



Strategic/Corporate Risk and Opportunity Register Quarter 3 2012/13



Risks and Opportunities In Focus

The following risks/opportunities have been identified as the in focus items for the quarter by Performance Board. The items are separated between Risk & Opportunity and listed in priority (rating) order and then numeric order.



Risks in Focus



Corporate Risk 9
ICT Infrastructure

Key to Rating Scores:
 ▲ **RED** = 64-100 = High Priority
 ● **AMBER** = 32-63 = Medium Priority
 ● **BLUE** = 1-31 = Low Priority

Risks
Negative Impact:
 I Critical
 II Substantial
 III Marginal
 IV Negligible
Likelihood:
 A Very High
 B High
 C Significant
 D Low
 E Very Low
 F Almost Impossible
Opportunities
Positive Impact:
 I Exceptional
 II Major
 III Moderate
 IV Minor

Description						Lead Officer	Date Identified	Target End Date
RiskCorp 9 - ICT INFRASTRUCTURE: The Councils current ICT systems and processes are not optimal, based upon outdated, Inefficient legacy devices and processes leading to a stifling of service delivery improvements, lack of flexibility for transforming our business processes and poor business continuity timelines. The Council will not be able to deliver business and customer needs and reap the benefits in efficiencies which better, more flexible ICT enables to drive down costs.						Byatt, Nigel	30/09/2011	30/09/2014
	Inherent Rating	Residual Rating 31/12/2011	Residual Rating 31/03/2012	Residual Rating 30/06/2012	Residual Rating 30/09/2012	Residual Rating 31/12/2012	Latest RAB	
RM01 Rating	100	90	90	90	90	90	▲	
RM02 Impact	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	▲	
RM03 Likelihood	Very High	High	High	High	High	High	▲	
Current Risk / Opportunity (residual R/O Rating)								
Current Controls or Action				Assurance on Controls/Actions			Residual Rating 31/12/2011	
1. Corporate Information and Systems Development Board in place (strategic/pan-council ICT issues and manages e-government budget)				1. CSID minutes			90	
2. ICT Operations Board in Place (monthly, provides project prioritisation/operational decisions)				2. ICT Operations Board minutes				
3. New ICT Strategy agreed by Cabinet on 12 October 2011.				3. CSID monitoring delivery of ICT Strategy				
4. Capital Investment for ICT agreed (£7million over 3 years)				4. Monthly monitoring of Capital investment by Corporate Finance				
5. Council has purchased Oracle E-Business Suite to provide Integrated applications and functionality around Financial Management and Business Intelligence reporting, HR, Payroll and Procurement.				5. Project Steering Group set up to monitor the progress against the delivery plan.				
Target Risk/Opportunity								
Further Controls or Action				Assurance on Controls/Actions			Target R/O Rating	
6. Phase 1 of Implementation of Oracle upgrade to E-Business Suite (ERP - Enterprise Resource Planning) - Financial Upgrade (April 2012)				6. Project Management through Vertex Consultancy. Regular reports to Directors Board and CISD Board.			80	
7. Phase 2 of ERP implementation - HR/Payroll (September 2012)				7. Project Management through Vertex Consultancy. Regular reports to Directors Board and CISD Board.				
8. CISD Board to consider and prioritise plans for the delivery of the wider ICT Strategy - Deliver Plan Mar 2012 onwards				8. Regular review by CISD Board				
Progress /Developments - Further Controls/actions 31/03/2012							Residual Rating 31/03/2012	
6, 7 & 8. ERP continuing on target - other ICT initiatives being driven/championed by Transformation initiatives and business need - slow progress and lack of Corporate prioritization. Need to identify project resourcing and governance.							90	
Progress /Developments - Further Controls/actions 30/06/2012							Residual Rating 30/06/2012	
Q1 June 2012: 6. Phase 1 (Finance & Procurement) of ERP not fully delivered. Some defects with the system identified. Action plan to fix the position developed. All fixes targeted for completion by mid July. 7. A lessons learned exercise of the Phase 1 project undertaken. Delivery of Phase 2 effected by Phase 1 overrun & governance issue. Implementation plan (including resource) to be reviewed for the remainder of the project. 8. ICT Delivery Plan developed by Vertex and presented to the Council. The plan will go to CISD in May 2012 and is being integrated into the Transformation programme plan.							90	
Progress /Developments - Further Controls/actions 30/09/2012							Residual Rating 30/09/2012	
6&7. Outstanding ERP Financial issues still exist. Project has been supplemented by additional resource aimed at rectifying outstanding issues and delivering phase 1 to BAU by end of August. Implementation and resource plan for HR/Payroll to be reviewed to learn from Phase 1 issues and ensure realistic timescales for delivery. Costs to be clarified as part of review. 8. ICT infrastructure and development is pivotal to the achievement of the Transformation agenda. There is now greater understanding of the ICT relationship to transformation, and the visionary needs of the council in relation to ICT. Serco ICT are responding to the ICT Transformation infrastructure needs, however there is still not clarity around how these will be satisfied. There are still concerns around the ability of ICT to resource and deliver options and business solutions in the required timescales and to the required standard within the available timeframe and budgets.							90	

Progress /Developments - Further Controls/actions 31/12/2012

Residual
Rating
31/12/2012

6&7. Outstanding ERP Financial issues around reporting are being resolved. Implementation and resource plan for HR/Payroll has been agreed, dual running and UAT will support implementation by February 2013. Costs have been clarified and agreed.

8. ICT infrastructure and development is pivotal to the achievement of the Transformation agenda. There is now greater understanding of the ICT relationship to transformation, and the visionary needs of the council in relation to ICT. Serco ICT are responding to the ICT Transformation infrastructure needs, however there is still not clarity around how these will be satisfied. There are still concerns around the ability of ICT to resource and deliver options and business solutions in the required timescales and to the required standard within the available timeframe and budgets. Consultant commissioned October 2012 to repurpose the Council's ICT Strategy and align it to transformation and business need. Review of ICT Strategy to be completed by end of February 2013.

90



Corporate Risk 14
Adult Social Care - Quality v Cost

Key to Rating Scores:
 ▲ **RED** = 64-100 = High Priority
 ● **AMBER** = 32-63 = Medium Priority
 ● **BLUE** = 1-31 = Low Priority

Risks	Likelihood:	Opportunities
Negative Impact:	A Very High	Positive Impact:
I Critical	B High	I Exceptional
II Substantial	C Significant	II Major
III Marginal	D Low	III Moderate
IV Negligible	E Very Low	IV Minor
	F Almost Impossible	

Description						Lead Officer	Date Identified	Target End Date
RiskCorp 14 - ADULT SOCIAL CARE COST & QUALITY: Balancing the cost of care and maintaining minimum quality standards - Risk that: reduction in the funding/investment for residential and other care together with continuation of current strategy of zero-uplifts to providers, leads to a drop in care quality and standards and failure of providers to maintain basic or minimum standards for service users. Ultimately results in risk to service users health, reputational damage to the council and increased costs in managing escalated care and health needs and council intervention as a result.						Billingham, Les	30/09/2011	30/04/2014
Inherent Rating	Residual Rating 31/12/2011	Residual Rating 31/03/2012	Residual Rating 30/06/2012	Residual Rating 30/09/2012	Residual Rating 31/12/2012	Latest RAB		
RM01 Rating	100	90	80	80	90	▲		
RM02 Impact	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	▲		
RM03 Likelihood	Very High	High	Significant	Significant	High	▲		

Current Risk / Opportunity (residual R/O Rating)

Current Controls or Action	Assurance on Controls/Actions	Residual Rating 31/12/2011
1. Contract compliance monitoring and audit function in operation across externally provided services 2. Out of hours monitoring visits (as required on risk-proportionate basis) 3. Contract specifications in place include performance and outcomes requirements and minimum quality standards to be met 4. Information sharing meetings with CQC to identify and share concerns, risks (3 monthly) 5. Meetings with care providers (ongoing) 6. Focus on development and use of alternative care provision to residential (ongoing strategy e.g. intermediate care and reablement provision) 7. Ensuring reviews are undertaken - particularly in out of borough placements where Thurrock does not have the same level of control over contract compliance scrutiny as in borough (ongoing)	1. Contract visit records 2. Provider action plans 3. Correspondence with CQC and providers 4. Monitoring and user satisfaction data 5. Adult Safeguarding Board monitoring and minutes 6. Service user reviews 7. Regular monitoring by council and CQC	90

Target Risk/Opportunity

Further Controls or Action	Assurance on Controls/Actions	Target R/O Rating
8. Identify a 'fair price for care' - council to work with region to establish common approach (2012-13) 9. Establish minimum quality standards across services to be achieved regardless of cost - part of regional contract standard work (Herts.lead) (2012-13) 10. Ongoing price negotiation work to achieve a fair price on high-cost placements (2011-12 and ongoing) 11. Market shaping and development of alternative provision for those with complex needs e.g. extra-care 12. Budget / growth strategy (strategy for future funding of care provision 2012-13)	8. Regional monitoring through regional improvement boards and DASS group 9. Monitoring of costs and placements to assess the impact of price negotiation	80

