

Risks									
Risk Ref / Priority	Risk Heading	Director / Head of Service	Previous Ratings			Latest Rating	DOT	Forecast	
			In Qtr 4 (2019/20)	In Qtr 2 (2020/21)	In Qtr 3 (2020/21)	In Qtr 4 (2020/21)		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									
4	Fire Safety Housing Stock	Carol Hinvest	8	8	8	8	➔	8	*31/03/21
17	Cyber Security	Andy Best	6	6	6	6	➔	6	*31/03/21
20	Waste Strategy for Thurrock	Julie Rogers	12	12	8	8	➔	8	30/11/20
21	Emergency Planning	Cheryl Wells	6	6	6	6	➔	6	*31/03/21
22	Business Continuity Planning	Performance Board	12	9	9	9	➔	6 9	*31/03/21
23	Fraud	David Kleinberg	12	12	12	12	➔	12	*31/03/21
29	Delivery of Medium Term Financial Strategy 20/21 - 21/22+	Sean Clark	-	-	12	8	↓	8	28/02/21
9	Pay Review Phase 2 (New)	Mykela Pratt	-	-	-	9	N/A	6	30/09/21
• Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing									
2	ASC Stability and Market Failure	Les Billingham	12	12	16	16	➔	12 16	*31/03/21
3	Housing Needs and Homelessness	Carol Hinvest	9	9	9	9	➔	9	*31/03/21
6	CSC Service Standards & Inspection Outcome	Sheila Murphy	12	12	12	12	➔	12	*31/03/21
7	CSC Safeguarding & Protecting Children & Young People	Sheila Murphy	12	12	12	12	➔	12	*31/03/21
24	Failure to Comply With the Prevent Duty 2015	Michelle Cunningham	-	8	8	8	➔	8	*31/03/21
28	Welfare Reforms	Carol Hinvest	9	9	9	9	➔	9	*31/03/21
Place - A heritage-rich borough which is ambitious for its future									
• Roads, houses and public spaces that connect people and places									
8	Lower Thames Crossing	Anna Eastgate	9	9	9	9	➔	9	*31/03/21
9	A13 Widening Project	Anna Eastgate	16	16	16	16	➔	16	*31/03/21
19	Highway Funding and Standard	Julie Nelder	6	6	6	6	➔	6	*31/03/21
• Fewer public buildings with better services									
15	Property Ownership Liability	Michelle Thompson	12	12	12	12	➔	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									
10	Major Projects (Place)	Andy Millard	12	12	12	12	➔	12	*31/03/21
12	Local Plan	Andy Millard	9	9	9	16	↑	9 16	*31/03/21
• Commercial, entrepreneurial and connected public services									
16b	Treasury Management & Investment Strategy	Sean Clark	8	8	8	8	➔	8	*31/03/21
All Priorities - People, Place & Prosperity									
5	Impact of Coronavirus	Directors Board	-	16	16	16	➔	16	*31/03/21
26	Political Environment	Karen Wheeler	-	8	8	8	➔	6 8	31/03/21
27	Impact of UK Withdrawal from EU	Karen Wheeler	4	9	9	9	➔	4 9	31/03/21

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	
			In Qtr 4 (2019/20)	In Qtr 2 (2020/21)	In Qtr 3 (2020/21)	In Qtr 4 (2020/21)		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	9	9	9	9	➔	12 9	*31/03/21
• 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	6	6	➔	12	31/03/22
Place - A heritage-rich borough which is ambitious for its future									
• Roads, houses and public spaces that connect people and places									
11	Thurrock Regeneration Ltd	Helen McCabe	6	6	6	6	➔	9 6	*31/03/21
Prosperity - A borough which enables everyone to achieve their aspirations									
• Attractive opportunities for businesses and investors to enhance the local economy									
13	Investment in Growth	Stephen Taylor	12	12	12	12	➔	12	*31/03/21
14	Thurrock Growth Programme	Stephen Taylor	6	8	8	8	➔	8	*31/03/21
25	Raising Thurrock's Profile & Image	Karen Wheeler	9	6	6	6	➔	12 6	31/03/21
• Commercial, entrepreneurial and connected public services									
16a	Treasury Management & Investment Strategy	Sean Clark	12	12	12	12	➔	12	*31/03/21

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)