Strategic/Corporate Risk & Opportunity Register April 2014 (In Quarter 1 Report)

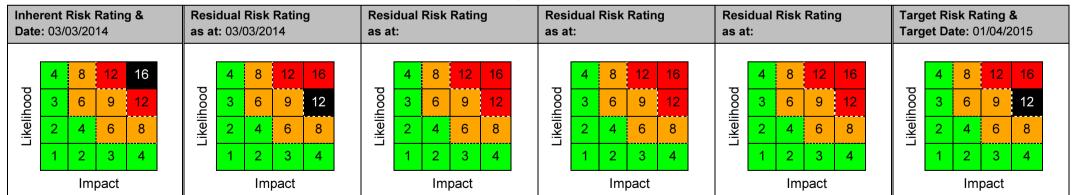
In Focus Report

The Items are Split Between Risk & Opportunity and Listed in Priority (Rating) Order and Then Reference Number (Numeric) Order.



Risk Description:							Risk Own	er
Balancing the cost of care and maintaining in pressures on local authorities (e.g. reduced competition for workers and inflationary incredieu of contract award, significant and continuous to ongoing poor employment conditions economic pressure on care providers leads service users. Ultimately results in risk to see care and health needs and council intervent home failures, in one home alone it was est professional involvement were approximate	r	ham						
Link to Corporate Priority								
Priority - Improve health and wellbeing								
Inherent Risk Rating	Date:	03/03/2014	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD



Comments

The risk evaluates the impact of a combination of issues on the maintenance of care quality standards. The risk is rated at the higher level due to the financial pressures on local authorities and the impact this will have (e.g. reduced teams for critical processes such as contract management, inability to uplift prices to counter competition for workers and inflationary pressures, etc).

Management Action or Mitigation Already	y in Place							Date Implemented	
Contract compliance monitoring and audit	t function in ope	eration across exte	ernally provide	ed services				2013/14	
2. Unannounced (including out of hours) mo	onitoring visits (a	as required on risk	-proportionate	e basis)				11	
3. Contract specifications for externally prov	vided services i	n place include pe	rformance an	d outcomes require	ments and minir	num quality standa	ards to be met	11	
4. Quarterly information sharing meetings with Care Quality commission (CQC) to identify and share concerns/risks. Bi annual Quality Surveillance Group (QSG) meetings with health colleagues and CQC to identify and manage risks across the whole system.									
5. Focus on development and use of alterna	ative care provis	sion to residential (ongoing strate	egy e.g. intermediat	e care and re-al	blement provision)		11	
6. Review out of borough placements where place but should be carried out as a matter oproviders)								II	
7. Identify a 'fair price for care' – council to e price we pay is reasonable.	establish/decide	e on a fair price for	care by carry	ing out meaningful f	ee consultations	s with providers to	ensure the	п	
8. Establish minimum quality standards acro Herts CC and implemented across the regio provider quality framework (from Apr 2013).	on from Apr 201							From Apr 2012	
9. Ongoing price negotiation work to achieve	e a fair price on	high-cost placeme	ents. From Ap	oril 2011				From Apr 2011	
10. Market shaping and development of alte	ernative provisio	on for those with co	omplex needs	e.g. extra-care				2013/14	
11. Budget / growth strategy (strategy for fut	ture funding of	care provision. To	be incorporat	ed into Market Posit	tion Statement.	From May 2013		From May 2013	
12. Provision of a 2% inflationary increase for	or providers. Fr	om Dec 2012						From Dec 2012	
13. All providers reviewed service users and	d priority-ranked	d to assist support	prioritization i	n event of lack of ca	arers. From Dec	2012		11	
14. Business continuity plan for adult social	care regularly r	eviewed to ensure	up to date ar	nd sufficient in light o	of the risk. From	n Dec 2012		11	
15. Prepare for the potential for Thurrock to take emergency action, if required and notify CQC accordingly. From Dec 2012									
16. 'Step-up to care' training programme developed and implemented for non-care staff to act in emergency. Dec 2012 to May 2013									
17. Prioritisation of the rapid response asses admission. From Jan 2013. Service expansi			ency calls and	d ease pressure on	hospital admiss	ions and residentia	ıl care	From Jan 2013	
Residual Risk Rating	Date:	03/03/2014	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12	