Progress /Developments - Further Controls/actions 31/03/2012	Residual Rating 31/03/2012
1. Contract compliance visits continue to take place on a regular basis with a focus on homes with identified concerns. All homes and home care providers receive annual contract compliance visits with a follow up visit if required. Random sample visits are also carried out to service users in receipt of home care. The council's Contract Compliance Team monitor action plans in conjunction with the home and CQC where CQC involvement is required. Currently there are concerns with six homes in Thurrock, however four of these are minor. 2. Unannounced (including out of hours) visits are a key element of the Council's compliance and monitoring approach. 19 unannounced visits have taken place since January to several residential care homes. Cllr Fish (Portfolio Folder) visited two residential care homes on Saturday 18th February with Contract Officers to review standard of leisure activity and the outcome was positive. 3. Contract specifications are in place for externally provided services. These are subject to robust compliance and performance monitoring. 4. Information Sharing meetings with the CQC are still ongoing on a quarterly basis. The last meeting to take place was the 17th January 2012. 5. Meetings with care providers take place on a quarterly basis and are also scheduled where there are identified concerns. A Safeguarding Review Meeting was held with one home in February where there are concerns as part of the Council's continuous monitoring of the improvement plan. Provider meetings are held regularly. The adult residential care providers' meeting was held in February, the older people's residential care	

Progress /Developments - Further Controls/actions 31/03/2012	Residual Rating 31/03/2012
<p>providers' meeting was held in December, and the Home Care providers' meeting was also held in December. All meetings were very well attended.</p> <p>6. The Council's Homecare Re-ablement service launched in December 2011. Additional capacity has been added into the Team until end of March. The Service will be evaluated in 2012-13. The Intermediate Care Strategy is being revised and a refresh is scheduled by end of March. A joint (health and social care) Rapid Response and Admission Avoidance team will be located at Thurrock Hospital for 2012/13 to target admission avoidance and joint response to emergency and crisis.</p> <p>7. Reviews prioritized according to risk and continue to be undertaken.</p> <p>8. The regional work on establishing a 'fair price for care' is currently in the preliminary stage, and will be influenced by the general fair price for care debate that is taking place at a national level.</p> <p>9. Regional work on the contract standards workbooks is continuing. The last meeting was held in December. A streamlined version of the workbook has been produced for Domiciliary Care and work is continuing to streamline the others. Once this work has been completed a series of pilots will be run in several Local Authorities to test the workbooks. The next meeting is due to be held in March.</p> <p>10. Commissioned reviews of high-cost placements in learning disability and residential placements. Draft reports received in February with recommendations to be addressed in service from March.</p> <p>11. Elizabeth Gardens extra-care housing development scheduled to open in September 2012. Following the South Essex Commission of Enquiry into cooperation between housing, health and social care two initiatives were agreed by Cabinet in December 2011 for further investigation. These focus on: - An analysis of care pathways is needed to determine how best to implement a holistic housing, health and social care offer for older people, in conjunction with the Council's health and housing partners. - Feasibility studies will be needed to both: - Shape the planning guidance to stimulate the development of the homes needed by the Borough's ageing population, and - Consider how best to regenerate the sheltered housing stock so that it will meet the changing health and social care needs of residents as they grow older.</p> <p>12. Budget / growth strategy to be planned and developed in 2012/13.</p>	80
Progress /Developments - Further Controls/actions 30/06/2012	Residual Rating 30/06/2012
<p>1. Contract compliance visits continue to take place on a regular basis with a focus on homes with identified concerns. All homes and home care providers receive annual contract compliance visits with a follow up visit if required. Random sample visits are also carried out to service users in receipt of home care. The council's Contract Compliance Team monitor action plans in conjunction with the home and CQC where CQC involvement is required.</p> <p>2. Unannounced (including out of hours) visits are a key element of the Council's compliance and monitoring approach. Six unannounced visits have taken place since April to several residential care homes. The new Portfolio Holder for ASC, Cllr Barbara Rice will be attending an unannounced visit on the 20th June with contract compliance officers. Also carried out two unannounced visits to supporting people services on 25th May - focus on staff feedback and user feedback.</p> <p>3. Contract specifications are in place for externally provided services. These are subject to robust compliance and performance monitoring.</p> <p>4. Information Sharing meetings with the CQC are still ongoing on a quarterly basis. Last meeting held on 31 May</p> <p>5. Meetings with care providers continue to take place on a quarterly basis and are also scheduled where there are identified concerns. A Safeguarding Review Meeting was held with one home in February where there are concerns as part of the Council's continuous monitoring of the improvement plan. Provider meetings are held regularly - these are next scheduled for June/July 2012. The adult residential care providers' meeting was held in February, the older people's residential care providers' meeting was held in December, and the Home Care providers' meeting was also held in December. All meetings were very well attended.</p> <p>6. The Council's Homecare Re-ablement service launched in December 2011. Additional capacity has been added into the Team. The Service will be evaluated in 2012-13. The Intermediate Care Strategy has been revised. A joint (health and social care) Rapid Response and Admission Avoidance team will be located at Thurrock Hospital for 2012/13 to target admission avoidance and joint response to emergency and crisis.</p> <p>7. Reviews prioritized according to risk and continue to be undertaken.</p> <p>8. The regional work on establishing a 'fair price for care' is currently in the preliminary stage, and will be influenced by the general fair price for care debate that is taking place at a national level.</p> <p>9. Regional work on the contract standards workbooks is continuing. The last meeting was held in December. A streamlined version of the workbook has been produced for Domiciliary Care and work is continuing to streamline the others. Once this work has been completed a series of pilots will be run in several Local Authorities to test the workbooks. The next meeting is due to be held in March.</p> <p>10. Commissioned reviews of high-cost placements in learning disability and residential placements. Draft reports received in February with recommendations to be addressed in service have been acted on March onwards</p> <p>11. Elizabeth Gardens extra-care housing development scheduled to open in September 2012. Following the South Essex Commission of Enquiry into cooperation between housing, health and social care two initiatives were agreed by Cabinet in December 2011 for further investigation. These focus on: · An analysis of care pathways is needed to determine how best to implement a holistic housing, health and social care offer for older people, in conjunction with the Council's health and housing partners. · Feasibility studies will be needed to both: · Shape the planning guidance to stimulate the development of the homes needed by the Borough's ageing population, and · Consider how best to regenerate the sheltered housing stock so that it will meet the changing health and social care needs of residents as they grow older.</p> <p>12. Budget / growth strategy to be planned and developed in 2012/13.</p>	80

Progress /Developments - Further Controls/actions 30/09/2012	Residual Rating 30/09/2012
<p>1. Contract compliance visits continue to take place on a regular basis with a focus on homes with identified concerns. All homes and home care providers receive annual contract compliance visits with a follow up visit if required. Random sample visits are also carried out to service users in receipt of home care. The council's Contract Compliance Team monitors action plans in conjunction with the home and CQC where CQC involvement is required. Significant concerns are reported corporately on a monthly basis to monitor the progress of action plans. Currently there are concerns with 3 residential care homes in Thurrock, 1 home care service, and 1 home outside the Borough with Thurrock placements.</p> <p>2. Unannounced (including out of hours) visits are a key element of the Council's compliance and monitoring approach. 15 unannounced visits have taken place since April to several residential care homes.</p> <p>3. Contract specifications are in place for externally provided services. These are subject to robust compliance and performance monitoring.</p> <p>4. Information Sharing meetings with the CQC are still ongoing on a quarterly basis. The last meeting was held on the 31st May and the next is scheduled for the 13th September (there is a month's delay for this meeting due to avoidance of the holiday period).</p> <p>5. Meetings with care providers take place on a quarterly basis. The last older people's residential care providers' meeting was held on the 19th June and was well attended. Unfortunately the adult residential care providers' meeting had to be cancelled this quarter due to unforeseen circumstances; this is being re-scheduled. There have also been no home care providers meetings since the 19th March due to the tender currently taking place.</p> <p>The Safeguarding Team also carries out meetings with services where safeguarding concerns have been identified in order to monitor the progress of action plans.</p> <p>6. The Council's Homecare Re-ablement service launched in December 2011. Recruitment is taking place to increase capacity. The Service will be evaluated in 2012-13. The Intermediate Care Strategy has been revised. The new joint (health and social care) Rapid Response and Admission Avoidance team has been launched to target admission avoidance and a joint response to emergency and crisis. The team will be located at the Thurrock Hospital and includes an out of hour's service.</p> <p>7. Reviews prioritized according to risk and continue to be undertaken.</p> <p>8. The regional work on establishing a 'fair price for care' is currently in the preliminary stage, and will be influenced by the general fair price for care debate that is taking place at a national level.</p> <p>9. Regional work on the contract standards workbooks is continuing. The original workbooks created are now being streamlined into a more usable format and there will be separate workbooks for home care and residential care. Once this work has been completed a series of pilots will be run in several Local Authorities to test the workbooks. The last meeting was held on the 23rd July.</p> <p>10. Commissioned reviews of high-cost placements in learning disability and residential placements. The review of placements in residential care homes have been banded into levels of priority (i.e. highest cost placements as priority 1 and the next highest costs as priority 2 etc). Reviews of the priority 1 placements have now been completed and some cost savings have been achieved. Work is now commencing on the priority 2 placements.</p> <p>11. Elizabeth Gardens extra-care housing development scheduled to open in early 2013. Following the South Essex Commission of Enquiry into cooperation between housing, health and social care two initiatives were agreed by Cabinet in December 2011 for further investigation. These focus on:</p> <ul style="list-style-type: none"> · An analysis of care pathways is needed to determine how best to implement a holistic housing, health and social care offer for older people, in conjunction with the Council's health and housing partners. · Feasibility studies will be needed to both: · Shape the planning guidance to stimulate the development of the homes needed by the Borough's ageing population, and · Consider how best to regenerate the sheltered housing stock so that it is will meet the changing health and social care needs of residents as they grow older. <p>12. Budget / growth strategy to be planned and developed in 2012/13.</p>	80

