

Risks									
Risk Ref / Priority	Risk Heading	Director / AD or Strategic Lead	Previous Ratings			Latest Rating In Qtr 4 (2021/22)	DOT	Forecast	
			In Qtr 4 (2020/21)	In Qtr 2 (2021/22)	In Qtr 3 (2021/22)			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	Ewelina Sorbjan	8	8	8	8	→	8	*31/03/22
9	Pay Review Phase 2 (Allowances)	Mykela Pratt	9	9	9	9	→	6	01/04/22
10	Cyber Security	Andy Best	6	6	6	9	↑	6	*31/03/22
16	Delivery of MTFs 21/22 - 23/24	Sean Clark	-	12	12	8	↓	8	28/02/22
22	Waste Strategy for Thurrock	Julie Rogers	-	12	12	12	→	8	31/08/22
23	Emergency Planning	Cheryl Wells	6	6	6	6	→	6	*31/03/22
24	Business Continuity Planning	Performance Board	9	9	9	9	→	6	*31/03/22
25	Fraud	David Kleinberg	12	12	12	12	→	12	*31/03/22
• 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	16	16	16	16	→	16	*31/03/22
3	Housing Needs and Homelessness	Ewelina Sorbjan	9	9	9	9	→	9	*31/03/22
5	Welfare Reforms	Peter Doherty	9	9	9	9	→	9	*31/03/22
6	CSC Service Standards & Inspection Outcome	Janet Simon	12	12	12	12	→	12	*31/03/22
7	CSC Safeguarding & Protecting Children & Young People	Janet Simon	12	12	12	12	→	12	*31/03/22
26	Failure to Comply With the Prevent Duty 2015	Michelle Cunningham	8	8	8	8	→	8	*31/03/22
Place - A heritage-rich borough which is ambitious for its future									
• Roads, houses and public spaces that connect people and places									
17	Lower Thames Crossing	Colin Black	9	9	9	9	→	9	*31/03/22
18	A13 Widening Project	Keith Rumsey	16	12	12	12	→	8	31/03/22
21	Highway Funding and Standard	Julie Nelder	6	9	9	9	→	9	*31/03/22
• Fewer public buildings with better services									
14	Property Ownership Liability	Sean Clark	12	12	12	12	→	12	*31/03/22
Prosperity - A borough which enables everyone to achieve their aspirations									
• Attractive opportunities for businesses and investors to enhance the local economy									
19	Major Projects (Place Delivery)	Sean Clark	12	12	12	12	→	12	*31/03/22
27	Local Plan	Julie Rogers	16	12	12	12	→	12	*31/03/22
• Commercial, entrepreneurial and connected public services									
15b	Treasury Management & Investment Strategy	Sean Clark	8	8	8	8	→	8	*31/03/22
All Priorities - People, Place & Prosperity									
11	Impact of Coronavirus	Directors Board	16	16	16	16	→	12	*31/03/22

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 / AD or Strategic Lead	Previous Ratings			Latest Rating In Qtr 4 (2021/22)	DOT	Forecast	
			In Qtr 4 (2020/21)	In Qtr 2 (2021/22)	In Qtr 3 (2021/22)			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									
8	Digital Council Programme	Jackie Hinchliffe	9	9	9	9	➔	9	*31/03/22
• 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	➔	6	31/03/22
Place - A heritage-rich borough which is ambitious for its future									
• Roads, houses and public spaces that connect people and places									
20	Thurrock Regeneration Ltd	Helen McCabe	6	9	9	9	➔	9	*31/03/22
Prosperity - A borough which enables everyone to achieve their aspirations									
• Attractive opportunities for businesses and investors to enhance the local economy									
12	Investment in Growth	Gerard McCleave	12	12	16	16	➔	16	31/03/22
13	Backing Thurrock Strategy	Gerard McCleave	-	8	12	12	➔	12	31/03/22
• Commercial, entrepreneurial and connected public services									
15a	Treasury Management & Investment Strategy	Sean Clark	12	12	12	12	➔	12	*31/03/22

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)