Further Management or Mitigating Action			Implementa Date	ition	Progress				
18. Implement spot purchase contract with to take on work which is being retained by our in house team from April 2014.			From April 2	014					
19. Ongoing contract compliance monitoring and audit of externally provided services									
20. Continue unannounced (including out o required on risk-proportionate basis)	f hours) monitor	ing visits (as							
21. Maintain quarterly information sharing n Quality Surveillance Group meetings with F									
22. Provision of increase (1% plus 1%) for p	providers from A	pril 2014							
Target Risk Rating	Target Date:	Refresh 01/04/2015	Impact:	Critic	al (4)	Likelihood:	Likely (3)	Rating:	12
Revised Residual Risk Rating	Date:		Impact:			Likelihood:		Rating:	

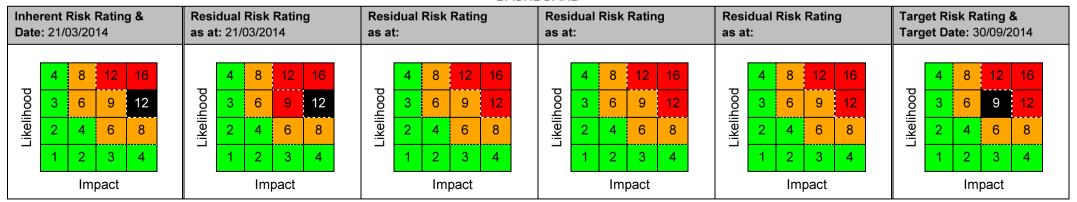
Risk Description	Risk Owner
The Care Bill 2014 (due to receive Royal Assent in May 2014) is the biggest change in legislation within Adult Social Care in over fifty years. bill fundamentally changes the basis upon which social care is assessed and the parameters around what is and isn't eligible through moving broader "well being" definition of need. There is also a new statutory duty for adult safeguarding in partnership with health and the police. In the longer term the introduction of a new financial regime implementing the recommendations of the Dilnot report will change the way that social control expenditure to successfully implement this Bill will leave the Council exposed to significant reputational and legislative risk resulting in the potential for legal challenge and an inability to control expenditure in an already difficult financial position.	to a
There is a very significant change programme required with a new national eligibility criteria, new assessment requirements for carers and a reduty upon local authorities around the Advice and Information offer it provides citizens. Not only will systems and business process need to be fundamentally reviewed within Adult Social Care but there will be a significant training and development programme required for staff as well a need for a comprehensive community engagement programme.	e

Link to Corporate Priority

The introduction of the new bill links to the corporate priority to improve health and well being. The need to implement the bill alongside contributing to the Councils need to identify significant efficiencies will place a further pressure on resource levels.

Inherent Risk Rating	Date:	21/03/2014	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12
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DASHBOARD



Comments

Programme management of this major legislative change would, in any normal year, become the major focus for the directorate. However we are currently having to programme manage and deliver four complex and wide ranging programmes of work; the care bill, better care fund integration, short term service efficiency and improvement projects and long term cultural change and transformation. Thurrock is a very low spending authority per capita on adult social care and also faces significant reductions to funding via the national austerity programme. Risks of non-delivery of any, or all, of these important programmes are exacerbated by these factors. Mitigation in the form of securing resources in the short term to provide adequate programme management, delivery and specialist expertise where required is necessary.