Progress /Developments - Further Controls/actions 31/12/2012	Residual Rating 31/12/2012
<p>Update on existing actions:</p> <p>1/2. The service has also continued to implement its contract compliance and monitoring activity in accordance with the previous risk updates. This includes regular contract compliance visits to providers, monitoring of action plans and the announcement of further series of unannounced visits to providers from a safeguarding perspective in Q3.</p> <p>3. Contract specifications are in place for externally provided services</p> <p>4. Information sharing meetings with CQC ongoing</p> <p>5. Ongoing quarterly meetings held with care providers</p> <p>6. The joint (health and social care) Rapid Response and Admission Avoidance team has been effective in targeting admission avoidance and joint response to emergency and crisis. Capacity in the Homecare Reablement service has been increased.</p> <p>7. Review of high cost out of borough placements continues to be a key priority</p> <p>8/9. As per Q2 update</p> <p>10. Review of high cost placements is continuing with the priority remaining on placements in excess of £1000/week</p> <p>11. Position in respect of Elizabeth Gardens remains as per Q2 update. Development of the commission of enquiry initiatives will be the subject of a separate risk/opportunity - currently being profiled.</p>	

12. Strategy to be considered through service planning cycle and development of Market Position Statement

Further controls / action:

A number of additional actions have been taken in this quarter in response to risk escalation:

- Provision of a 2% inflationary increase for providers
- Implementation of a 'step-up to care' training programme for non-care staff to act in emergency
- Instigated the business continuity plan for adult social care to ensure this is up to date and sufficient in light of the risk
- Increased staff availability through use of over-time and bank arrangements
- All providers reviewed service users and priority-ranked to assist support prioritization in event of lack of carers
- Alerted CQC of the potential for Thurrock to take emergency action given the current conditions

Revised risk rating:

A number of key factors have increased the immediate (3-6 month) risk. The revised risk rating has been increased this quarter to critical/high. It is the service view that as a result of this increased risk, it is placed 'In-Focus' this quarter.

The key factors impacting on the risk include:

- Significant failing of a current provider
- A contract award process which will create a transitional period for 90 days for homecare provision
- Continued pressures on the hospital accident and emergency department. Periods of 'black alert' also commonplace prior to seasonal increases associated with winter pressures, adding to system pressures
- Evidence of decreasing number of carers within the system due to ongoing poor employment conditions and all providers recruiting from the 'same pool'
- Issues in providing temporary care staff through local framework agreement
- Continued economic pressure on care providers



Corporate Risk 16
Business Continuity

Key to Rating Scores:
 ▲ **RED** = 64-100 = High Priority
 ● **AMBER** = 32-63 = Medium Priority
 ● **BLUE** = 1-31 = Low Priority

Risks	Likelihood:	Opportunities
Negative Impact:	A Very High	Positive Impact:
I Critical	B High	I Exceptional
II Substantial	C Significant	II Major
III Marginal	D Low	III Moderate
IV Negligible	E Very Low	IV Minor
	F Almost Impossible	

Description							Lead Officer	Date Identified	Target End Date
RiskCorp 16 - BUSINESS CONTINUITY: The recent departure (November 2011) of the Business Continuity Officer from the Civil Protection Team in Public Protection has effectively meant that further work on the co-ordination of Business Continuity Planning across the Council has ceased and leads to the business continuity management arrangements across the Council becoming outdated & ineffective.							Magill, Lucy	30/09/2011	31/03/2013
Risk: The council's services are disproportionately impacted by foreseeable disruption effecting Thurrock.									
	Inherent Rating	Residual Rating 31/12/2011	Residual Rating 31/03/2012	Residual Rating 30/06/2012	Residual Rating 30/09/2012	Residual Rating 31/12/2012	Latest RAB		
RM01 Rating	100	60	100	100	90	90	▲		
RM02 Impact	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	▲		
RM03 Likelihood	Very High	Low	Very High	Very High	High	High	▲		
Current Risk / Opportunity (residual R/O Rating)									
Current Controls or Action							Assurance on Controls/Actions		Residual Rating 31/12/2011
1. A corporate Business Continuity Plan was developed for the Council in 2010. Further service specific plans were developed to sit under the corporate plan in the period between the development of this plan and October 2011. 2. A group was established to refine business continuity arrangements for services further to allow for a better response from Council services in disruptive circumstances. 3. The recent departure (November 2011) of the Business Continuity Officer from the Civil Protection Team in Public Protection has effectively meant that further work on the co-ordination of Business Continuity Planning across the Council has ceased. 4. The departure of the Business Continuity Officer has provided the opportunity to review the arrangements in place for coordinating business continuity across the council.									60
Target Risk/Opportunity									
Further Controls or Action							Assurance on Controls/Actions		Target R/O Rating
5. A review of the arrangements in place to deliver this function is to be undertaken by the CEO and Head of Public Protection - December 2011 onwards. 6. Revised structure to be developed following the review in stage 2 above. 7. The structure and staffing should be chosen to address any shortcomings in previous arrangements identified. 8. Recruitment / redeployment decisions arising from the review will be implemented. 9. Should the review determine that the best course of action is to pursue business continuity for Thurrock by outsourcing the function to a third party then suitable contractors will be sought to fulfill this function and appropriate commercial arrangements developed to provide for third party delivery of this function.							5. Business continuity delivery subject to review by CEO and Head of Service. Subject to CEO / HOS review on Business Continuity Delivery the actions required to implement changes will be taken.		60
Progress /Developments - Further Controls/actions 31/03/2012								Residual Rating 31/03/2012	
5. Roles within the team are currently being redesigned to give interim support to business continuity. All heads of service reminded at beginning of calendar year to review BC plans. ICT server failure in January 2012 is being investigated and learning from this episode is to be built into BC plans through work at DMT's, Leadership and BC management group. This work is being carried out jointly through EP/BC and Disaster Recovery								100	
Progress /Developments - Further Controls/actions 30/06/2012								Residual Rating 30/06/2012	
5. Following the role redesign above an officer has been identified to take forward business continuity work.								100	
Progress /Developments - Further Controls/actions 30/09/2012								Residual Rating 30/09/2012	
1. Completed 2. Ongoing group Review of business continuity plans in progress. Access to secure webpage provided to relevant staff to facilitate this process. 3. The post is still vacant and a longer term position is being considered post the Paralympic period 4-9. Arrangements will be further reviewed post the Paralympic period								90	

Progress /Developments - Further Controls/actions 31/12/2012

Residual
Rating
31/12/2012

2. The BC team is working with Services to review/update BCPs.
3-9. Arrangements will be reviewed by the end of the calendar year.

90



**Corporate Risk 27b
Purfleet Regeneration Project**

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 ▲ **RED** = 64-100 = High Priority
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Risks	Likelihood:	Opportunities
Negative Impact:	A Very High	Positive Impact:
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	F Almost Impossible	

Description						Lead Officer	Date Identified	Target End Date
RiskCorp 27b PURFLEET REGENERATION PROJECT: Complex land acquisition by CPO, appointment of development partner, securing and implementing planning permission could impact on the success of the project.						Lambert, Clare	30/09/2011	30/06/2014
	Inherent Rating	Residual Rating 31/12/2011	Residual Rating 31/03/2012	Residual Rating 30/06/2012	Residual Rating 30/09/2012	Residual Rating 31/12/2012	Latest RAB	
RM01 Rating	90	90	90	90	90	90	▲	
RM02 Impact	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	▲	
RM03 Likelihood	High	High	High	High	High	High	▲	
Current Risk / Opportunity (residual R/O Rating)								
Current Controls or Action						Assurance on Controls/Actions	Residual Rating 31/12/2011	
1. Land assembly: The TTGDC have acquired about 50% of the required land, these assets to be transferred to the Council. Cabinet has agreed a first resolution to commence CPO processes - April 2011. 2. Procurement of development partner: TTGDC have been in competitive dialogue with prospective development partners. 3. Securing relevant consents: An application for outline planning permission has been submitted for the development with determination by TTGDC planning Committee in March 2012. 4. Primary School: Cabinet in December 2011 agreed to build provision into MTFs to fund new School in Purfleet to support the project.						1-4. TTGDC project officer acts on behalf of the Council and reports regularly to the Assistant Chief Executive.	90	
Target Risk/Opportunity								
Further Controls or Action						Assurance on Controls/Actions	Target R/O Rating	
5. Complete land assembly - Cabinet to consider and agree a second resolution if the Council is to CPO the land, Cabinet decision in early 2012. Process will require funding for land acquisition, compensation and fees. 6. Development Partner procured 7. Secure relevant and remaining consents: TTGDC to determine the application for outline planning permission March 2012. Reserved matters planning consents required for each phase of development 8. Primary school funding 9. Project implementation						5-9. TTGDC project officer acts on behalf of the Council and reports regularly to the Assistant Chief Executive	60	
Progress /Developments - Further Controls/actions 31/03/2012							Residual Rating 31/03/2012	
5&6. Land assembly has not progressed while competitive dialogue continues with prospective development partners. Regulations governing OJEU require confidentiality, further development may be reported next quarter. 7. Outline planning application to be considered at TTG planning committee on the 5th March. If resolution to grant planning permission, application will be referred to the Secretary of State for consideration. If decision notice not issued by TTG before 31st March, application will have to be reported to TBC planning committee							90	
Progress /Developments - Further Controls/actions 30/06/2012							Residual Rating 30/06/2012	
1&5. Land Assembly - Approx 50% of the required land acquired to date. Negotiation and work to acquire the land ongoing. 2&6. Cabinet approval to re-procurement and Governance being sought on 13th June 2012 which, if granted, will enable new OJEU Competitive Dialogue process to commence immediately thereafter. Documents are being prepared by CEDU and will be reviewed by Programme Board before process is commenced. No contractual commitment will be made without further Cabinet approval at the appropriate stage. Assistant Chief Executive will report progress to Cabinet regularly. 7. Further invertebrate survey to be carried out and to be reported Sept 2012. Planning application to be considered by Planning Committee Nov - Dec 2012.							90	
Progress /Developments - Further Controls/actions 30/09/2012							Residual Rating 30/09/2012	
1&5. Land Assembly - Approx 50% of the required land acquired to date. Negotiation and work to acquire the land ongoing. 2&6. Cabinet approval to re-procurement and Governance approved on 13th June 2012 and enabled new OJEU Competitive Dialogue process in progress. Documents were prepared by CEDU and reviewed by Programme Board before issue. No contractual commitment will be made without further Cabinet approval at the appropriate stage. Assistant Chief Executive will report progress to Cabinet regularly. 7. Further invertebrate survey to be carried out and to be reported Sept 2012. Planning application to be considered by Planning Committee Nov - Dec 2012.							90	
Progress /Developments - Further Controls/actions 31/12/2012							Residual Rating 31/12/2012	
1&5. Land Assembly - negotiations are advanced to acquire another interest in Botany Quarry which will add another c5% of the schemes land area to the Councils ownership. 2&6. OJEU process has begun and a shortlist of up to 3 bidders is scheduled to be in place by Mid-October. Negotiations will then continue with these parties until an agreement is reached. The Assistant CEO and portfolio holder will report to Cabinet as key issues arise and cabinet approval will be required before the Council enters any agreement.							90	

