

Strategic/Corporate Risk & Opportunity Register July 2022

In Focus Report

The items are split between Risk & Opportunity and listed in Priority (Rating) and then Reference Number Order.

Risks In Focus

UNMANAGED / INHERENT RISK

Risk Description		Risk Owner						
<p>The risk is that a combination of on-going pressures will result in lack of stability in the care market place resulting ultimately in market failure. In addition, there is a risk that pressures emanating from the Pandemic and lock down period will place unsustainable demand on the Council's ASC external placements budget. Whilst the Council has given additional resource in the form of uplifts, they fall short of what is requested. Meeting demand would mean significantly increasing available capacity. Not only is it difficult to recruit staff required to provide demand, but it is also unaffordable. The domiciliary care rate has been increased with the retender of the domiciliary care contract – this has resulted in greater stability, but difficulties remain. For example, issues concerning recruitment and retention. Hospital capacity remains an issue, with increased demand for care following the pandemic now having an impact on delayed discharges. There has been some additional funding via the ASC precept and some funding through the NHS linked to ensuring discharge and system flow through the pandemic which is due to cease. This has meant hard decisions about what is affordable needing to be taken. There is therefore continuing risk to stability and affordability. The recent and ongoing Covid-19 pandemic has highlighted the pressures on the adult social care market and the extent to which local authorities and the nation are dependent upon the market to provide care for the some of the Country's most vulnerable people. Covid-19 has also led to a significant increase in demand for care which is pushing provider capacity and budgets further still. For providers, fees and rates are still an issue, compounded by the National Living Wage. Despite activity over the last 18 months, the risk of failure is still very real.</p>		Les Billingham						
Link to Corporate Priority								
People - A borough where people of all ages are proud to work and play, live and stay - Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing.								
Inherent Risk Rating	Date:	18/07/2022	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 18/07/2022	Residual Risk Rating as at: 18/07/2022	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2023

Comments

Adult Social Care has received additional funding in recent years – through a precept as part of the Council Tax and also through the Improved Better Care Fund. A significant proportion of this money has been used to stabilise the marketplace and deliver sustainability for care providers. This has included increasing the capacity of the contract and brokerage team to ensure contract compliance visits and monitoring to take place in a timely manner – reducing or aiding early identification of risks. The introduction of a Brokerage function has also meant that more realistic costs and fees are negotiated. In addition, uplifts have been provided (as described in the risk description) to improve stability and domiciliary care has been retendered. Through the Better Care Fund, we have also been able to enhance capacity through investment in a Bridging Service and through enhancing existing services to ensure that people can come out of hospital when medically fit to do so – even when they are unable to return home. This has helped to reduce Delayed Transfers of Care and Waiting Lists.

The current Covid-19 Pandemic has significantly increased the strain on providers and the system as a whole with demand for home care remaining extremely high. Staffing remains a major issue across both residential and domiciliary care sectors. This is having a direct impact on the number of people we are able to provide care with across the domiciliary care sector leading to the implementation of waiting lists. This means hard decisions having to be made about how and where hours are distributed, which whilst risk assessed, is leading to some people having less care. As a result, additional strain is being placed on family members who are being asked to provide care to their loved ones where formal care capacity remains unavailable. Increased carer breakdown is a real risk. It is unclear as to whether the demand will remain high, outstripping supply, but there seems to be no sign of demand abating. In fact, there is growing evidence that demand emanating from the pandemic is now beyond dispute.

Whilst some additional funding was provided by the NHS to assist with system flow, this has now come to an end, meaning that the Council cannot afford to carry on commissioning certain services – for example providing notice to the Hospital's Bridging Service. Unfortunately, this means that there is likely to be an impact on delays to discharge from hospital and the ability to provide care required as quickly as we would like. This is already starting to be experienced.

Transformation work continues to progress to redesign a system that can respond to some of the current challenges – although some elements and benefits of the work will take time to be realised. Thurrock's Integrated Care Strategy 'A Case for Further Change' has recently been published – detailing existing and future system change activity. At the beginning of 2018, the new domiciliary care contract started with providers now well established within the Borough, although one of the organisations who were successful in the tender process have failed to deliver the capacity contracted for; this is further evidence of the fragility of this market. Work has also taken place on alternative approaches to traditional domiciliary care, with two Wellbeing Teams now in place. Wellbeing Teams will enable us to identify the model required and will focus on enhancing Wellbeing and not just on meeting needs. It will also look at how to encourage people in to the care industry and to professionalise a caring role.

Despite the work taking place, the risk of market failure and unsustainable demand remains extremely high. The sheer number of challenges faced by the care market and the health and care system as a whole at the current time has led to the risk level being kept at 16.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place	Date Implemented
<ol style="list-style-type: none"> 1. New Domiciliary Care Contract 2. Uplifts for providers 3. Development of New Model of Care – Wellbeing Teams 4. Prevention agenda – e.g. Stronger Together, identification and management of Long Term Conditions, Enhanced Primary Care 5. Market Development Strategy 6. Market Diversification – e.g. through Micro Enterprises, Shared Lives 7. Better Care Together Health and Social Care Transformation Programme 8. Implementation and evaluation of Wellbeing Teams pilot 9. Market place diversification 10. Workforce Development Strategy – establishment and implementation of regional strategy 11. Additional Funding – Temporary resilience payments, arrangements to assist with cash flow and additional infection control allocated to providers 12. Arrangement made with some micro enterprises to enable greater capacity for providing support in the home 	<p>Implemented or on-going</p>

13. Development of a transformation plan for commissioning – including working with providers to develop an alternative approach to the delivery of support within the home.								Dec 2021
14. Constant review of spend – e.g. review of high cost placements, risk assessment of care requirements to identify priority								Ongoing
Residual Risk Rating	Date:	18/07/2022	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action		Implementation Date	Progress					
15. Continuation and review of management action 1-14		From July 2022	1-14 Ongoing – see comments table.					
Forecast Risk Rating	Forecast Date:	Refresh 31/03/2023	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16
Revised Residual Risk Rating	Date:		Impact:		Likelihood:		Rating:	

UNMANAGED / INHERENT RISK

Risk Description	Risk Owner								
<p>From October 2023, the government will introduce a new £86,000 cap on the amount anyone in England will need to spend on their personal care over their lifetime. In addition, the upper capital limit (UCL), the point at which people become eligible to receive some financial support from their local authority, will rise to £100,000 from the current £23,250. The lower capital limit (LCL), the threshold below which people will not have to pay anything for their care from their assets will increase to £20,000 from £14,250. Any costs accrued prior to October 2023 will not count towards the cap.</p> <p>The changes pose a significant risk to the Council. This includes the following:</p> <ul style="list-style-type: none"> • Affordability – out of the £36 billion new health and social care levy over the next three years, only £5.4 billion has been ring-fenced for social care reform – which includes contributions towards the Fair Cost of Care • Behaviour change – residents who historically would have self-funded may present for care earlier, knowing that there is a cap on costs. This is likely to increase further financial pressure on the MTFS over the medium term • Market Destabilisation due to government intention to implement Section 18(3) of the Care Act– local authorities currently only have to arrange care for those who are a) eligible; and b) under the care cap. Proposed changes mean that local authorities will have to arrange the care for all who wish them to. This will place additional pressure on the current market. Many self-funders who arrange their own care will pay greater rates than those arranged through the Council. The Council has commissioned a number of providers to undertake care and these will have limited capacity – based on current demand. There are many providers providing care to those who arrange it themselves who will not have been commissioned by the Council which in itself will pose an issue. • IT - a new IT system is required so that people are able to have a care account which shows them progress against the care cap. • Workforce – additional staff will be required to undertake additional Care Act assessments and also Financial Assessments. There will also be an increased demand on Thurrock First through people wishing to make contact to arrange an assessment. • Communication – Many residents are likely to be unaware of find it difficult to understand the complex changes in current funding rules. Not all care costs will be eligible to be counted towards the cap. There will be a need for a comprehensive and on-going communications campaign. Volume of enquiries from residents are likely to increase • Resident challenge – the current uncertainty around what constitutes Fair Cost of Care means uncertainty as to a fair cost rate that will be applied to self-funders care accounts for the purposes of calculating their costs accrued towards the £86K cap. This may be particularly contentious where Thurrock has a lower standard rate than other local authorities and may result in challenges including potential legal challenges to the council <p>In addition, as there is general recognition that those arranging their own care pay more, the Government is implementing a 'Fair Cost of Care' for providers. This means that the Local Authority has to establish how much it actual costs providers to provide care as opposed to the rate agreed by local authorities. Where the Council is not providing the 'Fair Cost of Care' rate, it will be required to move towards paying providers what this is. The amount allocated to local authorities through the health and social care levy is extremely unlikely to meet the increased cost involved with meeting the 'Fair Cost of Care' rate.</p>	Les Billingham								
Link to Corporate Priority									
People - A borough where people of all ages are proud to work and play, live and stay - Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing.									
Inherent Risk Rating	<table border="1"> <tr> <td>Date:</td> <td>18/07/2022</td> <td>Impact:</td> <td>Critical (4)</td> <td>Likelihood:</td> <td>Very Likely (4)</td> <td>Rating:</td> <td>16</td> </tr> </table>	Date:	18/07/2022	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16
Date:	18/07/2022	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16		

DASHBOARD

Inherent Risk Rating & Date: 18/07/2022	Residual Risk Rating as at: 18/07/2022	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 30/09/2023

