

Risks									
Risk Ref / Priority	Risk Heading	Director / Head of Service	Previous Ratings			Latest Rating	DOT	Forecast	
			Mid Year (2017/18)	In Qtr 4 (2017/18)	In Qtr 1 (2018/19)	Mid Year (2018/19)		Rating	Date
People - A borough where people of all ages are proud to work and play, live and stay									
• High quality, consistent and accessible public services which are right first time									
5	Fire Safety Housing Stock	Carol Hinvest	8	8	8	8	→	8	31/03/19*
9	Emergency Planning	Gavin Dennett	9	6	6	6	→	6	31/03/19*
14	ICT Disaster Recovery Planning	Murray James	12	12	9	9	→	4	30/09/18 30/04/19
15	Cyber Security	Murray James	9	9	6	6	→	6	30/09/18* 31/03/19*
17	Sickness Absence	Jackie Hinchliffe	12	12	9	9	→	6	31/03/19*
19	Employee Engagement & Capacity for Change	Jackie Hinchliffe	9	6	6	6	→	4	31/03/19
21	Business Continuity Planning	Performance Board	12	12	12	12	→	8	31/03/19*
23	Fraud	David Kleinberg	-	-	12	12	→	12	31/03/19*
• Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing									
1	Health & Social Care Transformation	Roger Harris	12	12	12	12	→	12	31/03/19*
2	Welfare Reforms	Roger Harris	9	9	9	9	→	9	31/03/19*
4	Housing Needs and Homelessness	Carol Hinvest	9	9	9	9	→	9	31/03/19*
6	ASC Stability and Market Failure	Les Billingham	-	-	12	12	→	8	31/03/19
7	CSC Service Standards & Inspection Outcome	Rory Patterson	12	12	12	12	→	12	31/03/19*
8	CSC Safeguarding & Protecting Children & Young People	Rory Patterson	12	12	12	12	→	12	31/03/19*
Place - A heritage-rich borough which is ambitious for its future									
• Roads, houses and public spaces that connect people and places									
22	Highway Funding and Standard	Julie Nelder	-	-	9	9	→	9	31/03/19*
25	Lower Thames Crossing	Anna Eastgate	-	-	9	9	→	9	31/03/19*
27	Local Plan	Andy Millard	-	-	9	9	→	9	31/03/19*
• Fewer public buildings with better services									
12	Property Ownership Liability	Michelle Thompson	8	8	8	8	→	8	31/03/19*
Prosperity - A borough which enables everyone to achieve their aspirations									
• Commercial, entrepreneurial and connected public services									
16b	Treasury Management & Investment Strategy	Sean Clark	-	-	8	8	→	8	31/03/19*
• Attractive opportunities for businesses and investors to enhance the local economy									
26	Delivery of Capital Projects	Detlev Munster	-	-	9	9	→	9	31/03/19*
All Priorities - People, Place & Prosperity									
24	Political Balance of the Council	Karen Wheeler	-	-	8	8	→	6	31/03/19
28	Impact of UK Withdrawal from EU (new)	Karen Wheeler	-	-	-	12	N/A	12	31/03/19

Footnote: Forecast 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 (e.g. risk 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.
 * = The date applies to when the risk/management action plan documentation will be refreshed (e.g. used for medium/long term risks, where the risk circumstances are expected to change over a period of time).
 Priority: **Red** = High, **Amber** = Medium, **Green** = Low. Ratings: Lower is best DOT: Latest v Previous Rating (→ Static, ↑ Increased, ↓ Decreased)

Opportunities									
Opp Ref / Priority	Opportunity Heading	Director / Head of Service	Previous Ratings			Latest Rating	DOT	Forecast	
			Mid Year (2017/18)	In Qtr 4 (2017/18)	In Qtr 1 (2018/19)	Mid Year (2018/19)		Rating	Date
People - A borough where people of all ages are proud to work and play, live and stay									
• High quality, consistent and accessible public services which are right first time									
18	Digital Council Programme	Jackie Hinchliffe	8	8	9	9	➔	12	31/03/19*
• Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing									
3	Development of Libraries and Community Hubs	Natalie Warren	9	9	9	9	➔	12	31/03/19*
Place - A heritage-rich borough which is ambitious for its future									
• Roads, houses and public spaces that connect people and places									
10	Thurrock Regeneration Ltd	Steve Cox	9	12	12	12	➔	12	31/03/19*
Prosperity - A borough which enables everyone to achieve their aspirations									
• Attractive opportunities for businesses and investors to enhance the local economy									
11	South East Local Enterprise Partnership	Stephen Taylor	12	8	8	8	➔	8	30/11/18*
13	Business/NNDR Growth	Stephen Taylor	6	6	9	9	➔	9	31/03/19*
20	Raising Thurrock's Profile & Image	Karen Wheeler	9	9	9	9	➔	12	31/03/19*
• Commercial, entrepreneurial and connected public services									
16a	Treasury Management & Investment Strategy	Sean Clark	-	-	12	12	➔	16	28/02/19

Footnote: Forecast 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 (e.g. opportunity realised or managed to the required level). For items managed to the required level any ongoing monitoring to be undertaken by Dept., if needed.
 * = The date applies to when the opportunity/management action plan documentation will be refreshed (e.g. used for medium/long term opportunities, where the opportunity circumstances are expected to change over a period of time).
 Priority: **Gold** = High, **Silver** = Medium, **Bronze** = Low. Ratings: Higher is best DOT: Latest v Previous Rating (➔ Static, ⬆ Increased, ⬇ Decreased)