7. Invertebrate surveys are now complete and the Environmental Statement will be updated and advertised accordingly. Planning application to be considered by Planning Committee Nov-Dec 2012.



Corporate Risk 35
Children's Social Care

Key to Rating Scores:
RED = 64-100 = High Priority
AMBER = 32-63 = Medium Priority
BLUE = 1-31 = Low Priority

Risks
Negative Impact:
 I Critical
 II Substantial
 III Marginal
 IV Negligible
Likelihood:
 A Very High
 B High
 C Significant
 D Low
 E Very Low
 F Almost Impossible
Opportunities
Positive Impact:
 I Exceptional
 II Major
 III Moderate
 IV Minor

Description						Lead Officer	Date Identified	Target End Date
RiskCorp 35 - CHILDREN'S SOCIAL CARE: Failure to manage the increases in demand and budget/resource pressures for Children Social Care services could lead to a breakdown in the quality or performance of the social care service provided to vulnerable children and results in less favourable outcomes from inspection and damage to reputation if the service does not meet the required standards.						Foster, Barbara	30/09/2011	31/03/2014
	Inherent Rating	Residual Rating 31/03/2012	Residual Rating 30/06/2012	Residual Rating 30/09/2012	Residual Rating 31/12/2012	Latest RAB		
RM01 Rating	90	90	90	90	90			
RM02 Impact	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional			
RM03 Likelihood	High	High	High	High	High			
Current Risk / Opportunity (residual R/O Rating)								
Current Controls or Action			Assurance on Controls/Actions					Residual Rating 31/12/2011
1. Planned reductions to the establishment implemented from August 2010 onwards to achieve reductions in expenditure.			1. Impact on Social Care Services of reductions in expenditure reported to Children's O&S Committee 19th August 2010. 4. Early Offer of Help Strategy to be reported to Cabinet, via Director board March 2012					90
2. Reduction in Service Managers undertaken in July 2011 to achieve in year savings.								
3. Reduction in social work staffing levels for looked after children undertaken in Dec 2011 to achieve in year savings.								
4. Work with Education from July 2011 onwards to develop 'Early Offer of Help Strategy' 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.								
Target Risk/Opportunity								
Further Controls or Action			Assurance on Controls/Actions					Target R/O Rating
5. Ongoing management review and reporting of services (e.g. resource and demand pressures) - February 2012			5. Report to Children's Overview & Scrutiny February 2012.					80
6. Implementation of 'Early Offer of Help Strategy' - from April 2012								
Progress /Developments - Further Controls/actions 31/03/2012								Residual Rating 31/03/2012
5. Report on service including resource and demand pressures presented to Children's Overview & Scrutiny Panel February 2012..								90
6. This is a phased implementation that involves the engagement of partners in the design of the Strategy. Procurement and staffing changes are planned to ensure full implementation from April 2013. There is a full Work Plan and all tasks due by April 2012 are on track.								
Progress /Developments - Further Controls/actions 30/06/2012								Residual Rating 30/06/2012
6. Proposals for the Early Offer of Help developed and to be considered by Cabinet in June 2012.								90
Additional Action: 7. Development of business case/growth bid for resource for consideration by Star Chamber - August 2012.								
Progress /Developments - Further Controls/actions 30/09/2012								Residual Rating 30/09/2012
6. Early Offer of Help Services commissioning proposals taken through Cabinet.								90
Planned commissioning of an external independent review of service application of thresholds at contact, referral, assessment								
Internal quality assurance audits planned for quarter two to test and evaluate appropriateness of threshold application in respect of core assessments in response to quarter one rise in cores								
Analysis of existing caseload allocation across social care teams to inform potential feasibility and capacity within service for caseload reallocation or development of a caseload weighting system to respond to growing demand								90
7. Service pressures report including resource, demand, staffing and legislative to be considered by People Services DMT in August highlighting critical pressures and risks associated with this. To follow from Star Chamber process.								
Progress /Developments - Further Controls/actions 31/12/2012								Residual Rating 31/12/2012

5. Children's safeguarding and children looked after provision was inspected by OfSTED in May 2012. OfSTED rated both services as good. The inspection also identified areas for improvement and recommendations based on these. The service has developed an action plan to address these. This is monitored on a regular basis by senior management.

Internal quality assurance audits continue to be undertaken and evidence appropriate application of thresholds. Release of national safeguarding and children in need data for 2011-12 was published at the end of October and this is being analysed to consider the demands in Thurrock compared to national and statistical nearest neighbours

Caseload allocation analysis is ongoing. All teams monitor caseload allocation in terms of volume and complexity regularly

6. Early Offer of Help Services agreement to proceed given at Cabinet. Tender evaluation process underway. Completion target date end of December.

7. Service has undertaken further analysis into increased safeguarding and related activity and the associated service pressures and resource demands arising from this. The following actions have been identified as steps to support proactive demand management and explore the scope for additional activity to assist return children to care of their own families:

(i) Greater insistence on fuller implementation of the Common Assessment Framework (CAF) process - all cases should have had CAF involvement prior to acceptance by Social Care. Intention is for receiving teams to start requesting CAF with referrals during November and the early December Full Board of the Local Safeguarding Children Board (LSCB) to be approached as to making this formal as from the beginning of January.

(ii) Widen use of Family Group Conferences (FGCs) - wherever possible FGCs should be held prior to care as a standard procedure - the need for this will be further highlighted by CP Chairs to support Social Work teams.

(iii) Hold a summit with voluntary sector to explore what more can we do together to maintain or return children to their own families. This follows informal communication in which some local organisations had expressed a commitment to be more active in this area of work

(iv) Review of all cases for children aged 14+ - The head of service will chair a panel to review the cases of all looked after children aged 14+, to explore whether there are young people who could safely be returned to the care of their families

(v) Late entrants to care - explore what more could be done for Looked After Children (LAC) and CP to anticipate and prevent late care entry. The focus will be all cases of YP who are vulnerable to losing places in homeless accommodation, or who are known to be a serious risk of exclusion from home by their parents.



Corporate Risk 41
Medium Term Financial Strategy (2013/14)

Key to Rating Scores:
 ▲ **RED** = 64-100 = High Priority
 ● **AMBER** = 32-63 = Medium Priority
 ● **BLUE** = 1-31 = Low Priority

Risks	Likelihood:	Opportunities
Negative Impact:	A Very High	Positive Impact:
I Critical	B High	I Exceptional
II Substantial	C Significant	II Major
III Marginal	D Low	III Moderate
IV Negligible	E Very Low	IV Minor
	F Almost Impossible	

