. ➤ Restrictions of HB for band age 18-21, and Income Support stopping at three rather than five years old. ➤ Restrictions of HB for band age U35 subject to LHA ➤ Restrictions on backdating HB to maximum of one month, and 3 months for pensioners (April 16). ➤ Abolition of work related activity component of ESA effectively claimants losing £30.00 per week (April 17). ➤ Freezing of income based benefit (including HB and Tax Credit LHA rates) (April 16). ➤ Reduction of income threshold for Tax Credit, and restriction of eligibility for the first two children (April 2017) ➤ Pay to Stay (applying market or near market value rent to social tenants where household's income exceeds £30,000). ➤ Funding reduction to Temporary Accommodation (loss of management fee and changing funding). ➤ Attendance Allowance being transferred to local authorities to administer. ➤ Council Tax Support CTS could fall under Universal Credit. ➤ The replacement of the abolished elements of the Social Fund which was administered by the Department of Works and Pensions (DWP), by a local scheme. ➤ The Council was allocated funding for 2013/2014 and 2014/2015 to create a local scheme to replace: Crisis Loans and Community Care Grants which had been part of the social fund. ➤ The council set up a grant based scheme known as Essential Living Fund to replace these parts of the Social Fund. 	Roger Harris

Link to Corporate Priority

Improve Health and Wellbeing / Encourage and Promote Job Creation and Economic Prosperity / Build Pride, Responsibility and Respect to Create Safer Communities.

Inherent Risk Rating	Date:	01/04/2016	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16
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DASHBOARD

Inherent Risk Rating & Date: 01/04/2016	Residual Risk Rating as at: 18/04/2016	Residual Risk Rating as at: 23/09/2016	Residual Risk Rating as at:	Residual Risk Rating as at:	Target Risk Rating & Target Date: 31/03/2017																																																																																																																												
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Comments

The impact of the changes is being monitored by the Welfare Reform Group. In terms of the specific areas :

- The Essential Living Fund has had a lower take-up than expected (largely because it is cashless) and the arrangements with Southend are working well. The scheme will continue as per Cabinet approval in December for 2015/16.
- The social sector size criteria has affected nearly 1,000 people. Discretionary Housing Payment has been used to minimise the impact; Housing Benefit arrears have been lower than expected; around 40 households have moved. The risk is over maintaining this position;
- The benefit cap only affected a very small number of people and has had minimal impact;
- The move from Disability Living Allowance to Personal Independent Plan is being monitored and numbers will grow as people switch at their review point. Delays remain the biggest problem.
- Localised Council Tax Support – again arrears are lower than expected but it is causing financial hardship for significant numbers of people, the long-term impact of which is hard to assess at this stage; The 2015/16 scheme has now been approved by full Council as at January and will remain the same as the last 2 years.
- Universal Credit – We know now that UC will be rolled out in Thurrock from March 16th 2015. This will be for new claims from single jobseekers such as people entitled to Job Seekers Allowance, and will include; Housing Costs and Tax Credits. The roll-out to all other categories of people including Couple’s and families with children is continuing in a phased process in all chosen pilot arrears, but is expected to be completed by 2016/2017.
- Universal Credit has faced significant delays because of IT and other implementation problems. There are opportunities to see if we can get joined up professional Benefits, Money and Employment advice and support services between the Council and the Job Centre Plus/Dept of Works & Pensions. The start of this has been to join up Housing Assessments and DWP assessments on the ground floor of the Civic Offices. This went live at the end of January 2015

Following a three years period in which changes to the welfare system were made, significant further changes were made recently; including suggestions of ending life-term social tenancies and replacing them with fixed ones of a maximum of five years, social tenants expected to pay higher rent (near market value) and the likelihood of rolling Universal Credit quicker than originally announced and anticipated. At this stage there is no clear evaluating indicator that can be offered to appreciate the impacts of such changes are likely to have since details of such recent announcements are not published yet. Nonetheless, early indications suggests that a considerable impact on services and the local community will pursue, and the likelihood of increasing the risk.