Comments

As stated in the risk description, the care reforms will place significant additional burdens on an already stretched social care budget and an already fragile market place. Additional funding is almost certainly likely to fall short of what is required – and even if sufficient funding was available, it is unlikely that the Council would be able to recruit the number of staff required to undertake additional work – both in terms of assessing those who require it as they are now eligible to receive Council service and are below the care cap, and in terms of providing sufficient workforce capacity to provide the additional demand in care.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place	Date Implemented
<ol style="list-style-type: none"> 1. Fair Cost of Care Project Group set up to identify work required and to analyse impact. 2. Early engagement with ContrOCC to address IT risk and adapt the IT system 3. Steering Group and Programme Plan being set up to address and mitigate risks in the light of an uncertain policy implementation framework/timescale 4. Engagement with Dept of Health & Social Care (DHSC) including participation in regular planned surveys with local authorities to communicate and mitigate ongoing risks to central government and influence national decisions on implementation. 	Implemented or on-going
Residual Risk Rating	Date: 18/07/2022
Impact:	Critical (4)
Likelihood:	Very Likely (4)
Rating:	16

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action	Implementation Date	Progress
5. Ongoing application of actions 1-4 above.	From July 2022	
Forecast Risk Rating	Forecast Date: 30/09/2023	Impact: Critical (4)
		Likelihood: Very Likely (4)
		Rating: 16
Revised Residual Risk Rating	Date:	Impact:
		Likelihood:
		Rating:

UNMANAGED / INHERENT RISK

Risk Description		Risk Owner						
<p>The Council continues to face financial pressures (i.e. combination of projected reductions in locally raised taxes, increased service costs e.g. adult social care providers and expected reductions in fees/charges) and to develop approaches to maintain a balanced budget (e.g. investments, savings plans, service reviews, expenditure efficiencies, general income increases, managing demand, transformation, etc). All approaches are important to maintain balanced budgets for the life of the Medium Term Financial Strategy (MTFS).</p> <p>Failure to develop and implement plans to set and maintain a balanced budget, to manage the financial situation and the investment strategy could lead to budget pressures and result in service delivery impacts.</p> <p>The Government has raised concerns around the Council's investment activity, the level of external borrowing and the financial/commercial risks potentially facing the Authority and put in place an intervention package. Essex County Council have been commissioned to oversee the management of the Council's financial resources/affairs and to support the development and implementation of plans to manage the situation.</p>		Jonathan Wilson						
Link to Corporate Priority								
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.								
Inherent Risk Rating	Date:	07/09/2022	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 07/09/2022	Residual Risk Rating as at: 07/09/2022	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 28/02/2023

Comments

Balanced budget for 2022/23 and remaining gap for the subsequent 2 years (2023/24 and 2024/25) reported to Cabinet and Corporate Overview & Scrutiny Committee (CO&SC) January 2022 and approved by Council in February 2022.

The Government has raised concerns around the Council's investment activity, the level of external borrowing and the financial/commercial risks potentially facing the Authority and put in place an intervention package. Essex County Council have been commissioned to oversee the management of the Council's financial resources/affairs and to support the development and implementation of plans to manage the situation.

Officers continue to work to reduce the remaining gap of £2.053m, mitigate further potential risks with the intention of delivering a balanced budget at the end of the financial year (as outlined in the Financial Update Quarter 1 2022/23 report to Cabinet 14 Sept 2022). The Council has worked with the Government, continues to fully co-operate with the appointed Commissioner and independent financial and legal experts to assess the situation. Following the review of the investments the further financial impacts to both the current year and the MTFS will be considered, and plans established to manage the situation as part of budget setting 2023/24. A revised MTFS is scheduled to be presented to Cabinet in Quarter 2. Risk and/action plan to be updated in the next risk management review (Quarter 3).

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place	Date Implemented							
1. Pause on new activity under the Council's investment and capital strategy	Ongoing							
2. Regular monitoring of investment rate forecasts, investment programme and investment returns	Ongoing							
3. Ongoing assessment of interest rates for inclusion in the MTFS	Ongoing							
4. Cross Party Shadow Investment Committee established	Q3 2020							
5. 2022/23 budget proposals and MTFS established and reported to Cabinet/Council Feb 2022 (via Overview & Scrutiny Committee Jan 2022)	Jan/Feb 2022							
6. Development of savings plans, linked to the refresh of the MTFS	Ongoing							
7. Ongoing discussions with MHCLG in respect of cost pressures and future funding – Ongoing	Ongoing							
8. Independent assessment of existing investments and strategy	Ongoing							
9. Government intervention and Essex County Council appointed to oversee the management of the Council's financial resources/affairs (including Best Value review of the governance, audit, risk management, overview and scrutiny functions) and to support the development and implementation of plans to manage the situation.	02 Sept 2022							
10. Development and agreement of Improvement Plan, including: <ul style="list-style-type: none"> - Action Plan to achieve financial sustainability and to close any short and long-term budget gaps identified across the period of the MTFS, incorporating a robust multi-year savings plan. - An action plan to ensure the Authority's capital, investment and treasury management strategies are sustainable and affordable. - A strict debt reduction plan and an updated minimum revenue provision (MRP) policy - An action plan to ensure the Authority is complying with all relevant rules and guidelines relating to the financial management of the Authority - A suitable scheme of delegations for financial decision-making 	Sept to End Nov 2022							
11. Ongoing work with the Commissioner for the implementation of improvements	Ongoing							
Residual Risk Rating	Date:	07/09/2022	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action			Implementation Date	Progress				
12. Ongoing application of actions 1-4, 6-11 above.			From Sept 2022					
13. Regular monitoring, review and reporting of the position and progress to the Commissioner and Committees/Boards.			From Sept 2022	Financial update Quarter 1 to be reported to Cabinet 14 Sept 2022 and revised MTFS scheduled to be presented to Cabinet in Quarter 2.				
Forecast Risk Rating	Forecast Date:	Refresh 28/02/2023	Impact:	Critical (4)	Likelihood:	Unlikely (2)	Rating:	8
Revised Residual Risk Rating	Date:		Impact:		Likelihood:		Rating:	

UNMANAGED / INHERENT RISK

Risk Description		Risk Owner				
<p>A wide range of changes in Government Policy under the broad banner of ‘Welfare Reform’ and various changes following Covid-19 restrictions have had a significant impact on the Council’s resources & continues to put further pressures on the ability to deliver effective services, and supporting its residents in meeting their financial obligations in particular around :</p> <ul style="list-style-type: none"> • Tenancy sustainment • Access to and claim of benefits • Increase in Universal credit claimants as a result of migration from Legacy Benefits • Employment related support • Continuing Impact of Covid-19 <p>Failure to support our residents who are impacted by either Welfare reform or ongoing issues as a result of Covid-19 will lead to</p> <ul style="list-style-type: none"> • Financial hardships for our tenants including some of our most vulnerable residents • Consequent impact on demand for core Council services • Direct and indirect impact on Council staffing resources • Direct impact on rent income stream to the Housing Revenue Account • Resulting in an increase in Evictions/Homelessness. 		Peter Doherty				
Link to Corporate Priority						
<p>People – a borough where people of all ages are proud to work and play, live, and stay. This means:</p> <ul style="list-style-type: none"> • build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing • communities are empowered to make choices and be safer and stronger together 						
Inherent Risk Rating	Date:	01/0720/22	Impact: Critical (4)	Likelihood: Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 01/07/2022	Residual Risk Rating as at: 01/07/2022	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2023

Comments

The Authority's ability to manage the effects of the reforms successfully and locally has been re-evaluated. In Q3 2022/23 there is an increased risk to income because of the government's decision to restart 'managed migration' in Q2 of those on legacy benefits to Universal Credit. We understand that the DWP plans to notify claimants that they have a three-month deadline to apply for UC and that if they don't apply within that time frame, the DWP will be able to stop their current legacy benefit claim, regardless of their circumstances. In addition, we are concerned that government is still stating that all legacy benefits will be transferred to UC by 2024. If this timeline does not change then the majority of tenants i.e. those on legacy benefits will have to transfer to UC sometime between now and 2024 on what is currently an unspecified timetable.

Overall, it is to be noted that given the high levels of support that officers are required to provide a wide range of claimants affected by such reforms the resourcing of such high numbers transferring from legacy benefits to UC by 2024 is likely to present a real challenge for the Council.