Description	Lead Officer	Date Identified	Target End Date
RiskCorp 41 DELIVERY OF THE MTFS (2013/14): The Council does not fully deliver the MTFS - A balanced budget is not maintained and the Council has to rely on contributions from reserves in 2013/14 and/or savings are not delivered to meet forecasted budget deficits. Both/either of these scenarios could lead to service overspends and Council wide financial pressures which would require additional, unplanned efficiencies to be made with potential service delivery/cuts impacts	Hone, Martin	01/09/2012	28/02/2013
Inherent Rating		Residual Rating 31/12/2012	
RM01 Rating		100	90
RM02 Impact		Critical/Exceptional	Critical/Exceptional
RM03 Likelihood		Very High	High
Current Risk / Opportunity (residual R/O Rating)			
Current Controls or Action	Assurance on Controls/Actions		Residual Rating
1. Austerity Measures have been in place since July 2010 to limit discretionary spend 2. Regular reports to Directors Board and Cabinet on latest budget position - January 2012 onwards. 3. Star Chamber meetings July/August to determine growth and savings across all services - Star Chamber meetings completed and the MTFS updated with latest information regarding: pay & price inflation; interest rates; government grants; household formation (including New Homes Bonus); collection rates for Council Tax; likely future levels of Council Tax, etc. 4. Budget Proposals report to Cabinet and Scrutiny to try to secure cross party political support, October 2012 - The latest version of the MTFS was reported to Cabinet in October, and included provisional growth and savings bids for the next three financial years. These proposals will be subject to consultation and scrutiny during November. At the time of writing it has not been possible to produce a balanced budget position for the planning period. The Cabinet report showed a gap of £3.6 million in the General Fund for 2013/14 and further net savings required over the planning period of at least £12 million. As a result further consultation and scrutiny will be required to ensure that the Council is able to fulfill its statutory requirement to set its 2013/14 by next February.	1. DMTs are responsible for ensuring the austerity measures are adhered to. (e.g., FAST team not permitted to pay any invoices which have been processed without the correct authority). 2. Monthly to Directors Board, Quarterly to Cabinet. 3. Star Chamber to be lead by the Leader of the Council, Chief Executive and Director of Finance and Corporate Governance 4. Budget proposals reported to Cabinet and Scrutiny		90
Target Risk/Opportunity			
Further Controls or Action	Assurance on Controls/Actions		Target R/O Rating
5. Undertake further consultation and scrutiny to set 2013/14 budget by February 2013 to fulfill statutory requirement. 6. Prepare a more robust MTFS (by July 2013) to incorporate best and worst case scenarios and better contingency planning	5. Budget proposals reported to Cabinet and Scrutiny 6. DB/HoS will be consulted during Strategy Week (early June 2013).		20



Corporate Risk 42
Delivery of Transformation Savings 2013/14

Key to Rating Scores:
 ▲ **RED** = 64-100 = High Priority
 ● **AMBER** = 32-63 = Medium Priority
 ● **BLUE** = 1-31 = Low Priority

Risks	Likelihood:	Opportunities
Negative Impact:	A Very High	Positive Impact:
I Critical	B High	I Exceptional
II Substantial	C Significant	II Major
III Marginal	D Low	III Moderate
IV Negligible	E Very Low	IV Minor
	F Almost Impossible	

Description		Lead Officer	Date Identified	Target End Date
RiskCorp 42 - DELIVERY OF TRANSFORMATION SAVINGS 2013/14: The Transformation Programme does not make its savings target as defined by the 2013/14 Budget (£4.35million) and the MTFS. This leads to savings having to be made by other means, including service cuts and/or savings from contingencies / reserves, which would potentially be fairly late in the planning cycle. This could lead to service disruption and further pressures on the organisation's capacity to deliver the necessary changes in time.		Stephenson, Chris	01/09/2012	31/03/2014
Inherent Rating		Residual Rating 31/12/2012		Latest RAB
RM01 Rating	90	90		▲
RM02 Impact	Critical/Exceptional	Critical/Exceptional		▲
RM03 Likelihood	High	High		▲
Current Risk / Opportunity (residual R/O Rating)				
Current Controls or Action		Assurance on Controls/Actions		Residual Rating 31/12/2012
1. Opportunities to deliver 2013/14 Transformation savings have been identified and agreed through Cabinet and O&S process in October / November 2012.		1. Overview and oversight of business case development through Programme Manager and PMO function		90
2. 5 Programme themes identified. Each theme managed under the stewardship of a Programme Manager tasked with accountability to ensure programme and associated projects realise efficiencies.		2. Overview and oversight of programme objectives and deliverables through Transformation Board		
3. Business cases to realise 2013-14 savings are under development and will be considered in January / February 2013 for go decisions.		3. Monthly budgetary reports to Cabinet reporting on Transformation Savings realization.		
Target Risk/Opportunity				
Further Controls or Action		Assurance on Controls/Actions		Target R/O Rating
4. Programme wide approach to allocation of savings per budget holder to be developed along with business case and before commencement of 2013-14 financial year.				80
5. Corporate Finance to remove money from 2013/14 budgets at commencement of 2013-14 financial year.				



**Corporate Risk 6
Capacity for Change**

Key to Rating Scores:
 ▲ **RED** = 64-100 = High Priority
 ● **AMBER** = 32-63 = Medium Priority
 ● **BLUE** = 1-31 = Low Priority

Risks
Negative Impact:
 I Critical
 II Substantial
 III Marginal
 IV Negligible

Likelihood:
 A Very High
 B High
 C Significant
 D Low
 E Very Low
 F Almost Impossible

Opportunities
Positive Impact:
 I Exceptional
 II Major
 III Moderate
 IV Minor

Description							Lead Officer	Date Identified	Target End Date
Risk Corp 6 - CAPACITY FOR CHANGE: The Council is in danger of changing too much too fast for an organisation not ready for significant change. This leads to low levels of engagement with staff and results in staff dissatisfaction, low morale, low productivity, high sickness levels (particularly stress related), employment Relations issues eg grievances and low retention rates and potential difficulties in recruiting staff if the Council's reputation as an employer is damaged.							Hinchliffe, Jackie	30/09/2011	31/03/2013
RM01 Rating	Inherent Rating	Residual Rating 31/12/2011	Residual Rating 31/03/2012	Residual Rating 30/06/2012	Residual Rating 30/09/2012	Residual Rating 31/12/2012	Latest RAB		
RM01 Rating	80	72	72	72	80	80	▲		
RM02 Impact	Substantial/Major	Substantial/Major	Substantial/Major	Substantial/Major	Substantial/Major	Substantial/Major	▲		
RM03 Likelihood	Very High	High	High	High	Very High	Very High	▲		

Current Risk / Opportunity (residual R/O Rating)

Current Controls or Action	Assurance on Controls/Actions	Residual Rating 31/12/2011
1. A number of Learning & Development Programmes/Courses have been offered through Developing Together from Aug 2010 onwards - Supporting People Through Change, Stress Management, Managers Development Programme, Encouraging a Low Stress Culture 2. Full consultation and engagement of Trade Unions from August 2010 onwards 3. Monthly MI Packs monitor sickness, leaving reasons and employee relations issues. MI packs introduced Sept 2009 onwards. 4. Effective planning, management and engagement through transformation delivery group from Nov 2011	1. Course attendance being monitored by Developing Together and HROD SMT and reported as appropriate to CHRECC/Directors Board and individual feedback should be monitored by line managers as part of the 1:1 PDR process 2. Monthly meetings with between HR/OD, Vertex and Trade Unions 3. Monthly HRMI packs are given to all HOS and discussed at DMTs with HR Advisor. In addition, Performance Board consider the sickness data on a monthly basis and recommend whether the issue needs to be highlighted to Directors Board, and then further to Cabinet and Corporate O&S. Standing item on CHRECC and agreed actions incorporated into minutes of the Board 4. Cross cutting impact, resource requirements and deliverability of the Transformation Programme in the context of other change activity to be assessed by the group and reported to DB on a regular basis, highlighting risks.	72

Target Risk/Opportunity

Further Controls or Action	Assurance on Controls/Actions	Target R/O Rating
5. The Organisational Development Strategy (Delivery Plan) includes the following actions: 6. Staff Survey being delivered including questions relating to communication/change/leadership/ job security/staff well being/training and development (November 2011) 7. External Analysis of Staff Survey responses in particular in relation to Change Management feedback will be used to ascertain other necessary actions (January 2012) 8. Drive Proactive Internal Communications campaign to all staff to make aware of change 9. Development and delivery of Development Programme (November 2011- July 2012) 10. Review of support programme for staff at risk and managers dealing with change (November 2011)	7. Report to CHRECC and Directors Board (January 2012) 8. Monitored through HROD SMT with verbal/written updates to CHRECC as appropriate 9. Monitored through HROD SMT with verbal/written updates to CHRECC as appropriate.	48

Progress /Developments - Further Controls/actions 31/03/2012	Residual Rating 31/03/2012
6. Staff survey completed - analysis and action plans being progressed.	
7. Report on corporate actions being presented to CHRECC in March following staff engagement programme. Managing change identified as a key issue from the survey - actions to be incorporate in Council/service responses.	72

Progress /Developments - Further Controls/actions 30/06/2012	Residual Rating 30/06/2012
1. & 3. Following an increase of Stress Absence a report and action plan was approved by DB, one of these actions was to complete a three month programme of risk assessments to identify management action plans of areas of concern. This is now monitored by CHRECC.	
4. "Lessons Learned" workshop held to review Transformation programme. Management, governance and resourcing being reviewed, particularly in light of the resignation of the Director of Transformation. "My dashboard developing a proactive approach to the engagement of staff in the implementation of Oracle."	72