A full review of the Council's approach and response to the Welfare Reforms is planned to address the key challenges presented by the recent and further changes to the reforms. The risk document and management action plan has been refreshed and generically addresses the welfare agenda and thus provides a robust overview of the impacts such changes will have.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place	Date Implemented
1. Welfare Reform Strategy Group and monthly meetings established.	From Apr 2013
2. Discretionary Housing Payment (DHP) policy and budget regularly reviewed by Benefits and Housing Services	From Apr 2013
3. Universal Credit Programme Board working with the Department of Works and Pensions and Job Centre Plus to plan and prepare for the impact of Universal Credit.	From Apr 2013
4. Council Tax Debt Management Team review of fair debt policy to ensure individuals impacted by Welfare Reform receive appropriate support during the Bailiff and Court Summons process to recover unpaid council Tax.	From Apr 2013
5. Service Level Agreement with Southend Council for the Essential Living Fund established for the year 2013/14 and renewed for the years 2014/15 and 2015/16.	From Apr 2013
6. Universal Credit Programme board working with the Department of Work and Pensions and job Centre Plus to plan and prepare for the impact of Universal Credit	From Apr 2014
7. A Delivery Partnership Agreement (DPA) was signed by Thurrock Council and the DWP, taking effect from the 16th of March 2015. Agreement covers: the support provided by the DWP to the Authority for the development/implementation of local service provisions, the monitoring of and ongoing action to address the impact of the reforms, the support for potential housing cost issues (e.g. Personal Budgeting Support Scheme), the support to claimants to go online and stay online, the processing of Local Council Tax Reduction Scheme, the support for claimants with complex needs, the working with Universal Credit Programme to inform and assist Landlords' through the current and prospective changes	From Mar 2015
8. Housing Service: (i) Provide benefits, debt and money advice to council tenants affected by the Benefit cap and Social Sector Size Criteria / Under Occupancy. Examples include: Visits to residents at home and at outreach centres, partnership with Family Mosaic established to provide tenancy, financial advice and other support services to residents. (ii) Undertake monitoring and management of potential increased rent arrears/evictions: - Rents and Welfare team monitoring the level of rent arrears and endeavour to make contacts with those affected and provide advice and assistance in order to assist in sustaining their tenancies. - Finance inclusion officer working with tenants affected by the changes, maximizing income and reducing expenditure and Family Mosaic (partner) to providing tenancy, financial advice and other supporting services to resident. - Eviction & Prevention Panel tracking all evictions in the social sector resulting from the welfare reform and Head of Service undertaking evaluations to inform judgements on whether to proceed with the eviction process. (iii) Cap on Housing Benefit, Size Criteria (Including exclusion from entitlement to larger property than household requirement):	From Apr 2013

<ul style="list-style-type: none"> – Housing Solutions teams provide assistance to tenants affected by the cap on housing benefit.. – Welfare Coordinator appointed Jan 2015 to oversee the implementation of the next phase of Universal Credit in Thurrock: <ul style="list-style-type: none"> ○ Minimizing disruptions leading to service users being detrimentally affected by such changes. ○ The development of a multi-agency approach strategy. ○ Creating closer inter-departmental working relationships and with key stakeholders such as DWP and HRMC (DPA agreed and in place since March 2016). ○ DPA endeavours to provide relevant services to vulnerable claimants, and those who require it. This plan is predominantly funded by DWP to facilitate the process of claims being made online. ○ Learning from best practices and other pilot schemes. (iv) Homelessness and Temporary Accommodation – Thurrock Private Housing Sector team working with private landlords to promote to maintain standards, and to make affordable properties available for letting. 								
9. A full detailed Welfare Reform Impact Assessment was carried out in March 2016 (report addressed Welfare reforms impact on Housing in Thurrock).								Mar 2016
Residual Risk Rating	Date:	18/04/2016	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / TARGET RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action	Implementation Date	Progress
10. Ongoing implementation and/or application of actions 1 to 8 above	From Apr 2016	September 2016 update actions 1 to 8: Universal Credit to all new application to be implemented in April 2017 in Thurrock. Pay to Stay policy due to be implemented in April 2017, a working group was set up in June 2016 to mitigate the risk. Regulations are due to be published shortly. Benefit Cap changes due to come into effect on 7 th November 16, an initial scan of affected households is now made accessible to relevant officers (Sep 16). Arrangements are now being made to make contact with affected households.
11. Revision of the Local Authority approach and response to Welfare Reforms to address the key challenges presented by the recent and further changes made to the reforms and system. Including: (i) Consideration of best option to proactively address Welfare Reforms anticipated challenges including setting up a gateway system for support, where service users are supported throughout the journey. (A recent visit to Croydon is currently being analysed). (ii) Re-designing the welfare reforms groups as a result of the anticipated intense impact the reforms will have on local services in Thurrock. (iii) A full revision of the risk and services affected by the reforms is	From Apr 2016	

