

Dashboard Table - Strategic/Corporate Risk & Opportunity Register January 2023

| Risks  |   |                                 |                    |                    |                    |                    |     |          |           |
|--|---|---------------------------------|--------------------|--------------------|--------------------|--------------------|-----|----------|-----------|
| Risk Ref / Priority  | Risk Heading  | Director / AD or Strategic Lead | Previous Ratings   |                    |                    | Latest Rating      | DOT | Forecast |           |
|  |   |                                 | In Qtr 4 (2021/22) | In Qtr 2 (2022/23) | In Qtr 3 (2022/23) | In Qtr 4 (2022/23) |     | Rating   | Date      |
| <b>People - A borough where people of all ages are proud to work and play, live and stay</b>                                       |   |                                 |                    |                    |                    |                    |     |          |           |
| • High quality, consistent and accessible public services which are right first time   |   |                                 |                    |                    |                    |                    |     |          |           |
| 4  | Fire Safety Housing Stock                             | Ewelina Sorbjan                 | 8                  | 8                  | 8                  | 8                  | →   | 8        | *31/03/23 |
| 15   | Cyber Security  | Andy Best                       | 9                  | 9                  | 9                  | 9                  | →   | 9        | *31/03/23 |
| 17   | Waste Strategy for Thurrock                           | Julie Rogers                    | 12                 | 6                  | 6                  | 12                 | ↑   | 6        | 31/08/23  |
| 18   | Emergency Planning                                    | Cheryl Wells                    | 6                  | 6                  | 6                  | 6                  | →   | 6        | *31/03/23 |
| 19   | Business Continuity Planning                          | Cheryl Wells                    | 9                  | 9                  | 6                  | 6                  | →   | 6        | 31/03/23  |
| 20   | Fraud   | Michael Dineen                  | 12                 | 12                 | 12                 | 12                 | →   | 12       | *31/03/23 |
| 25   | Medium Term Financial Strategy 22/23 - 24/25          | Jonathan Wilson                 | -                  | 16                 | 16                 | 16                 | →   | 16       | *28/02/23 |
| • Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing |   |                                 |                    |                    |                    |                    |     |          |           |
| 2  | ASC Demand, Stability and Market Failure              | Les Billingham                  | 16                 | 16                 | 16                 | 16                 | →   | 16       | *31/03/23 |
| 3  | Housing Needs and Homelessness                        | Ewelina Sorbjan                 | 9                  | 12                 | 12                 | 12                 | →   | 12       | *31/03/23 |
| 5  | Welfare Reform  | Peter Doherty                   | 9                  | 12                 | 12                 | 8                  | ↓   | 8        | *31/03/23 |
| 7  | Cost of Living Fuel Poverty                           | Peter Doherty                   | -                  | 12                 | 12                 | 12                 | →   | 12       | 31/03/23  |
| 8  | CSC Service Standards & Inspection Outcome            | Janet Simon                     | 12                 | 12                 | 12                 | 12                 | →   | 12       | *31/03/23 |
| 9  | CSC Safeguarding & Protecting Children & Young People | Janet Simon                     | 12                 | 12                 | 12                 | 12                 | →   | 12       | *31/03/23 |
| 21   | Failure to Comply With the Prevent Duty 2015          | Julie Rogers                    | 8                  | 8                  | 8                  | 8                  | →   | 8        | *31/03/23 |
| <b>Place - A heritage-rich borough which is ambitious for its future</b>   |   |                                 |                    |                    |                    |                    |     |          |           |
| • Roads, houses and public spaces that connect people and places   |   |                                 |                    |                    |                    |                    |     |          |           |
| 11   | Lower Thames Crossing                                 | Colin Black                     | 9                  | 9                  | 12                 | 12                 | →   | 12       | *31/03/23 |
| 16   | Highway Funding and Standard                          | Julie Nelder                    | 9                  | 9                  | 9                  | 9                  | →   | 9        | *31/03/23 |
| • Fewer public buildings with better services  |   |                                 |                    |                    |                    |                    |     |          |           |
| 10   | Property Ownership Liability                          | Mark Bradbury                   | 12                 | 12                 | 12                 | 12                 | →   | 12       | *31/03/23 |
| <b>Prosperity - A borough which enables everyone to achieve their aspirations</b>  |   |                                 |                    |                    |                    |                    |     |          |           |
| • Attractive opportunities for businesses and investors to enhance the local economy   |   |                                 |                    |                    |                    |                    |     |          |           |
| 12   | Major Projects (Place Delivery)                       | Mark Bradbury                   | 12                 | 12                 | 16                 | 16                 | →   | 16       | *31/03/23 |
| 22b  | Local Plan  | Mark Bradbury                   | 12                 | 12                 | 12                 | 12                 | →   | 12       | *31/03/23 |
| <b>All Priorities - People, Place &amp; Prosperity</b>   |   |                                 |                    |                    |                    |                    |     |          |           |
| 26   | Delivery of Improvement & Recovery Plan (New)         | IRP Delivery Board              | -                  | -                  | -                  | 16                 | N/A | 16       | *31/03/23 |

**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)

**Note:** ASC Care Reforms, Risk 6 – Item removed (Quarter 3 Review). Government paused the care cap & information of the cost of care position to be released. Risk removed from register & ongoing monitoring of situation at Dept level by ASC

| Opportunities  |   |                                 |                    |                    |                    |                    |     |          |           |
|--|---|---------------------------------|--------------------|--------------------|--------------------|--------------------|-----|----------|-----------|
| Opp Ref / Priority   | Opportunity Heading                     | Director / AD or Strategic Lead | Previous Ratings   |                    |                    | Latest Rating      | DOT | Forecast |           |
|  |   |                                 | In Qtr 4 (2021/22) | In Qtr 2 (2022/23) | In Qtr 3 (2021/22) | In Qtr 4 (2022/23) |     | Rating   | Date      |
| <b>People - A borough where people of all ages are proud to work and play, live and stay</b>                                       |   |                                 |                    |                    |                    |                    |     |          |           |
| • High quality, consistent and accessible public services which are right first time   |   |                                 |                    |                    |                    |                    |     |          |           |
| 14   | Digital Council Programme               | Jackie Hinchliffe               | 9                  | 9                  | 9                  | 6                  | ↓   | 6        | *31/03/23 |
| • 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                  | →   | 9        | *31/03/23 |
| <b>Place - A heritage-rich borough which is ambitious for its future</b>   |   |                                 |                    |                    |                    |                    |     |          |           |
| • Roads, houses and public spaces that connect people and places   |   |                                 |                    |                    |                    |                    |     |          |           |
| 13   | Thurrock Regeneration Ltd               | Kevin Munnelly                  | 9                  | 9                  | 9                  | 6                  | ↓   | 6        | *31/03/23 |
| <b>Prosperity - A borough which enables everyone to achieve their aspirations</b>  |   |                                 |                    |                    |                    |                    |     |          |           |
| • Attractive opportunities for businesses and investors to enhance the local economy   |   |                                 |                    |                    |                    |                    |     |          |           |
| 22a  | Local Plan                              | Mark Bradbury                   | -                  | 8                  | 8                  | 8                  | →   | 16       | 31/07/23  |
| 23   | Investing in Growth                     | Gerard McCleave                 | 16                 | 16                 | 16                 | 16                 | →   | 16       | 31/03/23  |
| 24   | Backing Thurrock Strategy & Action Plan | Gerard McCleave                 | 12                 | 12                 | 12                 | 12                 | →   | 12       | 31/03/23  |

**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)