We are taking a wide range of actions to mitigate the risk (as noted in the risk management action plan). The Strategic Welfare Reform Group which was established some years ago to oversee the introduction of the welfare reforms continues to oversee the most recent changes including the rollout of the Universal Credit which we have managed very effectively through our close working relationship with the DWP. We continue to work with Sanctuary Housing to provide appropriate support to tenants who may be experiencing hardship.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place	Date Implemented							
1. Welfare reform group established and meeting quarterly.	Ongoing							
2. Utilising the Discretionary Housing Payment funds where appropriate – fund reduced by over 30% to £366,304.00	Ongoing							
3. Housing Services :-								
(i) Ensure the Rents Team are updated with all changes to legislation regarding Universal Credit.	Ongoing							
(ii) Provide benefits, debt and money advice to council tenants, including those affected by the Welfare reform. Examples include: visits to residents at home and at outreach centres where needed. Partnership with Sanctuary established to provide debt and financial advice and other support services to residents.	Ongoing							
(iii) Undertake monitoring and management of potential increased rent arrears/evictions:	Jan 2022							
- Rents and Welfare team monitoring the level of rent arrears and endeavour to make contact with those affected and provide advice and assistance in order to assist in sustaining their tenancies.								
- Financial inclusion officers working with tenants affected by changes, maximizing income and reducing expenditure and Sanctuary to provide financial advice and other ongoing supporting services to residents.								
- Eviction and Prevention tracking for all eviction cases in the social sector resulting from the Welfare reform and Rents and welfare Manager undertaking evaluations to inform judgements on whether to proceed with the eviction process. Being carried out via the Pre-eviction panel (multi agency approach)								
- Creating closer inter-departmental working relationships with key stakeholders, such as Department of works and pensions.								
- Learning from best practice.								
4. The Rents Team will continue to make contact with residents by visit, telephone, e-mail and text message and offer support where needed. Rents arrears processes will continue to be updated on a regular basis to take into account the change in Government guidelines around Welfare reform and court/eviction action, this is to ensure all tenants affected by the pandemic and welfare reform issues are offered advice and support.	Ongoing							
5. Universal Credit monitoring – Numbers continue to increase, and legacy benefit customers will be migrated across to UC in the next two years. Some may be better off, especially those on WTC and this is believed to be the cohort next to be compulsorily migrated across.	Ongoing							
6. Continued use of Mobyssoft text messaging service as a further means of managing our contact with tenants in arrears.	Ongoing							
7. Extending contract with RentSense housing intelligence system to help facilitate the early intervention, support functions & management of tenant arrears	Ongoing							
8. Engage with Mobyssoft to implement 'Automatic arrears actions' to assist officers with growing case load. Final Planning phase.	Ongoing							
Residual Risk Rating	Date:	01/072022	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action			Implementation Date	Progress				
9. Monitoring and implementation of actions at points 1 – 8 above				8. Rents began work with Mobyssoft in January 2022 (information sharing and testing prior to implementation). Final phase testing and IT integrity being carried out				
10. Renewal of Mobyssoft								
Forecast Risk Rating	Forecast Date:	Refresh 31/03/2023	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12
Revised Residual Risk Rating	Date:		Impact:		Likelihood:		Rating:	

UNMANAGED / INHERENT RISK

Risk Description								Risk Owner	
Failure to manage the increases in demand and budget/resource pressures for Children’s Social Care could lead to a breakdown in the quality or performance of the service provided to vulnerable children and results in less favourable outcomes from inspection and damage to reputation of the service does meet the required standards								Janet Simon	
Link to Corporate Priority									
People - A borough where people of all ages are proud to work and play, live and stay – Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing.									
Inherent Risk Rating		Date:	28/07/2022	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 28/07/2022	Residual Risk Rating as at: 28/07/2022	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2023

Comments

This risk evaluates the impact of increased demand and resource pressures on children’s social care quality of service and provision. The pressures outlined throughout previous years remain acute. They include increased volumes, increased complexity and ongoing activity to review high-cost placements. The service continuously measures impact of the MASH. Thurrock has introduced a Think Family Service drawing together Commissioned and internal services to pool and reduce resource spend. The early help service model and the Thurrock multi-agency safeguarding hub (MASH) has been successful and this is being supported by the implementation of the Think Family Service. The service continues to maximize the external investment and opportunities presented through Supporting Families through continuing to achieving improved and sustained outcomes which means less children needing statutory services.

The service is demand led and cannot fail to respond to the needs of a child due to budget or resource constraints. Changes on a local, regional and national level can have a significant impact on the demand for services and local authorities duties. War such as the war in the Ukraine and international factors can result in an unplanned increase in the number of unaccompanied asylum seeking children or families with no recourse to public funds. Geographical movement of families across the Eastern Region and London can see a rise in families needing services, including large sibling groups. Areas for improvement were identified in the Ofsted (ILAC) 2019 and Focused Visit in July 2021 and a Development Plan has been updated to address identified actions required.

The level and complexity of some children and young people’s needs and the lack of available national resources (specialist placements) to meet those needs is driving up cost pressures. As the Council continues to improve practice regarding the identification and tackling of Child Exploitation there is an increase in demand for service provision in terms of intervention; prevention and victim support. Duties in terms of radicalization also place pressures on the service in terms of workforce capacity. Trends can be predicted based on previous levels of demand but these are subject to variance and there has been an increase in youth violence locally.

The pressures outlined above will not be alleviated in the short term and the risk rating will remain at the higher (red) level for the period covered. It is anticipated that there will continue to be court delays regarding management of cases. The lack of available of foster placements and residential placements for children with complex needs remains a national issue.

Regular reporting of CSC performance and plans to CS Overview and Scrutiny Committee and monthly Development Board.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place								Date Implemented
1. Quality Assurance and Safeguarding functions are in place and robustly applied and a Development Board takes place on a monthly basis.								Ongoing
2. Trix Policies and Procedures across Children's Social care. All procedures are subject to review and regular updating.								Ongoing
3. Joint delivery of the 'Early Offer of Help Strategy' and associated services are now embedded to meet the new the duty placed on Council's to coordinate an early offer of help to families who do not meet the criteria for social care services and ensure that the 'step down and step up' processes are robustly managed.								Ongoing
4. Internal quality assurance audits to evidence appropriate application of thresholds.								Ongoing
5. Ongoing data analysis to enable us to benchmark and target areas for improvement; complete redesign of KPI and trends analysis.								Ongoing
6. Ofsted inspections and action plans to address recommendations included in inspection report and subsequent visits or inspections are continually reviewed and updated.								Ongoing
7. Implementation of the Think Family Service to support early identification and family support and create financial efficiencies.								April 2022
Residual Risk Rating	Date:	28/07/2022	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action			Implementation Date	Progress				
8. Ongoing implementation and/or application of actions 1 - 7 above as appropriate.			From July 2022					
9. Review of Think Family Service to be undertaken by December 2022.			By Dec 2022					
Forecast Risk Rating	Forecast Date:	Refresh 31/03/2023	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12
Revised Residual Risk Rating	Date:		Impact:	Critical	Likelihood:	Likely	Rating:	

UNMANAGED / INHERENT RISK

Risk Description								Risk Owner/	
Failure to ensure that all children and young people in need of help or protection are safeguarded and supported could result in them not achieving their full potential and increasing the risk of a child death or serious injury.								Janet Simon	
Link to Corporate Priority									
People – A borough where people of all ages are proud to work and play, live and stay – Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing.									
Inherent Risk Rating		Date:	28/07/2022	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 28/07/2022	Residual Risk Rating as at: 28/07/2022	Residual Risk Rating as at	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2023																																																																																																																												
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Comments

The nature of the work in terms of safeguarding and supporting children at risk of harm means that this will always be a high-risk area although through the application of Local and S.E.T (Southend, Essex & Thurrock) Child Protection procedures the department actively works to mitigate this risk and reduce the likelihood.

The risk of children and young people coming to harm cannot be eliminated and the risk level needs to remain high and ensure clear vigilance across the council and partner agencies. New and emerging risk factors will arise and there is always a potential for agencies 'not knowing, what they don't know' that needs to be guarded against.

Embedding the Multi Agency Safeguarding Hub and Early Offer of Help has supported earlier identification of risk through a multi-agency approach enabling the department to work to intervene at an earlier stage and reduce the risk of harm in some cases. Thurrock Local Safeguarding Children Partnership arrangements is further improving the inter-agency arrangements to safeguard and promote the welfare of children and young people living in Thurrock.

The impact for individual children and families, particularly in cases of child death is significant and whilst actions to reduce the likelihood are implemented the impact will remain as critical. There is also a critical impact score in terms of reputational damage if a child is not safeguarded or should a child death or serious injury occur.

The ongoing nature of risk in child protection and safeguarding is such that despite effective mitigation the acknowledgement of the risk needs to remain high and will not reduce. This is not to say that the risks are unmanageable but for effective management the gravity and complexity of the risk needs to be acknowledged.

Managing this risk places inherent pressures on the Children's Social Care budget as a demand led budget. Effective demand and resource management remain a priority for the service within an overriding context of keeping children safe.

Risk will remain constant throughout the period covered. Regular reporting of performance and progress against plans are shared at CS Overview & Scrutiny Committee and regular monthly Development Board.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place								Date Implemented
1. Development and Service Plans in line with Ofsted inspections in 2019 and Focused visit in 2021								June 2022
2. Local Safeguarding Children's Partnership arrangements established, action plan in place and regularly monitored/reviewed.								Ongoing
3. Application of the Southend, Essex & Thurrock Child Protection procedures								Ongoing
4. Quality assurance and safeguarding function of Children's Social Care.								Ongoing
5. Legal framework and court action								Ongoing
6. Continue to strengthen the Thurrock Multi Agency Safeguarding Hub, launch of the Think Family Approach to support early safeguarding.								Ongoing
7. Case Audits								Ongoing
8. Quality assurance framework								Ongoing
9. Maintaining safeguarding arrangements to meet statutory requirements								Ongoing
Residual Risk Rating	Date:	28/07/2022	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action	Implementation Date	Progress						
10. Ongoing implementation and/or application of actions 1-9 above as appropriate	From July 2022	1. Development Board and Ofsted Preparation Meetings held monthly. Areas identified within previous Ofsted Inspection and Focussed Visit incorporated into these meetings to ensure they are addressed. 2-9. Ongoing						
11. Learning from National Safeguarding Reviews taken forward by Thurrock Local Safeguarding Children Partnership.	Dec 2022	Following information gathering – action plan being developed and will identify training and any further areas for improvement.						
Forecast Risk Rating	Forecast Date:	Refresh 31/03/2023	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12
Revised Residual Risk Rating	Date:		Impact:	Critical	Likelihood:	Likely	Rating:	

UNMANAGED / INHERENT RISK

Risk Description								Risk Owner		
<p>The Council has a significant portfolio of property for operational, investment and regeneration purposes. Ensuring that these properties comply with appropriate statutory, regulatory and corporate standards is a significant challenge. In addition to the direct consequences of any incident arising from a property's non-compliance, the Council could be faced with damage to its reputation, financial loss, and the organisation and individual officers facing legal proceedings and in the worst case, the loss of lives of building users. It is therefore imperative that suitable policies and systems are in place to ensure compliance and manage these risks.</p>								Mark Bradbury		
Link to Corporate Priority										
<p>Place – A heritage-rich borough which is ambitious for its future. Fewer public buildings with better services 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.</p>										
Inherent Risk Rating			Date:	15/07/2022	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