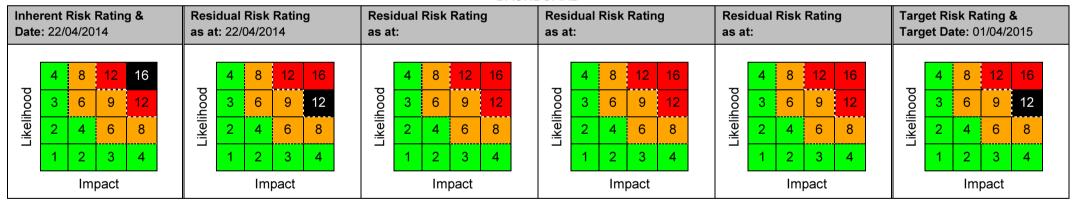
EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Already in Place								
1. The financial risks through the implementation of Dilnot have been highlighted through the Medium Term Financial Strategy								
2. Presentation to leadership group and Dire	ectors Board to	get wider corporat	e strategic bu	y-in.				Mar - Apr 2014
Residual Risk Rating	Date:	21/03/2014	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

Further Management or Mitigating Action			Implementa Date	tion	Progress				
3. Establish a Health and Social Care Transformation Programme Board which will oversee the implementation on the Care Bill requirements with specific workstreams on:			By May 2014	4					
a. Eligibility Criteria. b. Carers Assessments. c. Advice and Information									
4. A Care Bill Implementation team will be e	stablished.		By May 2014	4					
5. Monthly readiness assessments will be p	roduced for the	Programme	From June 2	014					
Development of training programme for s	taff		By July 2014 By Sept 201						
7. A communication plan for the wider communication plan for the w	7. A communication plan for the wider community will be produced		By Gept 201	•					
Target Risk Rating	Target Date:	30/09/2014	Impact:	Subs	tantial (3)	Likelihood:	Likely (3)	Rating:	9
Revised Residual Risk Rating	Date:		Impact:			Likelihood:		Rating:	

Risk Description	Risk Owr	ner						
Risk: Failure to manage the increases in the quality or performance of the social c damage to reputation if the service does	Nicky Pac	ce						
Link to Corporate Priority								
Priority - Improve health and wellbeing Priority - Create a great place for learning								
Inherent Risk Rating	Rating:	16						

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Comments

This risk evaluates the impact of increased demand and resource pressures on children's social care quality of service and provision. This risk remains from the previous year. The pressures outlined throughout the 2013/14 year remain acute. They include increased volumes, increased complexity, ongoing activity to review high cost placements, implementation of early help and multi-agency safeguarding hub. It is not possible therefore to downgrade the risk rating whilst this remains the case and the risk remains at a high level. A range of mitigating actions have been implemented throughout 2013/14 and management action plans are summarized below.

Management Action or Mitigation Already in Place	Date Implemented
1. Planned reductions to the establishment implemented from August 2010 onwards to achieve reductions in expenditure.	Aug 2010 onwards.
2. Reduction in Service Managers undertaken in July 2011 to achieve in year savings.	July 2011
3. Reduction in social work staffing levels for looked after children undertaken in Dec 2011 to achieve in year savings.	Dec 2011
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.	Jul 2011 onwards.
 5. Ongoing management review, reporting of services (e.g. resource and demand pressures) from February 2012, including: Report on service including resource and demand pressures presented to Children's Overview & Scrutiny Panel February 2012. OfSTED Inspection of Children's safeguarding and children looked after provision – June 2012. OfSTED rated both services as good. The inspection also identified areas for improvement and recommendations based on these. Action plan to address areas for improvement developed/implemented by service and progress regularly monitored by senior management. Internal quality assurance audits from Sept 2012 to evidence appropriate application of thresholds. Analysis of national data in respect of child protection and looked after children to compare Thurrock with other councils and report of findings to Children's Overview and Scrutiny Committee. In partnership with other Eastern Region authorities monitoring a Safeguarding Performance Dashboard which focuses on key service pressure areas. Caseload allocation analysis - All teams monitor caseload allocation in terms of volume and complexity regularly (caseload allocation is a key indicator in the eastern region safeguarding dashboard). 	Feb 2012 ongoing
6. Phased implementation of 'Early Offer of Help Strategy' – from April 2012. Early Offer of Help Services agreement to proceed was given at Cabinet (Q3 2012) and contracts are at the point of being awarded - as at Jan 2013	Apr 2012 ongoing.
7. Business case/growth bid for resource submitted to Star Chamber and service pressures report including resource, demand, staffing and legislative considered by People Services DMT highlighting critical pressures and associated risks - August 2012.	Aug 2012 ongoing
8. Further analysis undertaken Q3 2012 into increased safeguarding and related activity and the associated service pressures and resource demands arising from this. The following actions were identified as steps to support proactive demand management and explore the scope for additional activity to clarify whether there is any unexplored potential to return children to care of their own families:	2012/13
(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 – this is in the process of being implemented by the service as at Jan 2013.	Ongoing
(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 – ongoing as at Jan 2013.	Ongoing
(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. A date of 22 February 2013 has been planned for an initial meeting.	Ongoing
(iv) Review of all cases for children aged 14+ - The head of service has chaired a panel to review the cases of a sample of looked after children aged 14+, to explore whether there are young people who could safely be returned to the care of their families. This reviewing exercise has been completed and to date (Jan 2013) has confirmed that, with the exception of 1 or 2 cases, where a return to home was already planned, the existing arrangements in terms of placement and care needs are appropriate. Positively, this additional scrutiny has validated existing processes rather than identified any failing.	

