

Strategic Risks									
Risk Ref / Priority	Risk Heading	Director / Head of Service	Previous Ratings			Latest Rating	DOT	Target	
			Qtr 2 (2013/14)-	Qtr 1 (2014/15)	Qtr 2 (2014/15)	Qtr 3 (2014/15)		Rating	Date
Priority - Create a great place for learning and opportunity									
3	Children Social Care	Nicky Pace	High	12	12	12	→	12	01/04/15
23	School Place Planning	Carmel Littleton	High	6	6	3	↓	3	Removed
Priority - Encourage and promote job creation and economic prosperity									
8	Purfleet Regeneration	Matthew Essex	High	12	12	12	→	8	31/12/14
11	Road / Transport Infrastructure	Ann Osola	High	12	12	9	↓	6	31/03/15
Priority - Build pride, responsibility and respect to create safer communities									
16	Emergency Planning & Response	Lucy Magill	Medium	9	9	9	→	9	31/12/14
17	Equalities	Natalie Warren	High	9	9	9	→	6	31/03/15
24	Community Engagement	Natalie Warren	High	4	4	4	→	4	31/03/15
Priority - Improve health and well-being									
1	Adult Social Care, Cost & Quality Standards	Les Billingham	High	12	12	12	→	12	01/04/15
2	Failure to Implement the Care Act	Les Billingham	N/A	12	12	12	→	9	30/09/14 28/02/15
4	Health & Social Care Transformation	Roger Harris	N/A	12	12	12	→	8	31/03/16
9	Welfare Reforms	Roger Harris	High	12	12	12	→	12	31/03/15
Priority - Protect and promote our clean and green environment									
13	Carbon Management	Clare Lambert	High	9	9	9	→	6	31/03/15
18	ERDF Low Carbon Business Programme	Clare Lambert	Medium	9	9	9	→	4	31/03/15
21	Coalhouse Fort Project	Clare Lambert	N/A	6	6	6	→	6	31/03/15
Organisational Risks									
Risk Ref / Priority	Risk Heading	Director / Head of Service	Previous Ratings			Latest Rating	DOT	Target	
			Qtr 2 (2013/14)	Qtr 1 (2014/15)	Qtr 2 (2014/15)	Qtr 3 (2014/15)		Rating	Date
Theme - A well-run organisation									
5	ICT Infrastructure	Jackie Hinchliffe	High	12	12	12	→	4	30/09/15
6	Delivery of MTFs 2014/15	Sean Clark	High	12	12	12	→	6	28/02/15
7	Delivery of MTFs 2015/16 to 2017/18	Sean Clark	High	12	12	12	→	8	28/02/15
10	Business Continuity	Lucy Magill	High	12	12	12	→	9	31/12/14
12	Asset Management	Ian Rydings	High	9	9	8	↓	3 8	31/03/15
14	Communications / Poor Reputation	Karen Wheeler	N/A	9	9	12	↑	6	30/04/15
19	Managing Change / Capacity for Change	Jackie Hinchliffe	High	9	9	9	→	4 9	30/09/14 31/03/15
20	Sickness Absence	Jackie Hinchliffe	High	9	9	9	→	4	31/03/15
22	Data Security and Encryption	Lee Henley	Medium	6	6	6	→	6	Retained
25	Data Quality	Karen Wheeler	Medium	4	4	4	→	4	30/09/14 31/12/14
31	Political Balance/No Overall Control	Fiona Taylor	N/A	12	8	8	→	4	31/03/15

Footnote: Target Date: Retained = The risk is managed to the required level (risk appetite) but ongoing monitoring/review required via the S/C R&O Register.
 Removed = The risk is removed from the S/C R&O Register as it is either realised or managed to the required level (risk appetite). For items managed to the required level any ongoing monitoring to be undertaken by Dept., if needed.
 Priority: **Red** = High, **Amber** = Medium, **Green** = Low. Ratings: Lower is best DOT: Latest v Previous Rating (→ Static, ↑ Increased, ↓ Decreased)

Strategic Opportunities									
Risk Ref / Priority	Risk Heading	Director / Head of Service	Previous Ratings			Latest Rating	DOT	Target	
			Qtr 2 (2013/14)	Qtr 1 (2014/15)	Qtr 2 (2014/15)	Qtr 3 (2014/15)		Rating	Date
Priority - Create a great place for learning and opportunity									
-	-	-	-	-	-	-	-	-	-
Priority - Encourage and promote job creation and economic prosperity									
26	South East Local Enterprise Partnership	Matthew Essex	N/A	8	8	12	↑	16	31/03/15
29	Gloriana Thurrock Ltd	Barbara Brownlee	N/A	12	16	16	→	16	31/03/15
30	Business Rate (NNDR) Pooling	Matthew Essex	N/A	12	12	12	→	16	31/03/15
Priority - Build pride, responsibility and respect to create safer communities									
-	-	-	-	-	-	-	-	-	-
Priority - Improve health and well-being									
27	Community Hubs	Steve Cox	N/A	6	6	6	→	6	01/03/15
Priority - Protect and promote our clean and green environment									
-	-	-	-	-	-	-	-	-	-
Organisational Opportunities									
Risk Ref / Priority	Risk Heading	Director / Head of Service	Previous Ratings			Latest Rating	DOT	Target	
			Qtr 2 (2013/14)	Qtr 1 (2014/15)	Qtr 2 (2014/15)	Qtr 3 (2014/15)		Rating	Date
Theme - A well-run organisation									
28	Digital Programme/IT Connects	Jackie Hinchliffe	N/A	4	8	8	→	16	31/03/15

Footnote: Target Date: Retained = The opportunity is managed to the required level but ongoing monitoring/review required via the S/C R&O Register.
 Removed = The opportunity is removed from the S/C R&O Register as it is either realised or managed to the required level. For items managed to the required level any ongoing monitoring to be undertaken by Dept., if needed.
Priority: **Gold** = High, **Silver** = Medium, **Bronze** = Low. Ratings: Higher is best DOT: Latest v Previous Rating (→ Static, ↑ Increased, ↓ Decreased)