DASHBOARD

Inherent Risk Rating & Date: 15/07/2022	Residual Risk Rating as at: 15/07/2022	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2023

Comments
<p>The Council's Property and Facilities Management (FM) functions have previously been outsourced and have been brought back in house in two separate phases, with FM the most recent in April 2020. The coincidence of this with the global pandemic has to a degree meant that the focus on short term actions in relation to the pandemic has been at the expense of a more strategic approach to planning and resourcing.</p> <p>The ongoing financial challenges faced by local authorities and the changing ways in which services are delivered and people work, many of which have been accelerated during the pandemic, mean that a wholesale review (and thereafter regular ongoing reviews) of the council's property needs and associated policies and strategies (many of which remain as unadopted drafts) is required. These will support the Council's Retain, Reuse, Release approach to property.</p> <p>The Council has already adopted a Corporate Landlord approach to operational property, but this requires appropriate policies to be finalised, the need for corporate properties to be reviewed and the portfolio reduced with sites being consolidated where appropriate and the Property & FM team appropriately resourced to carry out the review, develop and implement strategies and provide ongoing management. The Council's medium term financial plan needs to reflect this resourcing need, the previous failure to transfer full budgets from services alongside the transfer of property and a backlog of maintenance from when properties were managed by services. This pressure should reduce as the portfolio is rationalised and investment focussed on properties which will be retained in the longer term.</p>

The Council has adopted the Concerto platform as its Asset Management System. Implementation of relevant management modules has commenced alongside the transfer of data. This process needs to be accelerated to ensure that the Council has a full picture of ownership, compliance and risk. Property & FM need to work closely with IT to ensure that the system sits smoothly within the Council wide transition to Microsoft 365.

The lack of appropriate strategies, resources and budgets increases the risk of non-compliance in the operational property portfolio and this needs to be addressed to inform the transition to a smaller, more cost efficient, fit for purpose and ultimately net-zero portfolio.

The closure of CO1 and opening of CO3 together with the changes in working practices and service delivery outlined above mean that it is now appropriate to undertake a review of the Civic Centre to ensure optimum utilisation of the space and effective systems covering health & safety and personal, data and asset security

A Property Board will now be set up to ensure effective decision making, governance and reporting around strategic property matters including asset rationalisation, investment strategy, disposals and engagement with regeneration projects.

An Accommodation Board is also being set up to work with services to ensure effective and properly planned use and reuse of operational assets whilst meeting service needs..

The Property & FM Team has a number of vacancies and is also currently over reliant on a significant number of agency staff. Following the commencement of the new Assistant Director steps are being taken to review the structure and recruit into permanent roles. A challenging recruitment market and current perceptions of the Council's financial position present a risk to achieving this.

The Council also owns and manages a portfolio of investment properties. A review of whether these properties meet the current financial, economic and social priorities of the Council and Borough is overdue. Additional resource will be required in the short term to do this and this should be carried out alongside the development of a Property Investment and Investment Management Strategy.

Properties in the Investment portfolio may be affected by the Minimum Energy Efficiency Standards (MEES) which require that no property with EPC ratings of F or G cannot continue to be leased after 1 April 2023. It is important that Council has a clear understanding and the buildings in its portfolio that may not comply. A significant number of properties still need to be assessed and this will require additional resource. Penalties of between 10 and 20% of the properties rateable value may be applied in the event of breaches.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place	Date Implemented
1. Corporate Health and Safety Committee established.	Ongoing
2. Asset Management Strategy drafted, consultation with officers undertaken and final draft awaiting DB approval	2018 & ongoing
3. Comprehensive Asbestos Register in place – review being undertaken to ensure accurate building information in place	2018 & ongoing
4. Property Procedure Rules (PPRs) prepared, consulted with officers and key members, awaiting DB approval. Additional Disposals Procedure prepared and submitted for approval in March 2020.	Ongoing
5. Scheme of Delegations reviewed, amended and implemented.	Ongoing
6. Restructure of Regeneration and Assets Service completed in September 2019 and Corporate Property Team transferred to Finance. Apleona FM staff TUPE'd in April 2020.	Mar 2019 to Apr 2020
7. Transfer of all phases and budgets completed	From Jun 2018
8. Compliance and condition surveys for Corporate Landlord Buildings completed April 2020 and new stock condition baseline established and entered into Concerto (new asset management database system), in June 2020.	Jun 2018 to Jun 2020

9. Regular updates on progress and compliance presented to Property Board	From July 2018			
10. Retain, Release, Reuse programme for assets implemented	From June 2018			
11. Corporate Landlord Working Group developed and work undertaken until Aug 2019	2018 to Aug 2019			
12. New Planned & Preventative Maintenance (PPM) programme and compliance module developed and proposal submitted in March 2020 to refresh Property Board with key reporting milestones set against a clearly defined annual forward plan.	Mar 2020			
13. Closure of Corporate Buildings due to Covid-19 - Risk assessment, closure protocols & inspection regimes implemented and measures introduced for partial use of Civic Centre and Oliver Road Depot.	March 2020			
14. Development of plans in accordance with government guidance for the recommissioning of corporate buildings due to Covid19	Dec 2020			
15. An urgent review and restructure of the FM team to cover capacity, skills, technical knowledge and capability constraints.	From August 2020			
16. Corporate Landlord Policy and Procedure approved following finalisation of resourcing and governance issue associated with PPRs and restructure approved.	From Oct 2020			
17. Finalisation of Concerto Estates Management Module and training for staff	From Oct 2020			
18. Review and restructure of the Corporate Property Team	From Dec 2020			
Residual Risk Rating	Date: 15/07/2022	Impact: Critical (4)	Likelihood: Likely (3)	Rating: 12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action	Implementation Date	Progress		
19. A full review of actions 1 to 18 above to understand level of completion and actions outstanding.	From Sept 2022	Commencing		
20. A full review of all current (including draft) policies & strategies	From Sept 2022	Resourcing plan in preparation		
21. Establishment of Property Board and Accommodation Board	From Sept 2022	First Accommodation Board planned and invites sent		
22. Review of team structure and recruitment to replace agency staff.	From Sept 2022	Business case being prepared		
Forecast Risk Rating	Forecast Date: Refresh 31/03/2023	Impact: Critical (4)	Likelihood: Likely (3)	Rating: 12
Revised Residual Risk Rating	Date:	Impact:	Likelihood:	Rating:

UNMANAGED / INHERENT RISK

Risk Description								Risk Owner	
The Council is responsible for and provides a wide range of functions and services.								David Kleinberg	
There is a risk that the Authority experiences significant incidents of fraud, bribery, corruption or other economic crime as well as cases of money laundering. This can subsequently result in losses from the delivery of Council functions and services.									
Link to Corporate Priority									
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.									
Inherent Risk Rating		Date:	13/07/2022	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 13/07/2022	Residual Risk Rating as at: 13/07/2022	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2023

Comments

The Counter Fraud and investigation (CFI) department, under Thurrock Council, has an organisational-wide strategy and proactive work plan to monitor and manage the identified risks. A persistent training and education regime is in place, where experts from the service work with staff, contractors, Members and in the council’s supply chain to identify and mitigate the risks, and increase awareness.

The council has current and effective policies on Counter Fraud, Bribery & Corruption and Money Laundering which are kept under constant review, with relevant updates being added or removed where appropriate. These policies acknowledge the threats and install an action plan in identified incidents including, civil & criminal litigation and redress to recover any identified losses. Any control weaknesses identified in investigations are rectified in collaboration with the affected services and Internal Audit through SMART Action Plans.

In past years (FY20/21) the council has come under pressure from COVID-19 and the situation has reduced the traditional work that CFI would complete during a year, however that has not meant the team haven’t assisted in the fight against fraud. Due to the pandemic the government announced a number of grants that were to be administered by local authorities, these were collectively known as Business Support Grants (BSG). The CFI dept have worked closely with the Revenues team (those responsible for administering the grants) to complete pre and post assurance checks on all applications that were received. This preventative counter fraud work saw 61 grant applications investigated and stopped, saving over £600,000 of potential losses of public funds.

These risks have sat alongside the 'normal' fraud risks that the council faces every day, namely Single Person Discount fraud, Tenancy Fraud, Right To Buy fraud as well as other forms of fraud such as Procurement/Contract fraud. The fraud awareness programmes that were put to all staff will assist with identifying this risk and early intervention is always key to an organisation combating the risk it faces. These have continued and working alongside our alert system, staff are made aware of fraud trends and or known risks.

Covid 19 has also enabled an easier avenue for 'mandate fraud' which has been highlighted to staff, as we are not in the office spaces we once shared on a daily basis, communication is largely placed within the email systems. This can create the opportunity for criminals to compromise email accounts and facilitate a fraud. Where staff would normally be able to speak directly to a colleague, this now does not happen on a regular occurrence and must be brought into the risk faced by the council. CFI have been approached by various councils who have fallen victim to £1m+ mandate frauds.

CFI continues to run a programme of proactive work proposed to ensure the council's posture against fraud is robust and effective. Details of the proactive work programme are included in the management action plan for the risk.