required once further details of the reforms are made available.									
12. ESA Health and Work Programme possibly considered to be run by Local Authorities.			From Apr 2016		ESA Health and Work Programme- waiting for further governmental announcements.				
13. Hubs: possible reduction in securing funding and capacity in the voluntary sector, and likely to face a funding shortfall from April 2017.			From Apr 2016		The service is currently exploring securing funding options.				
Hubs are helping in mitigating part of the digital access issues; other advisory supports and services are only provided sporadically and on an ad-hoc basis.									
Target Risk Rating		Target Date:	Refresh 31/03/2017	Impact:	Substantial (3)	Likelihood:	Likely (3)	Rating:	9
Revised Residual Risk Rating		Date:	23/09/2016	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

INHERENT RISK

Risk Description							Risk Owner	
Failure to manage the increases in demand and budget/ resource pressures for Children's Social Care could lead to a breakdown in the quality or performance of the service provided to vulnerable children and results in less favourable outcomes from inspection and damage to reputation of the service does meet the required standards							Andrew Carter	
Link to Corporate Priority								
- Create a great place for learning and opportunity - Improve health and wellbeing								
Inherent Risk Rating	Date:	01/04/2016	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 01/04/2016	Residual Risk Rating as at: 29/04/2016	Residual Risk Rating as at: 27/09/2016	Residual Risk Rating as at:	Residual Risk Rating as at:	Target Risk Rating & Target Date: 31/03/2017																																																																																																																																																						
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Comments
<p>This risk evaluates the impact of increased demand and resource pressures on children's social care quality of service and provision. The pressures outlined throughout previous years remain acute. They include increased volumes, increased complexity and ongoing activity to review high cost placements. The implementation of the early help service model and the Thurrock multi-agency safeguarding hub (MASH) has been successful although as anticipated it has led to an increase in the volume of work to children's social care, this is ongoing. The service continues to maximize the external investment and opportunities presented through the Troubled Families Programme and continuously measures impact of the MASH. Ongoing savings to be made across Children's Services including from the Children's Social care budget will be risk assessed to mitigate the impact on front line services.</p> <p>The service has to be demand and needs lead and cannot fail to respond to the needs of a child due to budget or resource constraints. Changes on a local, regional and national level can have a significant impact on the demand for services. War and international factors can result in an unplanned increase in the number of unaccompanied asylum seeking children or families with no recourse to public funds. Geographical movement of families across the Eastern Region and London can see a rise in families needing services, including large sibling groups. An incident of civil disorder could result in more young people being placed in custody and a resulting increase in remand costs to the</p>

local authority.

Caseloads are too high in some teams and this represents a pressing safeguarding concern. Areas for improvement have been identified within the recent Ofsted (SIF).

The level and complexity of some children and young people's needs and the lack of available national resources (specialist placements) to meet those needs is driving up cost pressures. As the Council continues to improve practice regarding the identification and tackling of Child Sexual Exploitation there is an increase in demand for service provision in terms of intervention; prevention and victim support. Current and new duties in terms of radicalization also place pressures on the service in terms of workforce capacity. Trends can be predicted based on previous levels of demand but these are subject to variance.