<p>Progress /Developments - Further Controls/actions 30/06/2012</p>	<p>Residual Rating 30/06/2012</p>
<p>6. & 7. Follow-up themed staff survey workshops held in May 2012 including 'Managing Change' session. Internal analysis of staff survey results/responses completed and key areas for action identified. Discussions and notes from workshops circulated to all participants and to be published on Inform. Outcomes and actions to be collated and presented to CHRECC.</p>	
<p>Progress /Developments - Further Controls/actions 30/09/2012</p>	<p>Residual Rating 30/09/2012</p>
<p>4. Revised arrangements implemented to manage the Transformation Programme including a Transformation Board - capacity for change and change readiness analysis embedded into project plans.</p>	
<p>6 & 7. Outcomes of staff survey workshops to be presented to CHRECC & Leadership Group</p>	80
<p>8. Dedicated Communications resource identified for Change and Transformation. Staff engagement forums and change champions established and being aligned to Transformation.</p>	
<p>Progress /Developments - Further Controls/actions 31/12/2012</p>	<p>Residual Rating 31/12/2012</p>
<p>4. Revised arrangements implemented to manage the Transformation Programme including a Transformation Board - capacity for change and change readiness analysis embedded into project plans.</p>	
<p>6&7. Change and inclusion champions receiving facilitation training to aid communication and engagement across the Council.</p>	
<p>8. Dedicated change and communications lead appointed for the transformation program. Change and communications programme to be developed by December 2012. Feedback from Managers Conference 30/12/12 presented to Leadership Group 06/11/12 and core brief process put in place for all teams. Core brief to cover LBBB, Transformation and Budget items.</p>	80
<p>Joint management/shared services with LBBB could place additional pressure on capacity for change (see separate risk).</p>	



**Corporate Risk 24
Health Transition**

Key to Rating Scores:
 ▲ **RED** = 64-100 = High Priority
 ● **AMBER** = 32-63 = Medium Priority
 ● **BLUE** = 1-31 = Low Priority

Risks	Likelihood:	Opportunities
Negative Impact:	A Very High	Positive Impact:
I Critical	B High	I Exceptional
II Substantial	C Significant	II Major
III Marginal	D Low	III Moderate
IV Negligible	E Very Low	IV Minor
	F Almost Impossible	

Description							Lead Officer	Date Identified	Target End Date
RiskCorp 24 - HEALTH TRANSITION: Savings required of the Primary Care Trust (PCT), shifting of health care commissioning to Clinical Commissioning Groups (CCG) and the transfer of Public Health responsibilities to the Local Authority leads to increased burden on the Local Authority and a fragmentation of local commissioning arrangements.							Harris, Roger	30/09/2011	30/04/2013
	Inherent Rating	Residual Rating 31/12/2011	Residual Rating 31/03/2012	Residual Rating 30/06/2012	Residual Rating 30/09/2012	Residual Rating 31/12/2012	Latest RAB		
RM01 Rating	80	72	72	72	72	80	▲		
RM02 Impact	Substantial/Major	Substantial/Major	Substantial/Major	Substantial/Major	Substantial/Major	Substantial/Major	▲		
RM03 Likelihood	Very High	High	High	High	High	Very High	▲		
Current Risk / Opportunity (residual R/O Rating)									
Current Controls or Action				Assurance on Controls/Actions				Residual Rating 31/12/2011	
1. Regular meetings taking place with PCT through executive to executive meetings (monthly basis) as of April 2011 2. Part of Quality, Innovation, Productivity and Prevention (QIPP) work streams as of April 2011 and will continue until March 2013 3. CCGs represented on shadow Health and Well-Being Board (including Councilors and Officers - e.g. Leader of the Council, Portfolio Holder Children's Social Care and Health, Deputy Leader of the Opposition, Director People Services etc.) 4. Involvement with Clinical Commissioning Group authorisation process - via PCT Transition Board and via membership of the Thurrock Managed Care Clinical Commissioning Group Board - meetings on a monthly basis. 5. Establishment of a Public Health Transition Board chaired by the Chief Executive and a series of workstreams to manage the transfer by April 2013.				1-4. Regular review of new social care expenditure (either existing service users or new) - including at Panel 5. Local Authority sign off required for final PH Transition Plan and also overseen by PCT Transition Board.				72	
Target Risk/Opportunity									
Further Controls or Action				Assurance on Controls/Actions				Target R/O Rating	
6. Representation at PCT Transition Board by the Head of Commissioning 7. Additional involvement with CCGs as they progress through the stages of the authorisation process. This is a continuous process and has already commenced via involvement with the risk assessment stage.				6 & 7. Regular review of new social care expenditure (either existing service users or new) - including at Panel				48	
Progress /Developments - Further Controls/actions 31/03/2012							Residual Rating 31/03/2012		
5. Public Health Transition Board established and chaired by the Chief Executive with four work streams sitting underneath the board to manage the transfer by April 2013. Public Health Transition Plan in place. Project plan with milestones to be regularly reviewed by the Transition Board. Exercise being carried out to identify the value of Public Health contracts against the draft allocations for Thurrock which will help identify if the allocations are sufficient to deliver the Council's new Public Health responsibilities. 6. Council represented on the PCT Transition Board. 7. Additional involvement with CCGs and authorisation due to representation at CCG Board meetings. Discussions to take place with the PCT and CCG regarding the development of the commissioning support unit (which will provide support functions for CCGs).							72		
Progress /Developments - Further Controls/actions 30/06/2012							Residual Rating 30/06/2012		
5&6. Public Health Transition Board and its various workstreams are now fully operational, further guidance is being received from the DoH on the transition process. Thurrock and Southend have agreed to share a Director of Public Health as an interim arrangement. An SLA specifying how this will operate will be going to Cabinet in July. Work to identify the value and quantity of PH contracts that will be passing over to the PCT is not yet complete but should be finished by the end of July. Discussions have been held with Southend and Essex over those contracts we may want to jointly commission.							72		
7. The Council has agreed that PH staff will move into the Civic Offices by 1st August and has agreed in principle that CCG staff will move in by 1st January 2013. This will facilitate better joint working and further mitigate any risk of commissioning becoming fragmented. (Completed by Roger Harris 19.6.12).									

Progress /Developments - Further Controls/actions 30/09/2012	Residual Rating 30/09/2012
<p>5. Work to identify the value and quantity of PH contracts that will be passing over to the Council is now complete. There is a likely shortfall in what the Council will receive compared with what will need to be paid out. This is the same position as Essex and Southend Councils. The Council, along with Essex and Southend Councils, is writing to the Department of Health and will continue discussions both internally and across the three local authorities to identify potential solutions.</p> <p>1&7. The Council has concerns about the role of the new Commissioning Support Services (CSS) and the possibility that this may lead to fragmentation of commissioning. The CSS will be responsible for a number of support functions that the CCG will purchase from them, but this currently includes commissioning of Children's Services and Mental Health. The Council, along with Essex County Council and Southend Council has identified an alternative solution - that the aforementioned commissioning functions are 'hosted' by one of the three local authorities - Thurrock to host Children's Commissioning (on a South-Essex basis), and Southend to host Mental Health Commissioning (on a South-Essex basis). Discussions are on-going.</p>	72
Progress /Developments - Further Controls/actions 31/12/2012	Residual Rating 31/12/2012
<p>5. The Council is awaiting confirmation of the financial settlement for Public Health. All providers of Public Health have been placed on notice pending confirmation of the financial settlement. Due to uncertainty regarding the extent to which funding will cover contractual obligations, the risk level is 'very high' and substantial.</p> <p>Concerns remain about the capacity of staff to carry out core public health requirements. A couple of key members of staff have or are leaving the Public Health team leaving a potential gap in skills. This could affect the Council's analytical capacity - e.g. Joint Strategic Needs Assessment. The Director of Public Health is currently assessing the risk level.</p>	80



Corporate Risk 18
Morrison Housing Repairs Contract

Key to Rating Scores:
 ▲ **RED** = 64-100 = High Priority
 ● **AMBER** = 32-63 = Medium Priority
 ● **BLUE** = 1-31 = Low Priority

Risks	Likelihood:	Opportunities
Negative Impact:	A Very High	Positive Impact:
I Critical	B High	I Exceptional
II Substantial	C Significant	II Major
III Marginal	D Low	III Moderate
IV Negligible	E Very Low	IV Minor
	F Almost Impossible	

Description							Lead Officer	Date Identified	Target End Date
RiskCorp 18 MORRISON HOUSING REPAIRS CONTRACT: Development of the outsourced repairs service to deliver a timely and quality customer focused service							Sinclair, Linda	30/09/2011	31/12/2012
In August 2010 the Council entered a contract with Morrison to deliver the majority of the responsive repair service. The contract is experiencing difficulties in both the quality and timeliness of the repairs service and leads to customer dissatisfaction with the service, damage to the Council's reputation and potential contract dispute over partners entitlement from inception of contract to March 2012.									
	Inherent Rating	Residual Rating 31/12/2011	Residual Rating 31/03/2012	Residual Rating 30/06/2012	Residual Rating 30/09/2012	Residual Rating 31/12/2012	Latest RAB		
RM01 Rating	80	64	64	80	80	80	▲		
RM02 Impact	Substantial/Major	Substantial/Major	Substantial/Major	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	▲		
RM03 Likelihood	Very High	Significant	Significant	Significant	Significant	Significant	▲		
Current Risk / Opportunity (residual R/O Rating)									
Current Controls or Action					Assurance on Controls/Actions				Residual Rating 31/12/2011
1. Regular Operational meetings from August 2010 onwards. 2. Bi annual Core meetings to look at escalated concerns - Meeting commenced from January 2011 onwards. Meetings will provide a strong monitoring tool going forward. 3. Co location of repairs line with Morrison's technical staff. Repairs line relocated beginning of October 2011. Early signs are positive but volume of emergency orders need to be reduced. 4. New Schedule Of Rates for pricing orders has been developed and introduced November 2011 5. New depot at Blackshots for service delivery opened November 2011					2. Bi annual core meetings will provide a strong monitoring tool going forward.				64
Target Risk/Opportunity									
Further Controls or Action					Assurance on Controls/Actions				Target R/O Rating
6. ICT Interface being developed to allow automatic job completion and invoicing. Target date January 2012 7. Core and executive meetings being transformed to reflect a more robust contractual format. Target date December 2011 8. Introduction of formally signed off change controls. Target date December 2011 9. Analysis of customer feedback and repair costs. Target date January 2012					8. Management review of contract and improvements.				48
Progress /Developments - Further Controls/actions 31/03/2012								Residual Rating 31/03/2012	
2&7. Regular Core Meetings are now taking place. 8. The variation limit before Morrison request approval from the Council has been lowered to bring in better financial control. 3. Additional staff have been put into Alexander House to manage the increased call volumes. 6. Interface has been ongoing but is still in testing. 3,4&9. A review of the repair costs and SoR pricing is underway. The policy for emergency repairs has been reviewed and revised repair instructions have been issued. Full training to be arranged.								64	
Progress /Developments - Further Controls/actions 30/06/2012								Residual Rating 30/06/2012	
Progress and changes to current & further controls/action: 2&7. Core group meetings escalated to one per month. This will be designed to record performance and improve service delivery 4&6. Audit being undertaken of invoices submitted to test value for money of new schedule of rates. Payments to Morrison have been held pending the results of this audit. Interface now developed to enable electronic billing. Interface has gone live and first batch of invoices received. 8. Re-processing of repairs to eliminate excessive variation processes and voids to facilitate quicker hand-overs. Processes are being re-mapped with key staff. The new processes are on target and to be discussed in training sessions with staff in June. 9. The main section of the proposed performance regime to be re-structured to be centred on customer service compiled by an independent survey starting in July. This will show the								80	