The risk remains at 12, as new risks have emerged alongside old risks, the new risks have mitigated measures taken, however it is clear that those measures do not affect the 'attempts' we come across and thus it is felt that the risk to the council remains likely and critical. The council can ill afford a substantial loss of funds at this very critical time.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place	Date Implemented
1. Establishment & proactive enhancement of CFID	Nov 2014
2. Fraud and Corruption Policy established and maintained from 2014	From 2014
3. Counter Fraud Work Plan established and maintained	2017
4. Regular review of policies and procedures from within the council to ensure that it can prevent, detect and deter and fraud and other economic crime.	From Nov 2014
5. Counter Fraud and Money Laundering Policies Established and maintained.	2017
6. Corporate-wide Bribery & Corruption Risk Review	From Oct 2018
7. Corporate-wide Cyber Crime Risk Review	From Dec 2018
8. Fraud risk matrix/loss assessment development and roll out	From Jul 2018
9. Review of supply chain against identified national crime risks	Oct 2018
10. Ad-hoc services to prevent/detect fraud (e.g. operations to prevent/detect housing tenancy fraud, counter money laundering & social care fraud)	From Oct 2018
11. Enhanced intelligence programme	Feb 2019
12. Application of Counter Fraud Risk Analytics across the council's high risk/threat areas.	From May 2020
13. Install improved Anti-Money Laundering (AML) controls at all of the council's Customer Contact Points.	From May 2020
14. COVID-19 Business Grants Counter Fraud Programme.	From May 2020
15. Fraud e-learning training programme.	Dec 2020
16. Training of high risk areas in counter fraud measures	From Jun 2021
17. Mandate Fraud – Counter fraud/awareness	July 2021
18. Renewed Education & Marketing Campaign for Countering Fraud, Bribery, Corruption and Money Laundering	From Dec 2021
19. Ongoing review all policies concerning fraud aspects	Jan 2022
20. National Fraud Initiative – matching of council data with wider-public sector data to prevent fraud and possible fraud.	March 2022

21. Training of high risk areas in counter fraud measures							May 2022
22. Covid -19 Business Grants Counter Fraud							May 2022
23. Targeting POCA and Civil Legislation to maximise effect on criminal behaviour							From Jun 2022
Residual Risk Rating	Date:	13/07/2022	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating: 12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action	Implementation Date	Progress					
24. Ongoing application of actions 1-23 above as appropriate.	From July 2022						
25. Review all relevant policies concerning fraud aspects of the council's business	Jan 2023						
26. Fraud Health Check on the Social Care application process	Apr 2023						
Forecast Risk Rating	Forecast Date:	Refresh 31/03/2023	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating: 12
Revised Residual Risk Rating	Date:		Impact:		Likelihood:		Rating:

UNMANAGED / INHERENT RISK

Risk Description	Risk Owner								
<p>Councils have a legal obligation to put together a Development Plan. The main document within our current Development Plan is the Core Strategy (as amended) which was adopted in 2015 although some policies within it date to 2011. The National Planning Policy Framework states policies in the development plan, should be reviewed to assess whether they need updating at least once every five years, and should then be updated as necessary. Work on reviewing the Core Strategy and replacing it with a new Local Plan commenced in 2014. Although the Council has already undertaken two public consultations on the emerging Local Plan and prepared/commissioned several technical evidence studies we are still at an early stage in the plan making process and will need to undertake at least two more formal consultations before the new Local Plan can be submitted to the Secretary of State and then subject to an independent Examination in Public.</p> <p>Failure to prepare and maintain an up-to-date Plan will put the Council at risk of possible intervention by the Secretary of State and may lead to the loss of plan making powers and the Council's New Homes bonus and the ability to bid for national funding support for new infrastructure. In addition, a failure on the part of the Council to provide a rolling five-year land supply would also increase the possibility that landowners and developers would be able to obtain planning permission upon appeal to the Secretary of State for speculative, uncoordinated and piece-meal development in the Green Belt.</p> <p>Potential risks include:</p> <ul style="list-style-type: none"> • Uncertainty surrounding the alignment, design and phasing of the Lower Thames Crossing (LTC) which could have an adverse impact on the availability of land for future development. There is also a risk that any further delay in concluding the LTC DCO process will impact upon the Councils ability to submit its Local Plan for examination. • Uncertainty surrounding the alignment, design and phasing of the East Anglia Green Energy Enablement (GREEN) project which could have an adverse impact on the availability of land for future development. • Impact of Covid-19 in terms of team resources (risk of illness) and the plan-making process specifically with regards to planned face to face consultation events. • Impact of the Census information releases and publication of datasets looking at post pandemic trends on our evidence base production. Unexpected changes could involve us having to recommission evidence to ensure that the future and existing needs of local communities are appropriately addressed within the Plan. • Further changes to the national planning policy and guidance which could impact upon the content emerging policies and evidence causing delays to the plan making process as the Plan needs to be in conformity with national policies to be found sound. • Potential changes to guidelines about how a Plan should be prepared and its format could involve the Council having halt production of the Local Plan to transition over to the preparation of a different type of Local Plan. • An ongoing failure to recruit and retain experienced policy planners to support and expedite the preparation of the Local Plan. • Reduction in resource allocation towards the Local Plan project which could delay and/or halt the Plan's production. • The impact of local and national political considerations on the plan-making process. 	<p>Julie Rogers Sean Nethercott</p>								
Link to Corporate Priority									
<p>Prosperity – A borough which enables everyone to achieve their aspirations. Attractive opportunities for businesses and investors to enhance the local economy Place – A heritage-rich borough which is ambitious for its future. Roads, houses and public spaces that connect people and places</p>									
Inherent Risk Rating	<table border="1"> <tr> <td>Date:</td> <td>31/08/2022</td> <td>Impact:</td> <td>Critical (4)</td> <td>Likelihood:</td> <td>Very Likely (4)</td> <td>Rating:</td> <td>16</td> </tr> </table>	Date:	31/08/2022	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16
Date:	31/08/2022	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16		

DASHBOARD

Inherent Risk Rating & Date: 31/08/2022	Residual Risk Rating as at: 31/08/2022	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2023																																																																																																																												
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Comments
<p>An up-to-date Local Plan is the main way that councils set their planning policies. Previous planning policy documents that have expired do not carry the same weight when it comes to deciding the outcome of a planning application. Without an up-to-date Local Plan, councils can lack the policies they need to prevent inappropriate or damaging development in their area.</p> <p>In 2014 Thurrock Council committed itself to preparing a new Local Plan. This Plan will set out the planning strategy and priorities for the area and covers issues such as where new housing should be built, what type of homes are needed, and what additional infrastructure will be required to accommodate those homes. It can also designate land for different purposes, such as residential or industrial, and can give protection from development to open and green spaces.</p> <p>The new plan will set out a clear strategy for the council area, and for the different communities that make up that local authority. Rather than having to take a fragmented piecemeal approach to each individual development, a up to date Local Plan provides structure and represents a more coordinated and holistic approach to planning and managing growth.</p> <p>Policies and allocations within the emerging plan will apply to development schemes being promoted by private individuals, businesses and organisations as well as schemes being put forward by the council and other public sector organisations.</p> <p>Preparing a Local Plan in an area such as Thurrock can be very complex as there are lots of competing land pressures (balancing the need for new homes, against economic growth and the need to protect and enhance green infrastructure assets), several Nationally Significant Infrastructure Projects which have the potential to come forward or commence within the Plan Period and potential changes to the national planning system. For a Plan to be successful and to appropriately balance these competing pressures we need to ensure that the plan making process is supported by robust evidence and that all key stakeholders including locally communities have been given appropriate opportunities to feed into and shape the Plan.</p>

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place	Date Implemented
<p>1. Main Plan Making Stages</p> <p>1.1 Initial Call for Sites</p> <p>1.2 Issues and Options (Stage 1)</p> <p>1.3 Your Place, Your Voice Roadshows</p> <p>1.4 Issues and Options (Stage 2)</p> <p>1.5 Area Based Design Charrettes</p> <p>1.6 Your Place, Your Voice Roadshows, Informal consultation</p>	<p>Annual/ongoing</p> <p>Feb - Apr 16</p> <p>From 2018/19</p> <p>Dec18 - Mar19</p> <p>Dec20 - Mar22</p> <p>In Progress</p>

2. Other elements and/or measures developed to manage the impact of the risk of the local plan being frustrated, delayed ore derailed by internal & external influences:									
2.1	Adopting an iterative approach to developing the local plan evidence base, including testing a range of scenarios to help better understand the potential options (e.g. with/without LTC). Evidence based approach to plan making to ensure that both Members & the Local community are made fully aware of the implications and impacts of adopting a range of different spatial options.						Ongoing		
2.2	Ongoing engagement and communication with Stakeholders (i) Members (ii) Public (iii) Gov Bodies/Depts, Public Bodies/Organisations (iv) Businesses, Land Owners & Developers						Ongoing		
2.3	Maintain and build resources/capacity to support the plan making process and help fund/prepare the plan. (i) Recruitment & Retention of staff (ii) Rollout of Local Plan Performance Agreements (PPAs) (iii) Build capacity with Gov Bodies/Depts to support the early delivery of homes and supporting infrastructure						Ongoing		
2.4	Planning Reforms 2020/21 – Planning White Paper (Planning for the Future). Implementation paused by Government. Further announcements awaited on the nature, scope and timing of any future reforms						2020/21 Ongoing		
Residual Risk Rating		Date:	31/08/2022	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action	Implementation Date	Progress
Ongoing application of items 1 – 2	From Aug 2022	1.1 Ongoing 1.2 & 1.4 completed 1.3 & 2.2 (ii) Ongoing 1.5 & 2.2 (ii) Design Charrettes completed via online consultation portal, series of workshops across the borough and virtual events Dec 2020 to Mar 2022. 1.6 Ongoing 2.1 Ongoing 2.2 Work ongoing with the Communications Team to update the web content 2.2 (i) Ongoing Members Briefings to build understanding & maintain cross-party support for the emerging Local Plan, including Portfolio Briefings, Local Plan Taskforce meetings, informal cabinet meetings and discussions with relevant Overview and Scrutiny committees. (iii) Ongoing proactive engagement with NH and Gov depts on LTC scheme (iv) Ongoing engagement with landowner and developers via Local Plan Developer Forum and the Local Plan Planning Performance Agreement (PPA) process to support/ the preparation of the Local Plan. 2.3 (i) Ongoing work with other services in planning to improve employment terms/conditions to help recruit & retain experienced planners. Ongoing recruitment of additional professional/technical support (e.g. appointments of full time staff, consultants & short term fixed term contracts) to support plan preparations. (ii) Ongoing rollout of the Local Plan Planning Performance Agreements (PPA) with site promoters to support the preparation of the Local Plan