The pressures outlined above will not be alleviated in the short term and the risk rating will remain at the higher (red) level for the period covered. A target date of 31/03/17 has been applied to the risk, which is the time when the documentation will be fully reviewed, refreshed and updated.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place								Date Implemented
1. Quality Assurance and Safeguarding functions are in place and robustly applied. Functions extended to include the establishment of an Improvements Board.								Ongoing
2. Trix Policies and Procedures have been introduced across Children's Social care. All procedures to be subject to review and updating.								Completed / ongoing
4. Joint delivery of the 'Early Offer of Help Strategy' and associated services are now embedded to meet the new the duty placed on Council's to coordinate an early offer of help to families who do not meet the criteria for social care services and ensure that the 'step down and step up' processes are robustly managed. Further improvements in these services have been identified within the Ofsted SIF. A service redesign is planned based on the SIF findings and work by iMPOWER.								Ongoing
5. Internal quality assurance audits to evidence appropriate application of thresholds.								Ongoing
6. Ongoing data analysis to enable us to benchmark and target areas for improvement; complete redesign of PKI and trends analysis.								From Apr 2016
7. Placement Review – an external reviews of high cost placements.								Ongoing
Residual Risk Rating	Date:	29/04/2016	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / TARGET RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action			Implementation Date	Progress				
8. Ongoing implementation and/or application of actions 1 - 7 above.			From Apr 2016	Ongoing				
Target Risk Rating	Target Date:	Refresh 31/03/2017	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12
Revised Residual Risk Rating	Date:	27/09/2016	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

INHERENT RISK

Risk Description							Risk Owner	
Failure to ensure that all children and young people in need of help or protection are safeguarded and supported could result in them not achieving their full potential and increasing the risk of a child death or serious injury.							Andrew Carter	
Link to Corporate Priority								
<ul style="list-style-type: none"> - Build pride, responsibility and respect - Create a great place for learning and opportunity - Improve health and wellbeing 								
Inherent Risk Rating	Date:	01/04/2016	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 01/04/2016	Residual Risk Rating as at: 29/04/2016	Residual Risk Rating as at: 27/09/2016	Residual Risk Rating as at:	Residual Risk Rating as at:	Target Risk Rating & Target Date: 31/03/2017
<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>

Comments

The nature of the work in terms of safeguarding and supporting children at risk of harm means that this will always be a high risk area although through the application of the S.E.T (Southend, Essex & Thurrock) Child Protection procedures the department actively works to mitigate this risk and reduce the likelihood.

The risk of children and young people coming to harm cannot be completely eliminated and the risk level needs to remain high and ensure clear vigilance across the council and partner agencies. New and emerging risk factors will arise and there is always a potential for agencies 'not knowing, what they don't know' that needs to be guarded against.

Embedding the Multi Agency Safeguarding Hub and Early Offer of Help has supported earlier identification of risk through a multi-agency approach enabling the department to work to intervene at an earlier stage and reduce the risk of harm in some cases.

The impact for individual children and families, particularly in cases of child death is significant and whilst actions to reduce the likelihood are implemented the impact will remain as critical. There is also a critical impact score in terms of reputational damage should a child death or serious injury occur.

The ongoing nature of risk in child protection and safeguarding is such that despite effective mitigation the acknowledgement of the risk needs to remain high and will not reduce.

This is not to say that the risks are unmanageable but for effective management the gravity and complexity of the risk needs to be acknowledged.

Within the context of this work we have a high level and critical risk that is being proactively managed. The management of the risk across partner agencies is reducing the likelihood of such risk, where the potential for such risks are known but cannot reduce the potential magnitude for the child in incidents such as child death or permanent disability. The unknown element of risk for families not known to the service means that overall the likelihood remains high. Families are also not static and risk is a constant changing variable within known families.

Managing this risk places inherent pressures on the Children’s Social Care budget as a demand led budget. The current trend has seen increasing numbers of children requiring child protection plans, children in need plans and children who the council is required to look after (children in care). Effective demand and resource management remain a priority for the service within an overriding context of keeping children safe.