(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 – this work is in progress as at Jan 2013 with the first phase focusing on the most recent 20 children aged 14+ being scrutinised by senior management team								
 All admissions of teenagers into the care system to be agreed in advance at the placement panel – April 13. Any admissions out of panel to be agreed by Head of Service Placement Review – an external review of high cost placements to be commissioned / undertaken in the year 								
 11. Social Work Advisor (Use of Resources) – in post 12. Review of open cases to establish proportion of recent migration into Thurrock of families / children and subsequent entry in care system and demands on service. In addition to monitoring of transfer-in cases. 								ongoing " "
Residual Risk Rating	Date:	22/04/2014	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

Fur	ther Management or Mitigating Action	1		Implementa Date	tion	Progress				
13.	Multi-Agency Safeguarding Hub (MASF 2014	H) to be implem	ented from July	July 2014						
14.	Delivery of Ofsted mock inspection acti	on plan – from l	November 2013	From Apr 20	14					
15.	Strategic action should be taken to bett care services including engagement wi partner services to ensure that they are effectively thereby diminishing the comby the council.	th schools, Hea using their res	Ith and other ources							
16.	Munro Senior Social Worker – in post									
17.	Enhanced quality auditing of existing cabrought in to lead and supported by ne		rnal resource							
18.	Quarterly regional safeguarding perform monitoring of key indicators of risk and		arking –							
19.	Business case for CONTROCC finance support control of financial management		system to							
20.	Further targeted analysis of cases and minimise any potential case drift and Q explored.									
Tar	get Risk Rating	Target Date:	01/04/2015	Impact:	Critic	al (4)	Likelihood:	Likely (3)	Rating:	12
Rev	vised Residual Risk Rating	Date:		Impact:			Likelihood:		Rating:	

Inherent Risk Rating

UNMANAGED / INHERENT RISK

Risk Description					Risk Owner
Adult Social Care and the NHS are finding it With the expected ageing and growth of the to risk steeply in Thurrock, and by 2033 the is already spent on individuals with at least continue to compound the problem with Thu system that was designed in the 1940s and	eted ally rill				
Further adding to the risk are the number of	orate Risk); tion towards Council's savin	, -	ncurrently:		
Thurrock Council in partnership with NHS To Programme will align all change programme social care and health to be able to meet de those people who were eligible to receive th or continue to provide services to those who	es as mentioned above. Fail mand within existing resourd em which would leave the co	ure of the programme ces. For adult social council open to challen	to achieve its objective are, this would mean	es will lead to the inability of either not providing service	of s to
Link to Corporate Priority					
Improve Health and Wellbeing					

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Critical (4)

Likelihood:

Very Likely (4)