<p>Progress /Developments - Further Controls/actions 30/06/2012</p>	<p>Residual Rating 30/06/2012</p>
<p>clear direction of service delivery over its 6 month duration.</p> <p>Further control/action identified: 10. Additional management depth within Council team to strengthen partnership management with an emphasis on service delivery in people's homes.</p> <p>11. Offer to be made to Morrison to settle on a cost for the period to March 2012. There is likely to be a dispute over final amounts due, which the additional management depth (see 10 above) will be briefed to resource.</p>	
<p>Progress /Developments - Further Controls/actions 30/09/2012</p>	<p>Residual Rating 30/09/2012</p>
<p>1,2&7. Operational meetings held every two weeks to supplement and report performance into the monthly Core Groups. Both operational and Core Groups are chaired and minuted by TBC managers to strengthen client management of performance.</p> <p>3. Additional staff approved to handle call volumes. This has been undertaken via a formal change order via Serco.</p> <p>8. Plan to move to an average cost per job to spread some level of budget risk to MFS. Process reviewed and detailed costs and risk distribution to be agreed. Offer made to MFS to takeover the call receipt and diagnostic function. MFS have stated that because of the introduction of new internal management they are unable to take up this offer until October 2012. Revised payment mechanism tabled and to be considered by MFS. Revised payment mechanism will incentivize performance and provide better cash flow to MFS. Restructure of the voids delivery service between the neighbourhood and technical services into a central team. Recruitment is being undertaken internally to harness experience and minimize additional cost. Expressions of interest received from staff. Team to be set up in August 2012 with a target operational date of September 2012.</p> <p>9. Independent customer satisfaction survey to be commissioned to provide accurate review of MFS performance and one capable of being used in a contractual context. Consideration to be given to strengthening customer services handling resources should MFS performance be highlighted as poor. Tenders received and appointment made in favour of Kwest and to start in July 2012.</p> <p>11. A proposal has been put to MFS to accept a six month period of performance measurement against mainly customer satisfaction criteria and if minimum agreed levels are not met, to withdraw from the partnership. Contractual revision undertaken and drafted with support from legal services. MFS offered this during a meeting with the Chief Executive and this proposal sets out the position in contractual terms .It is to be seen if MFS will honour their proposal which they have stated to be dependent on control over the call centre and changes to the payment mechanism.. Initial discussions to start this six month period have centred around starting on 1st October to tally up with the call receipt transfer to MFS (see section 8 above) as this is the earliest MFS will consider the arrangement.</p>	<p>80</p>
<p>Progress /Developments - Further Controls/actions 31/12/2012</p>	<p>Residual Rating 31/12/2012</p>
<p>3. Resource and call demand evaluation has recently take place - more flexible use of resource introduced in October 2012, showing improvements in call handing times for responsive repairs.</p> <p>4. Agreement reached to adhere to contractual framework for audit of invoices and test of SOR application by contractor October 2012. Audits completed on all invoices up to August 2012, formal notification on deductions made to contractor.</p> <p>8. Variations are now requested on 7.5% of job orders; detailed analysis of level of AJV has necessitated further discussions regarding the level for it. Clear detailed analysis of budget expenditure based on SOR takes place on monthly basis - September 2012.</p> <p>9. Independent survey now in place and contractual targets associated, results have been agreed through the partnership - target not being met.</p> <p>11. Accounts for 11/12 financial year have been settled. Rectification plan now in place from October - March 2013.</p>	<p>80</p>



Opportunities in Focus



Corporate Opportunity 26a Enterprise Resource Planning (ERP)

Key to Rating Scores:
 ▲ **RED** = 64-100 = High Priority
 ● **AMBER** = 32-63 = Medium Priority
 ● **BLUE** = 1-31 = Low Priority

Risks
Negative Impact:
 I Critical
 II Substantial
 III Marginal
 IV Negligible

Likelihood:
 A Very High
 B High
 C Significant
 D Low
 E Very Low
 F Almost Impossible

Opportunities
Positive Impact:
 I Exceptional
 II Major
 III Moderate
 IV Minor

Description						Lead Officer	Date Identified	Target End Date
OppCorp 26a ERP/ORACLE UPGRADE: Our current ICT systems and business processes for HR/Payroll, Finance and Procurement are stand alone, legacy devices which are very resource and support intensive and don't give the Council the functionality it now requires. ERP will give the Council an up-to-date and integrated ICT platform across these key corporate systems and drive new functionality such as accrual accounting and staff self service driving important cultural change.						Hinchliffe, Jackie	30/09/2011	30/04/2013
	Inherent Rating	Residual Rating 31/12/2011	Residual Rating 31/03/2012	Residual Rating 30/06/2012	Residual Rating 30/09/2012	Residual Rating 31/12/2012	Latest RAB	
RM01 Rating	80	100	100	100	100	100	▲	
RM02 Impact	Substantial/Major	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	▲	
RM03 Likelihood	Very High	Very High	Very High	Very High	Very High	Very High	▲	
Current Risk / Opportunity (residual R/O Rating)								
Current Controls or Action						Assurance on Controls/Actions		Residual Rating 31/12/2011
1. Capital funding agreed including contingency fund - Sept 2011. 2. Project is being lead by an experienced Project team from Vertex and the market with support from Oracle Consulting and Oracle on demand leads on from business case development - October 2011 3. Detailed planning to a resource level against every work package across the project has been undertaken - October 2011 to October 2012. 4. Strong governance process including a Steering Group, Design Authority and Project Management set up as part of the Project Plan to oversee delivery of plan to timescales and budget - October 2011 to October 2012. 5. Contingency spending cannot be committed without specific agreement of the Council (Director of Transformation) and Steering Group. 6. An independent Quality Assurance Manager has been recruited working directly to the Director of Transformation to oversee the data integrity related issues - December 2011.						2. Robust Programme Management from Vertex function. 4. Strong Steering Group of Council, Vertex and Oracle, incorporating highlight reporting. 6. Independent QA resource employed by Council.		100
Target Risk/Opportunity								
Further Controls or Action						Assurance on Controls/Actions		Target R/O Rating
7. Phase 1 of Implementation of Oracle upgrade to E-Business Suite (ERP - Enterprise Resource Planning) - Financial Upgrade, (April 2012) 8. Phase 2 of ERP implementation - HR/Payroll (September 2012) 9. CISD Board to consider and prioritise plans for the delivery of the wider ICT Strategy.						7. Review by Project Management team and Steering Group. 8. Review by Project Management team and Steering Group.		100
Progress /Developments - Further Controls/actions 31/03/2012								Residual Rating 31/03/2012
2, 3, 4 & 5. Regular reviews by the project team and steering group to oversee the delivery of the project plan to timescales and budget. 7. Phase 1 implementation of Oracle upgrade to E-Business Suite (Finance upgrade, Procurement and Business Intelligence) on target. 8. Phase 2 of ERP implementation of HR & Payroll is planned and incorporated in the project plan. 9. Other elements of ICT Strategy progressing and being driven/championed by Transformation initiatives and business need								100
Progress /Developments - Further Controls/actions 30/06/2012								Residual Rating 30/06/2012
2,3,4&5. ERP Steering Group, Project Team and project plans established. ERP Steering Group meeting on a regular basis to discuss status of projects, any key issues and progress against plans. Governance needs to be strengthened following the departure of the Director of Transformation. 7. Phase 1 Finance & Procurement - Project not fully delivered. Some defects with the system identified. Action plan to fix the position developed. All fixes targeted for completion by mid July. 8. Phase 2 HR/Payroll - Delivery of Phase 2 effected by Phase 1 overrun & governance issue. Implementation plan (including resource) and governance framework to be reviewed for the remainder of the project. 9. ICT Delivery Plan developed by Vertex and presented to the Council. The plan will go to CISD in May 2012 and is being integrated into the Transformation programme plan.								100
Progress /Developments - Further Controls/actions 30/09/2012								Residual Rating 30/09/2012
2,3,4 & 5. ERP governance and programme management structure being reviewed by new Programme Manager. Director of Finance and Corporate Governance is lead for the Council. 7. Phase 1 - project has been supplemented by additional resource aimed at rectifying outstanding issues and delivering phase 1 to BAU by end of August. 8. Phase 2 - Implementation and resource plan to be reviewed to learn from Phase 1 issues and ensure realistic timescales for delivery. Costs to be clarified as part of review.								100