The risk rating will remain as a constant throughout the period covered.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place								Date Implemented
1. Application of the Southend, Essex & Thurrock Child Protection procedures								Ongoing
2. Local Safeguarding Children’s Board established, progress reported annually and guidance reviewed								Ongoing
3. Quality assurance and safeguarding function of Children’s Social Care.								Ongoing
4. Legal framework and court action								Ongoing
5. Continue to strengthen the Thurrock Multi Agency Safeguarding Hub introduced Sept 2014 and services commissioned as part of the Early Offer of Help Strategy								Ongoing
6. Case Audits								Ongoing
7. Quality assurance framework								Ongoing
Residual Risk Rating	Date:	29/04/2016	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / TARGET RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action			Implementation Date	Progress				
8. Ongoing implementation and/or application of actions 4 - 7 above.			From Apr 2016	Ongoing				
9. Improvement plan in-line with Ofsted SIF inspection and iMPower consultation.								
Target Risk Rating	Target Date:	Refresh 31/03/2017	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12
Revised Residual Risk Rating	Date:	27/09/2016	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

UNMANAGED / INHERENT RISK

Risk Description								Risk Owner	
From the 1 st April 2015 the responsibility for Business Continuity Planning transferred from the Public Protection Team to Service Managers. Failure of the Council and/or service managers to coordinate and maintain Business Continuity Planning would lead to the business continuity management arrangements across the Council becoming inconsistent, outdated and ineffective in times of a disruption affecting Thurrock.								Directors Board Performance Board	
Link to Corporate Priority									
A well-run organisation.									
Inherent Risk Rating		Date:	01/04/2016	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 01/04/2016	Residual Risk Rating as at: 18/04/2016	Residual Risk Rating as at: 25/08/2016	Residual Risk Rating as at:	Residual Risk Rating as at:	Target Risk Rating & Target Date: 31/03/2017
<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>

Comments
<p>The risk evaluates the position if business continuity plans are not coordinated and maintained, which would lead to business continuity planning arrangements across the Council becoming inconsistent, outdated and ineffective in times of a disruption affecting the authority.</p> <p>Review to identify priority functions/ICT systems and to update service business continuity plans undertaken by Service Managers during 2015/16. Analysis of information undertaken and an interim solution for ICT Disaster Recover arrangements identified and agreed March 2016. The interim solution for ICT DR when implemented along with the updated service BCPs put the Council in a fair position to deal with a significant disruption, if an event was to occur.</p> <p>The risk is expected to remain at the higher level until assurance is obtained that the business continuity plans for the Council and the critical functions are adequate and effective. Oversight of Business Continuity Management provided by Performance Board from July 2016 and a quality assurance programme of the Business Continuity Plans for the critical functions commenced August 2016.</p>

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place								Date Implemented
1. Review of Business Continuity Plans – Exercise undertaken between April and October 2014. 75% of BCPs reviewed and returned to Public Protection								Apr - Oct 2014
2. Programme for the development and implementation of critical incident plans for schools commenced March 2014. BC team working with Education Department the development and implementation of critical incident plans for schools to ensure that Thurrock Schools are resilient in their operation.								Ongoing from March
3. Programme of BC Exercises commenced of critical functions and services. Five reviews of service BCPs undertaken between April to October 2014, with consideration given to Third Party suppliers and their BC arrangements. Further BC exercise of Highways & Transportation function undertaken in December 2014.								Apr - Dec 2014
4. Further review of Business Continuity Plans commissioned Feb 2015 to update plans to take into account office moves, restructures, closure of the Culver Centre, etc. As at 20/03/2015 only four updated plans submitted to the Emergency Planning Team.								From Feb 2015
5. BC Review of Team function – Review of BC team undertaken. Decision taken to transfer the BC function from the Emergency Planning Team to Service Managers with effect from 1 st April, 2015.								Dec 2014 - March 2015
6. Approach for the 2015/16 review of Business Continuity Plans (and ICT Disaster Recovery arrangements) developed and agreed by the Director of Planning and Transportation.								June 2015
7. BCP & DR Group established to oversee the 2015/16 review of BCP and ICT Disaster Recovery arrangements. Group made up of Directorate representatives and supported by Corporate Risk Officer and ICT Commercial Manager. Ongoing monthly review meetings from Sept 2015.								From Sept 2015
8. Report on the approach for the 2015/16 review of BCP and ICT Disaster Recovery arrangements presented to Standards & Audit committee via Directors Board and Digital Board								Sept 2015
9. Business Impact Analysis undertaken by Service Areas to identify (i) Priority functions and the time frames for reinstatement (ii) Priority IT applications and order/speed of restoration and Service Business Continuity Plans updated.								Oct 2015 - Feb 2016
10. Analysis of priority functions/IT applications undertaken by ICT Service and report on the interim solution for ICT DR arrangements presented to Directors Board, via Digital Board								Feb – March 2016
Residual Risk Rating	Date:	18/04/2016	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / TARGET RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action	Implementation Date	Progress
11. Outcome of review to update BCPs (and ICT DR arrangements) to be reported to Directors Board along with the potential way forward for the ongoing management of business continuity across the Council.	April 2016	Outcome of review along with proposals to strengthen BCM arrangements across the Council submitted to Directors Board in April 2016. Performance Board to provide oversight role for Business Continuity Planning from July 2016
12. Develop and implement plan for the ongoing management of business	Post Apr 2016	Responsibility for Business Continuity Planning to remain with Service