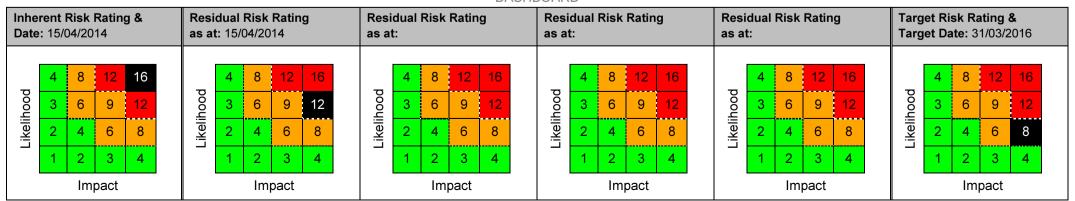
Rating:

16

Impact:

15/04/2014

Date:



Comments

Programme management of this major legislative change would, in any normal year, become the major focus for the directorate. However we are currently having to programme manage and deliver four complex and wide raging programmes of work; the care bill, better care fund integration, short term service efficiency and improvement projects and long term cultural change and transformation. Thurrock is a very low spending authority per capita on adult social care and also faces significant reductions to funding via the national austerity programme. Risks of non-delivery of any, or all, of these important programmes are exacerbated by these factors. Mitigation in the form of securing resources in the short term to provide adequate programme management, delivery and specialist expertise where required is necessary.

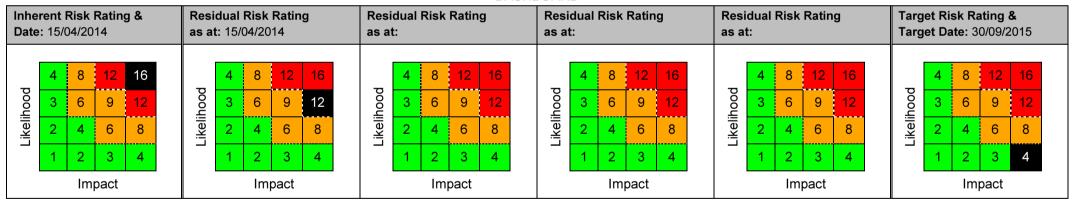
EXISTING ACTION / RESIDUAL RISK

Management Action or Mitigation Alread	y in Place							Date Implemented
1. Programme Management arrangements	1. Programme Management arrangements in the process of being established alongside programme initiation document Application of the process of being established alongside programme initiation document							
2. Some work already in progress – e.g. managing demand via Building Positive Futures Programme; process and service redesign already underway for in-								"
house provision; review of external place								
3. Close partnership working with Thurrock								"
4. Separate risk register developed as part	of the Program	me Management a	arrangements					"
Residual Risk Rating	Date:	15/04/2014	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

Further Management or Mitigating Action		Implementa Date	ition	Progress					
 5. Embed Programme Management Arrangements – Programme Board and Work Streams (x4) 6. Fully develop work stream project plans 7. Identify resource requirements needed to enable change to take place 		May 2014 May 2014 July 2014							
Target Risk Rating Target Date: 31/03/2016		Impact:	Critic	al (4)	Likelihood:	Unlikely (2)	Rating:	8	
Revised Residual Risk Rating	Date:		Impact:			Likelihood:		Rating:	

Risk Description	Risk Ow	Risk Owner						
ICT systems and processes are not delivery improvements, lack of flexib able to deliver business and custom		Kathryn Adedeji / Andrew Austin.						
Link to Corporate Priority								
A well run organisation								
		Defeated						
Inherent Risk Rating	Date:	Refreshed 15/04/2014	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD



Comments

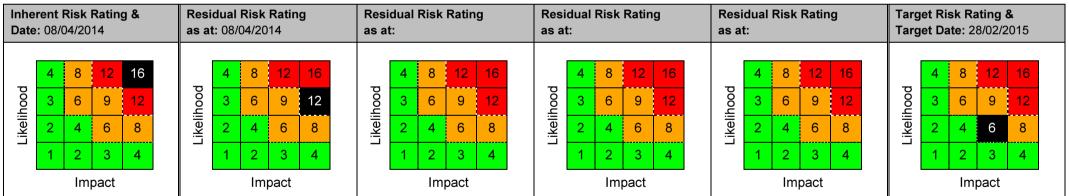
Initiatives are currently underway to manage and overcome the risk (e.g. implementation of flexible/ mobile working and IS/IT improvements through the refurbishment of Civic Offices). Progress against the strategy and project monitored regularly by the CISD and Transformation Boards.