								(iii) Ongoing work with Dept for Levelling Up, Housing & Communities; Homes England, Dept for Transport and Highways England.
1. Main Plan Making Stages								
1.7	Informal consultation opportunity – Local Plan Evidence Roadshow		Nov 22					1.7 A number of technical evidence documents including those which set out anticipated housing and employment floorspace needs have been commissioned and are set to completed in September/October. 1.8 We have started pulling together a skeleton draft of the document and are currently populating key sections of the draft Plan for discussion with Senior Officers and elected Members. These discussions are anticipated to take place over the next few months and should ensure that the content of the Plan and the reasoning behind specific policy choices are fully understood by all when the document is considered by Full Council in July 2023.
1.8	Local Plan – Preferred Options (Regulation 18)		July 23					
1.9	Local Plan (Reg 19) – Pre-Submission Draft		TBC					
1.10	Local Plan - Submission		TBC					
1.11	Examination in Public with people who have consulted previously		TBC					
1.12	Main modifications consultation		TBC					
1.13	Inspectors Report Published		TBC					
1.14	Adoption of Local Plan		TBC					
2. Other elements and/or measures developed to manage the impact of the risk of the local plan being frustrated, delayed ore derailed by internal & external influences:								
2.5	Ongoing consideration of Nationally Significant Infrastructure Projects that may influence the plan (LTC, Future expansions of Tilbury Port, London Resort and National Grid Green)		From Aug 2022					
2.6	Ongoing consideration of the Levelling Up and Regeneration Bill		Sept 2022					
Forecast Risk Rating		Forecast Date:	Refresh 31/03/2023	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating: 12
Revised Residual Risk Rating		Date:		Impact:		Likelihood:		Rating:

UNMANAGED / INHERENT RISK

Risk Description								Risk Owner	
A lack of affordable private rental sector (PRS) accommodation in Thurrock due to increased rent levels, driven by migration in to the borough and welfare reforms meaning those on means tested benefits are unable to keep pace. These, coupled with the implementation of additional duties under the Homelessness Reduction Act 2017 (HRA17), have led to a year-on-year increase in households approaching the Council for homelessness assistance and associated pressure on the MTFs Homelessness budget.								Ewelina Sorbjan	
Link to Corporate Priority									
People - a borough where people of all ages are proud to work and play, live and stay. Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing.									
Inherent Risk Rating		Date:	01/07/2022	Impact:	Substantial (3)	Likelihood:	Very Likely (4)	Rating:	12

DASHBOARD

Inherent Risk Rating & Date: 01/07/2022	Residual Risk Rating as at: 01/07/2022	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2023
<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>

Comments
<p>The C-19 pandemic saw a ban on evictions and the closure of Courts which, having reopened, are now clearing the backlog. There is a nationwide increase in Evictions of 158% according to Govt statistics. The current inflationary pressures and supply side issues detailed in the risk have seen more Thurrock residents accruing rent arrears and facing eviction with all economic indicators suggesting this will continue throughout 22/23. Neighbouring Authorities (particularly London LAs) are placing individuals and families in high volumes further saturating the Private Rental Sector market and driving up prices. Landlords are evicting for rent arrears and to achieve higher rents (above Local Housing Allowance) on their units. Landlords are insisting on large incentive payments, circa £3-5k, to grant an assured shorthold tenancy to someone on means tested benefits without a guarantor.</p> <p>In the final year pre-HRA17 (2017-18), 1395 households approached the council for assistance with homelessness. The numbers of households approaching the council has been consistently higher since, with 1638 households approaching in 2018-19, 2026 households approaching in 2019-20, 1823 households approaching in 2020-21 and 1821 households approaching in 2021-22. This represents a 30% increase in approaches since the HRA17 was introduced, and the number of approaches is likely to have been higher had it not been for the action taken to protect renters during the COVID-19 pandemic. Through Q1 2022/23, 495 households approached the council for assistance with homelessness – this represents the most Q1 approaches since 2019/20 (494).</p>

One of the most common reasons for homelessness in Thurrock remains the termination of an assured short hold tenancy. These most marked trend is for these evictions from assured shorthold tenancies are driven not by rent arrears or any other 'tenant fault' grounds, but by the landlord opting to evict the current tenant and re-let the property at a higher rent for the reasons set out above.

Thurrock's strategic geographical location (adjacent to London with excellent transport links) makes it an affordable and desirable area. The lower quintile housing market value is a realistic housing option when compared to London. As such, and in the light of London's scarce housing affordability, moving to Thurrock is increasingly an option which families now living in London are considering.

The Council's Homelessness Prevention and Rough Sleeping Strategy represents an ambitious approach rooted by the fundamental principle that homelessness is not simply a housing issue, but is instead a complex social challenge requiring true collaboration to tackle effectively. A Homelessness Partnership Board has been established which aims to achieve the key strategic aims included within the Strategy document. These will be reached having a jointly developed and owned action plan, where successful outcomes will be delivered by leveraging the collective knowledge, experience, influence and expertise of the range of board members and their respective organisations.

Work is ongoing to reduce the use of, and thereby costs of, Temporary Accommodation (TA) in the private rented sector however the use of the council's own stock for temporary accommodation will have a detrimental impact on the availability of properties to applicants on the Housing Register. Housing Solutions are working with homeless households and private landlords to secure longer term private sector tenancies by incentivising landlords.

Last year Housing had a business case approved which utilised 'Right to Buy' receipts, combined with HRA prudential borrowing, to purchase properties in line with need. These were initially used to move people on from expensive nightly purchase TA into units incorporated into tenancy managements general needs stock. Further units were purchased which are to be used as 'Furnished Lets' as a cost-effective way of providing our own TA and maintaining homeless households within Thurrock. There is a new business case being considered under the 'transformation plan' to further expand this project.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place	Date Implemented
1. Providing residents with budgeting advice as part of their personalised Housing Plan and assistance to access support services, including advice provided by our Financial Inclusion Officers	Ongoing
2. Working with internal and external partners to support households which are homeless or at risk of homelessness through contracted services and the regular Housing Mental Health and Homelessness Forum	Oct 2018
3. Working with internal and external partners to review welfare reform and assess implications in a strategic forum, including addressing challenges resulting from welfare changes and increasing financial inclusion across the borough in conjunction with the Council's Fair Debt programme.	Jan 2019
4. Provision of incentives to encourage under-occupying social housing tenants to move to smaller properties.	Ongoing
5. Use of the Jigsaw and Northgate Housing Management systems to generate management and performance information to drive improvements to service delivery	Nov 2016 / Apr 2018
6. Additional funding achieved to mitigate impact of new duties which form part of Homelessness Reduction Act, allowing for the recruitment of additional officers.	April 2022
7. Regular contact and meetings with a Homelessness Adviser from MHCLG to ensure awareness of further funding and emerging best practice.	Ongoing from April 2019
8. New Homelessness Prevention and Rough Sleeping Strategy	March 2020
9. Implementation of selecting licensing to improve quality of private rental sector properties in selected localities across the borough	Nov 2021
10. Additional funding obtained from MHCLG to provide a focussed service (BEAM) aimed at empowering applicants to find employment and training opportunities.	Jan 2020
11. Establishment of Homelessness Partnership Board to drive forward the key strategic actions in the Homelessness Prevention & Rough Sleeping Strategy	Mar 2020

12. Adopting a Human Learning Systems Approach to achieve sustainable interventions for those with multiple and complex needs emphasising the need for collective work across and within departments.	Nov 2021
13. Creation of a 'Complex Care' team to lead on Housing Solutions work with people in housing need whose Mental Health or Substance misuse effects their ability to access services.	August 2022
Residual Risk Rating	Date: 01/07/2022 Impact: Substantial (3) Likelihood: Very Likely (4) Rating: 12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action	Implementation Date	Progress
14. Ongoing application of actions 1-13 above as appropriate	From July 2022	
15. Creation of a 'Complex Care' team to lead on Housing Solutions work with people in housing need whose Mental Health or Substance misuse effects their ability to access services.	Aug 2022	
16. Review of Housing Allocations Policy to identify opportunities to prioritise homeless prevention	Nov 2022	
17. Management of Mandatory and Additional HMO Licensing to improve the quality of HMO accommodation in the private sector, reducing the likelihood of approaches from households living in HMOs where the presence of severe HHSRS hazards would result the property being unreasonable for the household to continue to occupy, and increasing the levels of safe and suitable PRS stock for use in the prevention and relief of homelessness	TBC	
18. Expansion (5 -10 units) of Thurrock's Housing First project to include those with enduring mental Health challenges in addition to homeless individuals with a history of entrenched or repeat homelessness	TBC - subject to business Case approval	
19. Provision of specialised accommodation for those who've had repeated unsuccessful placements.	TBC- subject to business case	
Forecast Risk Rating	Forecast Date: 31/03/2023 Refresh Impact: Substantial (3) Likelihood: Very Likely (4) Rating: 12	
Revised Residual Risk Rating	Date: Impact: Likelihood: Rating:	