continuity following agreement of the preferred approach by Directors Board		From July 2016	Managers and oversight role to be provided by Performance Board. Quality assurance programme of Business Continuity Plans for critical functions commenced by Performance Board Aug 2016.					
13. Council to implement interim solution for ICT Disaster Recovery arrangements		Post Apr 2016.	Proposal to implement an interim DR solution based at Southend Council's data centre in progress. Approach will allow access to key Council systems (within 24 hours of an incident) for a minimum of 100 concurrent users.					
14. Services to review and update BCPs to reflect the ICT DR arrangements (interim solution).		Post Apr 2016						
Target Risk Rating	Target Date:	Refresh 31/03/2017	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12
Revised Residual Risk Rating	Date:	25/08/2016	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

UNMANAGED / INHERENT RISK

Risk Description								Risk Owner	
The Council is running at a high risk by not having a fully resilient infrastructure resulting in an inadequate DR capability. Whilst key data is backed up and taken off site regularly, should a major incident affect the primary Data Centre in the Civic Offices, Grays, it would take many weeks to recover key service delivery systems, information and Services from an alternative site. The reputational and financial impact to the Council would be significant								Murray James	
Link to Corporate Priority									
A well-run organisation.									
Inherent Risk Rating		Date:	01/04/2016	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 01/04/2016	Residual Risk Rating as at: 11/04/2016	Residual Risk Rating as at: 31/08/2016	Residual Risk Rating as at: :	Residual Risk Rating as at	Target Risk Rating & Target Date: 31/03/2018																																																																																																																												
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Comments
<p>A proposal to install a basic DR capability to support up to 100 concurrent users at Southend has been approved by Directors Board and is currently being implemented.</p> <p>In parallel the council will be reviewing its strategic infrastructure requirement, but deploying the tactical solution will ensure this exercise is driven by service requirements rather than a DR imperative.</p>

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place								Date Implemented
1. An ICT DR plan (v4.2.1) exists.								Nov 2014
2. Establish a BCP/DR Support Group.								Sept 2015
3. Approach for the review of Business Impact Analysis, Business Continuity Plans developed by the BCP/DR Support Group								Sept 2015
4. Approach for the review of BIAs/BCPs introduced to Directors Board								June –Sept 2015
5. Review of Business Impact Analysis and Business continuity Plans undertaken by individual Council Services to identify: (i). Their current critical service functions and applications in use. (a). The Recovery Point Objective (RPO = the maximum point in time they can roll back to in the event of data loss) (b). The Recovery Time Objective (RTO = the maximum time sustainable to reach the RPO).								Feb 2016
6. BCP/DR Support Group reviewed feedback from each Council Service to ensure returns complete and realistic.								Mar 2016
7. ICT options, proposals and costs developed and submitted for Short, Medium and Long term DR scenarios.								From Apr 2016
8. Proposal to support critical applications for up to 100 users provisionally approved by Directors Board, subject to services agreeing the numbers are workable.								April 2016
Residual Risk Rating	Date:	11/04/2016	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / TARGET RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action		Implementation Date	Progress					
9. Ongoing development/consideration of Medium and Long term DR solutions and delivery of fully resilient ICT strategic infrastructure. Programme forms part of the capital plan, spread over 2 years		From April 2016 – Mar 2018	Strategic Infrastructure will be informed by combined Digital and ICT Strategy which is currently being developed and due to be published by end of 2016					
10. Implementation of DR ICT Technology for short term solution following agreement that proposal is workable		Jun 2016	Deployment scheduled to be completed by end of September 2016					
11. DR test of short term solution/system		Jul 2016	To be completed after interim solution deployed.					
12. Power redundancy back up system to be restored in main Civic Offices communications room to increase resilience and manage the risk.		Jun 2016	Scheduled for 17 Sept 2016					
Target Risk Rating	Target Date:	31/03/2018	Impact:	Marginal (2)	Likelihood:	Unlikely (2)	Rating:	4
Revised Residual Risk Rating	Date:	31/08/2016	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

