

Risks									
Risk Ref / Priority	Risk Heading	Director / Head of Service	Previous Ratings			Latest Rating	DOT	Forecast	
			Mid Year (2018/19)	In Qtr 4 (2018/19)	In Qtr 1 (2019/20)	Mid Year (2019/20)		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	*31/03/20
9	Emergency Planning	Gavin Dennett	6	6	6	6	➔	6	*31/03/20
17	ICT Disaster Recovery Planning	Andy Best	9	9	9	4	↓	4	30/06/19 Removed
18	Cyber Security	Andy Best	9	6	6	6	➔	6	31/12/19
20	Fraud	David Kleinberg	12	12	12	12	➔	12	*31/03/20
24	Business Continuity Planning	Performance Board	12	12	12	12	➔	8	*31/03/20
27	Waste Strategy for Thurrock (new)	Julie Rogers	-	-	-	12	N/A	12	*31/07/20
• Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing									
2	Welfare Reforms	Carol Hinvest	9	9	9	9	➔	9	*31/03/20
4	Housing Needs and Homelessness	Carol Hinvest	9	9	9	9	➔	9	*31/03/20
6	ASC Stability and Market Failure	Les Billingham	12	12	12	12	➔	12	*31/03/20
7	CSC Service Standards & Inspection Outcome	Sheila Murphy	12	12	12	12	➔	12	*31/03/20
8	CSC Safeguarding & Protecting Children &Young People	Sheila Murphy	12	12	12	12	➔	12	*31/03/20
Place - A heritage-rich borough which is ambitious for its future									
• Roads, houses and public spaces that connect people and places									
14	Lower Thames Crossing	Anna Eastgate	9	9	9	9	➔	9	*31/03/20
16	Local Plan	Andy Millard	9	9	9	9	➔	9	*31/03/20
22	Highway Funding and Standard	Julie Nelder	9	6	6	6	➔	6	*31/03/20
• Fewer public buildings with better services									
12	Property Ownership Liability	Michelle Thompson	8	12	12	12	➔	8	*31/03/20
Prosperity - A borough which enables everyone to achieve their aspirations									
• Attractive opportunities for businesses and investors to enhance the local economy									
15	Delivery of Capital Projects	Detlev Munster	9	12	12	12	➔	12	*31/03/20
• Commercial, entrepreneurial and connected public services									
19b	Treasury Management & Investment Strategy	Sean Clark	8	8	8	8	➔	8	*28/02/20
All Priorities - People, Place & Prosperity									
25	Political Balance of the Council	Karen Wheeler	8	8	8	8	➔	6	31/03/20
26	Impact of UK Withdrawal from EU	Karen Wheeler	12	12	9	9	➔	6	31/01/20

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 (2018/19)	In Qtr 4 (2018/19)	In Qtr 1 (2019/20)	Mid Year (2019/20)		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									
21	Digital Council Programme	Jackie Hinchliffe	9	9	9	9	➔	9	*31/03/20
• Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing									
1	Health & Social Care Transformation	Les Billingham	-	-	6	6	➔	12	31/03/22
3	Alignment of Libraries and Community Hubs	Natalie Warren	9	9	9	9	➔	12	30/09/20
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	Helen McCabe	-	-	6	6	➔	12	*31/03/21
Prosperity - A borough which enables everyone to achieve their aspirations									
• Attractive opportunities for businesses and investors to enhance the local economy									
11	Investment in Growth	Stephen Taylor	8	8	8	8	➔	8	*31/03/20
13	Thurrock Growth Programme	Stephen Taylor	-	-	6	6	➔	6	*31/03/20
23	Raising Thurrock's Profile & Image	Karen Wheeler	9	9	9	9	➔	12	31/03/20
• Commercial, entrepreneurial and connected public services									
19a	Treasury Management & Investment Strategy	Sean Clark	12	12	12	12	➔	12	*28/02/20

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)