UNMANAGED / INHERENT RISK

Risk Description	Risk Owner
<p>The cost of living is a major concern for many of our tenants at the moment. Rising prices of food, fuel and transport along with increasing interest rates and rents are forcing people to make hard choices about how they spend their money. The least well off are the worst affected and Rent Revenue from social housing tenants is likely to be impacted. Residents in fuel poverty are more likely to experience serious adverse health events leading to increased hospital admissions and demand on adult social care services.</p> <p>There are an estimated 9,000 households in fuel poverty in Thurrock, a number expected to rise given home energy price inflation. The typical household energy bill is due to rise from circa £1280 to circa £3200 by the final quarter of the year.</p> <p>Failure to act: Failure to support our residents who are impacted by rising costs and interest rates will result in:</p> <ul style="list-style-type: none"> • Financial hardships for our residents including some of our most vulnerable residents • Consequent impact on demand for core Council services • Direct and indirect impact on Council staffing resources • Direct impact on rent income stream to the Housing Revenue Account • Increased demand on ASC external placement budgets • An increase in Evictions/Homelessness, leading to increased demand on homelessness budgets 	Peter Doherty

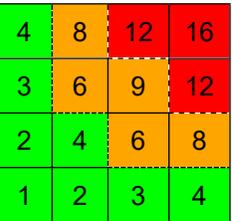
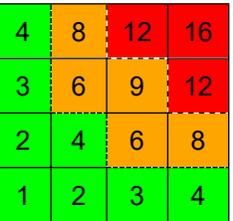
Link to Corporate Priority

People – a borough where people of all ages are proud to work and play, live, and stay. This means:

- build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing
- communities are empowered to make choices and be safer and stronger together

Inherent Risk Rating	Date:	01/07/2022	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16
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DASHBOARD

Inherent Risk Rating & Date: 01/07/2022	Residual Risk Rating as at: 01/07/2022	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2023
 <p>Impact</p>	 <p>Impact</p>	 <p>Impact</p>	 <p>Impact</p>	 <p>Impact</p>	 <p>Impact</p>

Comments
<p>The Authority's ability to successfully manage the effects of the cost of living increases locally will be re-evaluated and overseen by groups such as the corporate fuel poverty group. Overall, the ability of service users to deal with this issue is a challenge and it is noted that Council workers increasingly have to provide higher levels of support to a wide range of claimants and people affected.</p> <p>We are taking a wide range of actions to mitigate the risk as noted in the management action plan for the risk. We continue to work with Sanctuary Housing to provide appropriate support to tenants who may be experiencing hardship. Financial Inclusion Officers are tasked with dealing with all new claims to Universal Credit and complex or amended circumstance cases.</p>

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place	Date Implemented							
1. Welfare reform group established and meeting quarterly.	Ongoing							
2. Fuel Poverty Scoping Group initiated	Ongoing							
3. Financial Inclusion Officer intervention – increased case referral	Ongoing							
4. Signposting of funding streams for residents - Identification and accessing of appropriate support and discounts: <ul style="list-style-type: none"> - Discretionary Housing Payment where appropriate and permitted – fund reduced by over 30% to £366,304.00 - Foodbank/ voucher availability and issue - Household Support Fund/ELF for Fuel Grants - Warm Homes Discount - Government support package 	Ongoing							
5. Staff continuously updated on new measures and support available	Ongoing							
6. Referrals to specialist support agencies eg Sanctuary, CAB, Debt Management Services, Turn2Us	Ongoing							
7. Continued closer working with DWP and Universal Credit Management Teams	Ongoing							
8. Housing Services: <ul style="list-style-type: none"> (i) Ensure the Rents team are updated with all changes to legislation regarding support packages announced by central government (ii) Provide benefits, debt and money advice to council tenants, Examples include: visits to residents at home and at outreach centres where needed. Partnership with Sanctuary established to provide debt and financial advice and other support services to residents. (iii) Undertake monitoring and management of potential increased rent arrears/evictions: <ul style="list-style-type: none"> - Rents and Welfare team monitoring the level of rent arrears and endeavour to make contact with those affected and provide advice and assistance in order to assist in sustaining their tenancies. - Financial inclusion officers working with tenants affected by changes, maximizing income and reducing expenditure and Sanctuary to provide financial advice and other ongoing supporting services to residents. 	Ongoing							
9. The Rents team will continue to make contact with residents by visit, telephone, e-mail and text message and offer support where needed.	Ongoing							
10. Continued use of Mobyssoft text messaging service as a further means of managing our contact with tenants in arrears.and the implementation of the automation process to ensure early intervention and provide an extra means of communication.	Ongoing							
11. Extended Communications methods including more focus on delivering key messages via resident newsletter and Social Media platforms.	Ongoing							
12. The Council's bid to the UK Shared Prosperity Fund includes funding to tackle this through additional capacity in relation to supporting financial inclusion, health and wellbeing and energy efficiency improvements. This fits under the UKSPF E13: Community measures to reduce the cost of living category.	Ongoing							
Residual Risk Rating	Date:	01/07/2022	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK

Further Management or Mitigating Action			Implementation Date	Progress				
13. Ongoing monitoring of points 1 – 12 above through report led data.			From July 2022					
Forecast Risk Rating	Forecast Date:	31/03/2023	Impact:	Critical (4)	Likelihood:	Unlikely (2)	Rating:	8
Revised Residual Risk Rating	Date:		Impact:		Likelihood:		Rating:	

UNMANAGED / INHERENT RISK

Risk Description		Risk Owner						
<p>The growth programme in Thurrock continues to be one of the largest and most exciting opportunities in the country. Thurrock’s reputation as a place full of opportunity has helped attract a number of large scale projects including London Distribution Park at the Port of Tilbury, the continuing investment at DP World London Gateway, expansion of Lakeside, Purfleet Regeneration, Thames Freeport etc. As a direct result of the scale of the growth agenda in Thurrock the Council will be involved in three National Infrastructure Projects over the coming years.</p> <p>Managing these projects alongside the other key regeneration projects will place significant demands on the Council and ensuring the authority have capacity in key areas is important in maintaining momentum and maximising opportunity for the borough.</p> <p>Failure to increase capacity to meet current, future or competing demands could impact the successful delivery of the major schemes and projects.</p>		Keith Rumsey						
Link to Corporate Priority								
<p>Prosperity – a borough which enables everyone to achieve their aspirations:</p> <ul style="list-style-type: none"> • Attractive opportunities for businesses and investors to enhance the local economy • Vocational and academic education skills and job opportunities for all. <p>Place – a heritage rich borough which is ambitious for its future:</p> <ul style="list-style-type: none"> • Roads, houses and public spaces that connect people and places • Fewer public buildings with better services 								
Inherent Risk Rating	Date:	03/08/2022	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD

Inherent Risk Rating & Date: 03/08/2022	Residual Risk Rating as at: 03/08/2022	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Forecast Risk Rating & Date: 31/03/2023

Comments
<p>The Thurrock growth programme crosses many disciplines within the Council. It requires significant programme management capacity from the Regeneration team to lead the programme alongside a joined up approach with other areas of the authority to ensure that relevant specialisms are brought in as required and programmes and strategies are complementary. Investment needs to be committed to project development stages before outputs and benefits are realised, significant levels of funding are committed at risk to prove feasibility and investment then needs to continue to secure the benefits from the initial funding. External funding is committed to numerous projects, whilst this reduces the financial burden to the Council, compliance with funding agreements must be achieved to ensure the Council is not exposed financially via claw back mechanisms.</p>

Projects span numerous financial years and have to be able to respond to changing market, policy and financial conditions. Strong project and programme managers are essential to ensuring that delivery stays on track and investment secures value for money outputs. Increasing resource capacity in the team via Matrix has provided some additional support and capability. The project portfolio could benefit from significant external funding which will put additional pressure on the existing staff resource as more projects are developed. Momentum needs to be maintained in the ongoing restructure to improve working approaches and secure additional resource.

EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place							Date Implemented		
1. Overall									
1.1	Managing the impact of various outcomes relating to the UK's exit from the EU						Ongoing		
1.2	Include Brexit contingency in all project budgets to cover the potential for increased construction costs due to potential increases in labour/material costs.						Since Oct 2018		
1.3	Managing the impact of COVID-19 on projects and programmes, including assessment on the cost of the programme of all projects						Ongoing		
1.4	Appropriately qualified team in place.						Ongoing		
1.5	Specialist expertise brought in on a consultancy basis as required.						Ongoing		
1.6	Programme Management methods in place with all projects having a project programme, budget and risk register set up from the outset.						Ongoing		
1.7	Area based Programme Boards to be operational to ensure cross department buy in.						Ongoing		
1.8	Funding agreements managed to ensure compliance and reduce risk of claw back						Ongoing		
1.9	Increase of capacity required in team (additional FTEs)						Ongoing		
1.10	Standardised project management documentation implemented and consideration of standardised project management software solution.						Jun 2019		
1.11	Continuously improve our ability to deliver projects and share the learnings from other						Ongoing		
1.12	Project delivery reviews held monthly examining performance, issues and risks on all projects						Ongoing		
1.13	All projects now have a 6 month look ahead, a plan on a page – project management strategies in development.						Ongoing		
1.14	New programme and major projects board launched where each project is peer reviewed.						Ongoing		
1.15	Thurrock project lifecycle developed and implemented						Ongoing		
2. Grays Underpass									
2.1	Managing costs within GRIP stages with Network Rail						Ongoing		
2.2	Information campaign to help prevent accident or incident at level crossing						Ongoing		
2.3	Improving design services agreement with NR to protect Council's interests now or in later GRIP stages						Current/Ongoing		
2.4	Driving the land assembly process with negotiation/CPO to facilitate project delivery and reduce delivery risks						Ongoing		
3. Purfleet Primary School									
3.1	Facilitated discussions with all stakeholders on size of site, budget & programme, but recognising recent desire of new funder for possible alternative site.						Ongoing		
4. Stanford le Hope Transport Interchange									
4.1	Steering Group Meetings established including strong engagement from all stakeholders						Ongoing		
4.2	Preliminary design to GRIP 4 (Single Option Development) completed ahead of appointing Detail Design and Construct contractor for phase 1						Ongoing		
4.3	Concept design work to GRIP 4 completed before appointing contractor for phase 1.						March 2022		
4.4	Contract award in March 22 – but not yet executed – delay mitigated by Letter of Intent allowing initial activities to progress						Apr 2022		
4.5	Separate Steering Groups established for Phase 1 station construction and Phase 2 Transport hub						May 22 onwards		
4.6	Senior level engagement between TC/NR/c2c and Contractor to form leadership forum for risk mitigation and issue resolution.						Jun 22 onwards		
4.7	Opportunities shared and developed between all parties						Jun 22 onwards		
4.8	Ensuring all parties are working towards common objectives – improving alignment and enhancing team collaboration						Jun/Jul 2022		
Residual Risk Rating		Date:	03/08/2022	Impact:	Substantial (3)	Likelihood:	Very Likely (4)	Rating:	12