UNMANAGED / INHERENT RISK

Risk Description	Risk Owner
<p>Thurrock Council have four waste and recycling contracts that are due for expiry between April and June 2017. In addition there is a Material Recycling Facility contract that is let on a rolling basis and will need to be re-let in line with the expiry of the other 4 contracts. The contracts that are in scope of the renewal process have a forecast annual spend of £6.72 million pa. In addition to the revenue led disposal contracts there is a requirement to renew the refuse fleet that is reaching the end of their working life, the capital cost of fleet procurement is expected to be in the region of £4.8 million for the 30 vehicles.</p> <p>Key risk are as follows:</p> <ul style="list-style-type: none"> ▪ Timeline. Cabinet has provided approval for extension to 31/12/2017. Formal contract variation agreements are yet to be signed. The December 2017 deadline is tight taking into account obtaining member agreement, determining contract specifications, OJEU Procurement and implementation. ▪ Contract Unit Prices. The contracts were last let in 2010 there is a very real chance that the re-procurement process may result in unit prices that exceed our current budgets. This is particularly likely in the case of the CA Site Contract. ▪ Service Disruption. Any changes to contractor for each stream will need to be managed diligently to avoid disruption to the waste collection service. The current refuse fleet is reaching the end of its working life and breakdowns are becoming more frequent, this will increase. ▪ Missed Opportunity. A revised contract specification that takes into account changes to collection frequency, waste stream types and best practice has the opportunity to deliver £1.9m pa of savings. Failure to take advantage of this or retain flexibility of let contracts will represent a missed opportunity to reduce service costs and improve recycling rates. 	<p>Sue Harper Beau Stanford-Francis Environment</p>

Link to Corporate Priority

Promote and protect our clean and green environment

Inherent Risk Rating	Date:	01/10/2016	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12
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DASHBOARD

Inherent Risk Rating & Date: 01/10/2016	Residual Risk Rating as at: 13/10/2016	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Target Risk Rating & Target Date: 30/06/2017
<p>Impact</p>	<p>Impact</p>	<p>Impact</p>	<p>Impact</p>	<p>Impact</p>	<p>Impact</p>

Comments
<p>Waste Consulting LLP, an external Waste consulting company have been brought in to support officers in the re-procurement of the waste disposal contracts and fleet replacement.</p> <p>A project team comprising of Environment Officer and colleagues from relevant departments including Legal Services, Corporate Property and Procurement have been engaged to manage the process in line with standard project management methodology.</p> <p>Negotiations with the incumbent contractors are ongoing. Extensions in line with the 31/12/17 date need to be formalised. Veolia have confirmed that they are unwilling to agree to extension of the CA Site contract. A dedicated sub-group has been put in place to manage the CA site re-procurement and related risk.</p>

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place	Date Implemented
1. Ongoing Waste Contract Re-procurement Project Group has been put in place to oversee the service design, re-procurement and implementation process.	As at Oct 2016
2. Hired refuse vehicles have been brought in to support the resilience of the collection service.	"
3. A briefing paper is to be presented at Directors Board in October detailing the project plan and ongoing issues surrounding the re-procurement process.	"
Residual Risk Rating	Date: 13/10/2016
	Impact: Critical (4)
	Likelihood: Likely (3)
	Rating: 12