Progress /Developments - Further Controls/actions 31/12/2012	Residual Rating 31/12/2012
<p>2,3,4 & 5. ERP governance and programme management structure reviewed. Director of Finance and Corporate Governance is lead for the Council. Whole programme reassessed and re budgeted to ensure delivery of agreed specification.</p> <p>7. Phase 1 - Number of issues resolved. Outstanding items are being resolved and fixes are being developed in order to carry on with business as usual. Issues relating to financial reporting to be progressed as follows and scheduled to be completed by the end of December 2012:</p> <ul style="list-style-type: none"> * Reporting packs developed and to be introduced as an interim solution. * A new enhanced cost centre reporting tool to be developed for month 9 (October) monitoring, reports. * Development of specifications to provide managers with a dashboard of information covering accounts payable and receivable performance data. * Further development work with managers to improve financial reports. <p>8. Lessons learned exercise of Phase 1 completed and used to inform revised plan for Phase 2, HR/Payroll. Timescales revised in line with re budgeting, some technical issues have detracted from the capacity available for change management but overall plan being put in place. New technical delivery team commissioned and additional expertise being brought in for Oracle Learning Management (OLM) & Oracle People Management (OPM). System testing incorporated in plan along with parallel running of existing systems to limit the potential of any significant disruption to HR/Payroll function during the process of change.</p>	100



Corporate Opportunity 5 Asset Management

Key to Rating Scores:
 ▲ **RED** = 64-100 = High Priority
 ● **AMBER** = 32-63 = Medium Priority
 ● **BLUE** = 1-31 = Low Priority

Risks	Likelihood:	Opportunities
Negative Impact:	A Very High	Positive Impact:
I Critical	B High	I Exceptional
II Substantial	C Significant	II Major
III Marginal	D Low	III Moderate
IV Negligible	E Very Low	IV Minor
	F Almost Impossible	

Description							Lead Officer	Date Identified	Target End Date
OppCorp 5 ASSET MANAGEMENT: From a period of having no substantive corporate asset management plan, the Council has now a high level policy and strategic direction forward. This presents an opportunity to use the financial benefits of the rationalization of the asset base to achieve strategic objectives as follows: - To make a defined contribution to the Medium Term Financial Strategy (£10M from 2012/13 - 2014/15 - £3m, £3m, £4m) - To implement a redesign of the Civic Offices, establishing that asset as the organisation's administrative hub, intensifying its use and supporting flexible working. - To implement a programme of community hub development in the Council's communities, replacing the current mix of outdated single use buildings.							Rydings, Ian	30/09/2011	31/03/2013
	Inherent Rating	Residual Rating 31/12/2011	Residual Rating 31/03/2012	Residual Rating 30/06/2012	Residual Rating 30/09/2012	Residual Rating 31/12/2012	Latest RAB		
RM01 Rating	80	80	80	80	80	80	▲		
RM02 Impact	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	Critical/Exceptional	▲		
RM03 Likelihood	Significant	Significant	Significant	Significant	Significant	Significant	▲		
Current Risk / Opportunity (residual R/O Rating)									
Current Controls or Action						Assurance on Controls/Actions		Residual Rating 31/12/2011	
1. Appointment of GVA Brimley consultants to produce an Asset Management Delivery Plan (AMDP by end January 2012 which will establish a timed, costed plan for implementation.) - January to February 2012						1. Interim reporting to Strategic Property Board and Directors Board. Final report with AMDP content to Cabinet in February 2012.		80	
Target Risk/Opportunity									
Further Controls or Action						Assurance on Controls/Actions		Target R/O Rating	
2. Establishment of centrally based Corporate Asset Management Team to be in operation by April 2012. 3. Review of strategic targets on completion of AMDP to ensure that current aspiration is achievable and appropriate. 4. Retention of Strategic Property Advisor (financed from benefits of implementation) to implement first phase of AMDP from January - July 2012).						2-4. Interim reporting of progress to deliver AMDP to Strategic Property Board and Directors Board with Annual report to Cabinet.		100	
Progress /Developments - Further Controls/actions 31/03/2012								Residual Rating 31/03/2012	
1. GVA Grimley have delivered the AMDP with a structured way forward and an indicative list of disposal and joint venture opportunities for further work. 2. In agreeing that the AMDP be implemented at its meeting on the 22nd February 2012, Cabinet have confirmed their agreement to the principle of a central Asset Management team. However, the detailed Business Case for this to be established was deferred by Directors' Board on the 28th February 2012. Refresh Business Case to return to DB by mid March 2012. From DB agreement to initiation of the team will take a minimum of 3 months in view of necessary HR processes. (Assurance: Short time frame for return report. Project managed within the Transformation umbrella with group support for response). 3. The AMDP confirms that given the right implementation approach, the MTFs targets are readily achievable. 4. Further work is required to fund the next phase of the process - which has up to now been largely externally funded. Identify funding from core budgets, and procurement authorisation for additional support from Strategic Property Advisors GVA Grimley - in order to identify detailed disposals plan for agreement with ruling administration at end of May 2012. (Assurance: Liaison required with Martin Hone D of F&CG for funding allocation).								80	
Progress /Developments - Further Controls/actions 30/06/2012								Residual Rating 30/06/2012	
2. Property staff from the DC joined the Council in April 2012, thus forming a skeleton corporate asset management team. The change control for the return of the Europa Lands Team from the strategic partnership to the Council is also being progressed. The refresh of the business case for a final team structure will await learning from the establishment of this core team. 4. A full business case for the implementation of Phase 1 (interim) and Phase 2 (final) of the Ockendon Community Hub is in an advanced state of preparation. Directors Board will confirm how they wish this to be finalised, and when it will be considered during Strategy Week (11th - 15th June 2012). A small focused strategic property group have been meeting to identify a disposal short list from low performing commercial and surplus operational assets. As a consequence, a soft market testing exercise for potential residential house-builder joint venture partners is being prepared together with GVA Grimley. This exercise will look in some detail at 8 -12 of the Council's principal site opportunities to invite the private sector to shape future partnership possibilities. The exercise will be carried out in late June/July 2012 and will prepare the way for joint venture procurement. A Cabinet item is planned for July 2012 which is intended to get Cabinet agreement to a refreshed and more responsive governance process for disposals; potentially a cross party committee or a sub-committee of Cabinet. Leadership Group/Directors' Board have prioritised assets as one of the key issues to be considered during Strategy Week. A thinkpiece has been prepared for this purpose.								80	
Progress /Developments - Further Controls/actions 30/09/2012								Residual Rating 30/09/2012	
4. DB's agreement to the development of the Phase 1 pathfinder Community Hub through the re-purposing of Belhus Library. This work is intended to be complete by the end of the current financial year. A Cabinet item will be prepared for September 2012 to update Cabinet and seek capital programme resource authority.									

Progress /Developments - Further Controls/actions 30/09/2012	Residual Rating 30/09/2012
<p>DB's condition to that development included the closure of the South Ockendon Housing Office (directly linked to the new provision) and to identifying a plan to close (and dispose of) the Culver Centre over a longer period (not linked to the new provision in the same way)</p> <p>The Joint Venture soft market testing activity has commenced - presentations will be heard from interested parties on 16th/17th August</p> <p>July's Cabinet did agree the establishment of a cross party working group to look at proposed disposals. This group should first meet during August 2012 and will be able to consider disposal proposals which would enable the Council to meet the £3m disposal target for 2012/13.</p> <p>DB proposed the temporary suspension of Strategic Property Board meetings(along with other selected Boards) for a limited period due to pressure of other work - and in view of this departments will be consulted through alternative means prior to the Members Working Party looking at potential disposals.</p> <p>2. Future changes to the Asset Management Team (save for the return to the Council of the Lands Team - see below) will be held in abeyance pending consideration of the opportunities that maybe presented through joint working with London Borough of Barking and Dagenham.</p> <p>Commercial negotiations were set in train with Vertex/Europa over the return to in house provision of the Lands Office team. This has been delayed by Serco's acquisition of Vertex, but is still being pursued by the Council.</p>	80
Progress /Developments - Further Controls/actions 31/12/2012	Residual Rating 31/12/2012
<p>4. Following the first meeting of the Member Working Group on property disposals, Cabinet of 17th October agreed asset sales of approximately £1m, and requested that the Member working group work towards the procurement of a joint venture solution for larger sites to recommend to Cabinet.</p> <p>A Cabinet Item has been prepared for the 14th November 2012 meeting seeking authorisation and funding to proceed with the Phase 1 Ockendon Hub.</p> <p>A pathfinding phase of a Civic Office transformation (4th Floor) has been agreed for completion in February 2013. This will establish 5 meeting rooms and 38 individual work stations (sufficient to serve 54 staff at a 7:10 ratio) where at present there are 5 cellular offices and 6 desks. Project management for this project will extend to project managing the re-provision of the Culver Centre accommodation in advance of its eventual closure.</p>	80