FURTHER ACTION / FORECAST RISK / REVISED RESIDUAL RISK]

Further Management or Mitigating Action		Implementation Date	Progress						
5.	Ongoing application or implementation of actions 1-4 above as appropriate	From Jul 2022	Ongoing						
1. Overall									
1.16	Strategic reviews at each stage of lifecycle to be implemented	TBA							
1.17	Improvements in project controls processes such as change, issues, risk and opportunity and cost management within teams to reduce risk exposure and enhance outcomes.	August 2022							
2. Grays Underpass									
2.5	Formulating contracting strategy to improve schedule	July/Aug 2022							
2.6	Performance of Network Rail and Council teams improved via new joint working arrangements	Aug 2022							
2.7	Looking at partnering relationship with NR to get better outcomes and mutual benefit	Summer 2022							
2.8	Developing utility diversion strategy	Summer 2022							
2.9	Managing costs and possible over run via discussions with Network Rail on funding contribution.	Sept/Oct 2022							
4. Stanford le Hope Transport Interchange									
4.9	Creating alignment of key parties through workshops to ensure detail design can progress with low risk of design change	July 2022							
Forecast Risk Rating		Forecast Date:	Refresh	Impact:	Substantial (3)	Likelihood:	Very Likely (4)	Rating:	12
Revised Residual Risk Rating		Date:		Impact:		Likelihood:		Rating:	

Opportunities In Focus

UNMANAGED / INHERENT OPPORTUNITY

Opportunity Description							Opportunity Owner	
Promote the borough’s assets and opportunities and secure investment in growth through SELEP, Thames Freeport and other Government funding sources like the UKSPF to maximise the opportunity for local residents and business to contribute to and benefit from the growth programme. This includes maximising opportunities created by the following: <ul style="list-style-type: none"> • impact of strategic interventions, eg Freeports • third party funding opportunities, eg Arts Council Cultural Development Fund • promotion of Thurrock’s economic assets and opportunities to attract investment eg High House Production Park 							Gerard McCleave	
Link to Corporate Priority								
Prosperity – A borough which enables everyone to achieve their aspirations. Attractive opportunities for businesses and investors to enhance the local economy.								
Inherent Opportunity Rating	Date:	01/07/2022	Impact:	Exceptional (4)	Likelihood:	Very Unlikely (1)	Rating:	4

DASHBOARD

Inherent Opp. Rating & Date: 01/07/2022	Residual Opp. Rating as at: 01/07/2022	Residual Opp. Rating as at:	Residual Opp. Rating as at:	Residual Opp. Rating as at:	Forecast Opp. Rating & Date: 31/03/2023																																																																																																
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Comments
<p>The Council has successfully secured significant amounts of Local Growth Fund, Getting Building Fund and other funds such as a £1.2m allocated under the UK Shared Prosperity Fund (Core) and £1.1m under the UKSPF (Multiply – Skills) to directly deliver projects and programmes that benefit local residents and businesses directly or through investment infrastructure and programmes. The results of the Towns Fund applications submitted in early 2021 have been announced and have secured, in principal, around £40m investment in Thurrock subject to business cases and due diligence. The Government has designated Thames Freeport. A formal decision from Government on Thames Freeport Business Case is expected in November / December 2022. The Freeport presents an opportunity to support projects through retained business rates to further invest in growth opportunities and support local communities in Thurrock, aligned to wider Thames Freeport objectives – levelling up and skills; innovation and net zero; and trade and investment.</p>

EXISTING ACTION / RESIDUAL OPPORTUNITY

Management Action Already in Place								Date Implemented
1. Monitoring of Community Renewal Fund underway 2. Horizon scanning for investment opportunities underway 3. Towns Fund bids - funding announced, projects being scoped and business cases underway 4. Freeport - full business case submitted 5. UKSPF investment plan developed in line with Government Guidance and submitted to DLUHC for consideration								Ongoing Ongoing July 2021 April 2022 August 2022
Residual Opportunity Rating	Date:	01/07/2022	Impact:	Exceptional (4)	Likelihood:	Very Likely (4)	Rating:	16

FURTHER ACTION / FORECAST OPPORTUNITY / REVISED RESIDUAL OPPORTUNITY

Further Management Action		Implementation Date	Progress					
6. Ongoing application of actions 1 - 5 as appropriate 7. Ideas generation and business case development for projects / programmes support by Thames Freeport 8. Implementation of CRF projects 9. 'Green Economic Growth' action plan being developed		From July 2022						
Forecast Opportunity Rating	Forecast Date:	31/03/2023	Impact:	Exceptional (4)	Likelihood:	Very Likely (4)	Rating:	16
Revised Residual Opportunity Rating	Date:		Impact:		Likelihood:		Rating:	

UNMANAGED / INHERENT OPPORTUNITY

Opportunity Description							Opportunity Owner		
Delivering Backing Thurrock – Economic Development Strategy and Action Plan to maximise opportunities to deliver the Thurrock Growth Programme by acting as an agent of change and a leader of place shaping, collaborating with partners to reshape our local economy, address the challenges we face and realise the fantastic growth potential we have in the borough.							Gerard McCleave		
Link to Corporate Priority									
Prosperity – A borough which enables everyone to achieve their aspirations. Attractive opportunities for businesses and investors to enhance the local economy									
Inherent Opportunity Rating		Date:	01/07/2022	Impact:	Exceptional (4)	Likelihood:	Very Unlikely (1)	Rating:	4

DASHBOARD

Inherent Opp. Rating & Date: 01/07/2022	Residual Opp. Rating as at: 01/07/2022	Residual Opp. Rating as at:	Residual Opp. Rating as at:	Residual Opp. Rating as at:	Forecast Opp. Rating & Date: 31/03/2023																																																																																																																							
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Comments
<p>Backing Thurrock strategy and action plan adopted by Cabinet March 2021. The Action Plan includes a series of projects and initiatives that together seek to maximise the benefits to the local economy from growth in the borough. The Governance and monitoring arrangements for the strategy are in place. Successes to date include delivery of COVID grants programme (£35m implemented); secured and implemented Welcome Back Fund and Community Renewal Fund projects and programmes; delivered Thurrock Enterprise Week; implementation of LoCASE and CLLD programmes; securing cultural development funding for Thameside Theatre and HHPP; and delivered Thames Freeport bid and business cases to support economic growth and regeneration / levelling up across Thurrock.</p> <p>Available resource is being targeted at the most important priorities and projects in the programme highlighted in the action plan.</p> <p>Good progress continues to be made but capacity issues mean that most important actions are being prioritised. Progress against key actions in line with the programme plan/management action plan for the opportunity. Forecast rating 12 to reflect delivery in year.</p>

EXISTING ACTION / RESIDUAL OPPORTUNITY

Management Action Already in Place								Date Implemented
1. Backing Thurrock Strategy adopted by Cabinet 2. Governance arrangements established: Backing Thurrock Implementation Group and Programme Management regime 3. Implementation underway – Actions being implemented								March 2021 Ongoing Ongoing
Residual Opportunity Rating	Date:	01/07/2022	Impact:	Exceptional (4)	Likelihood:	Likely (3)	Rating:	12

FURTHER ACTION / FORECAST OPPORTUNITY / REVISED RESIDUAL OPPORTUNITY

Further Management Action	Implementation Date	Progress						
4. Embedding governance and implementing monitoring arrangements	Ongoing July / Aug 2022	Governance and monitoring arrangements in place						
5. Delivering against priorities identified in the action plan, including: - Developing Freeport FBC - Development of skills action plan - Developing a new Cultural Strategy for Thurrock, co-design and co-produced to maximise for residents and businesses the opportunities from cultural regeneration. - Development of ongoing sustainability funding - Facilitating delivery of Government funded Community Renewal Fund (CRF)	August 2022 Sept 2022 Ongoing	OBC submitted and approved. FBC submitted. Skills action plan development underway. CRF delivery underway.						
Forecast Opportunity Rating	Forecast Date:	31/03/2023	Impact:	Exceptional (4)	Likelihood:	Likely (3)	Rating:	12
Revised Residual Opportunity Rating	Date:		Impact:		Likelihood:		Rating:	