FURTHER ACTION / TARGET RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action	Implementation Date	Progress					
4. Ongoing Waste Contract Re-procurement Project Group has been put in place to oversee the service design, re-procurement and implementation process.	Oct 2016 to June 2017						
Target Risk Rating	Target Date: 30/06/2017	Impact: Critical (4)	Likelihood: Very Unlikely (1)	Rating: 4			
Revised Residual Risk Rating	Date:	Impact:	Likelihood:	Rating:			

Opportunities In Focus

UNMANAGED / INHERENT OPPORTUNITY

Opportunity Description								Opportunity Owner	
Opportunity to secure significant capital funds through the South East Local Enterprise Partnership's Strategic Economic Plan.								Growth Board (Matthew Essex)	
Link to Corporate Priority									
Encourage and promote job creation and economic prosperity									
Inherent Opportunity Rating		Date:	01/04/2016	Impact:	Exceptional (4)	Likelihood:	Very Unlikely (1)	Rating:	4

DASHBOARD

Inherent Opp. Rating & Date: 01/04/2016	Residual Opp. Rating as at: 29/04/2016	Residual Opp. Rating as at: 19/10/2016	Residual Opp. Rating as at:	Residual Opp. Rating as at:	Target Opp. Rating & Target Date: 31/03/2017																																																																																																
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Comments
<p>The Council successfully secured around £92.5m through round one of the Local Growth Fund in support of the A13 widening, Stanford-le-Hope/London Gateway access improvements, cycling initiatives and sustainable travel. Further funds have been secured for Purfleet (£5m) in round two.</p> <p>Following the opening of LGF 3 earlier in the year, the Council has developed and submitted a compelling case for £10.8m in LGF funds to support the delivery of the underpass in Grays. The outcome is expected to be announced as part of the Autumn Statement.</p>

EXISTING ACTION / RESIDUAL OPPORTUNITY

Management Action Already in Place							Date Implemented	
1. Thurrock input coordinated through Growth Board to ensure strong strategic ownership and a common approach							Ongoing from 2013	
2. Designate a single point of contact for TGSE through to the LEP to ensure quality control and consistency of message.							2013/14	
3. The initial submission for Strategic Local Growth Fund monies submitted to Government							March 2014	
4. Review, develop plans and undertake negotiations with Government and LEP with regard to Government feedback/announcements on the submission							Apr - Jul 2014	
5. Confirmation received from Government that the Council successfully secured £92.5M through round one of the local growth fund to support of the A13 widening, Stanford-le-Hope/London Gateway access improvements, cycling initiatives and sustainable travel.							Jul 2014	
6. Preparation and submission of round two bid for local growth fund monies to Government. Priorities identified include Purfleet Centre and Lakeside expansion.							Dec 2014	
7. Confirmed by Government that the Council was successful in securing £5M of grant funding for the Purfleet Centre Scheme							Jan 2015	
8. Details of LGF3 announced							Apr 2016	
9. Anticipated response on LGF bid (Grays)							Nov 2016	
Residual Opportunity Rating	Date:	29/04/2016	Impact:	Exceptional (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / TARGET OPPORTUNITY / REVISED RESIDUAL OPPORTUNITY

Further Management Action	Implementation Date	Progress						
9. Review position and develop plans and submissions/business cases.	From Apr 2016	9 & 10. Following the opening of LGF 3 earlier in the year, the Council has developed and submitted a compelling case for £10.8m in LGF funds to support the delivery of the underpass in Grays.						
10. Details of LGF3 announced	Apr 2016							
11. Anticipated response on LGF bid (Grays)	Nov 2016							
Target Opportunity Rating	Target Date:	Refresh 31/03/2017	Impact:	Exceptional (4)	Likelihood:	Very Likely (4)	Rating:	16
Revised Residual Opportunity Rating	Date:	19/10/2016	Impact:	Exceptional (4)	Likelihood:	Likely (3)	Rating:	12