Management Action or Mitigation Alread	y in Place							Date Implemented
Implementation of Oracle Enterprise Re Business Intelligence reporting.	source Planning	(ERP) solution for	r Financial Ma	nagement, HR, Pay	roll and Procure	ement services toge	ether with	2013/14
Development and implementation of ICT initiatives as part of the corporate transformation programme to provide systems capable of supporting business requirements and initiating solutions that provide savings and service improvements (e.g. flexible/mobile working).								2013/14
3. Information System and Information Tec	chnology (IS/IT)	strategy refreshed	and reported	to Cabinet March 20)13			Mar 2013
4. Individual service transformation project	s to support and	I drive ICT change	in line with bu	usiness requirements	from/during 20)13/14 (e.g. Housir	ng).	2013/14
Residual Risk Rating	Date:	15/04/2014	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

Further Management or Mitigating Action		Implementa Date	tion	Progress					
5. Ongoing monitoring of IS/IT Strategy by Systems & Development Board (CISD)	nformation	From April 2	014						
6. Ongoing monitoring of implementation IS/IT and refurbishment of Civic Offices by the Civic Offices Programme Board and Transformation Board.			From April 2	014					
7. Recruitment of ICT Strategy Role in the	Commercial Tea	am.	May - Sept 2	2014					
Review and update the IS/IT strategy to flexible working and ERP.	take account of	changes due to	From Sept 2	014					
Target Risk Rating	Target Date:	30/09/2015	Impact:	Critic	al (4)	Likelihood:	Very Unlikely (1)	Rating:	4
Revised Residual Risk Rating	Date:		Impact:			Likelihood:		Rating:	

Risk Description R										
The Council fails to fully deliver the Medium meet forecasted budget deficits. Both or element would require additional unplanned efficier contributions from reserves in 2014/15.	Sean Cla Board	ark / Directors								
Link to Corporate Priority										
Theme - A well run organisation										
Inherent Risk Rating	Date:	Refreshed 08/04/2014	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16		

DASHBOARD



Comments

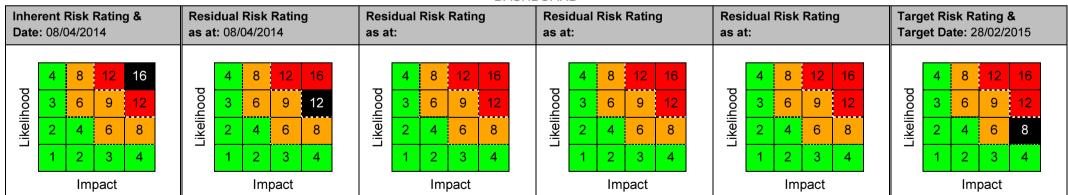
The 2014/15 budget has been set with a planned contribution from reserves of £2.4M. Challenges such as savings targets for shared services, transformation and procurement and limited growth for demand led services such as children's social care have been identified and are being monitored.

Management Action or Mitigation Already in Place										
MTFS established February 2013. The 0	Council agreed a	a two year balance	ed budget cov	ering the financial y	ears 2013/14 ar	nd 2014/15		Feb 2013		
2. Monthly reports to Directors Board and quarterly reports to Cabinet on the MTFS / budget position.										
3. Pressures for 2013/14 identified and appropriate action undertaken taken to ensure that the budget remained balanced and recognised that these actions will have an adverse effect on the 2014/15 budget position.										
4. 2014/15 General Fund Budget and MTF	S established a	nd agreed by Cou	ncil February	2014.				Feb 2014		
5. Core Shaping and Intelligence Group (CS	SIG) meeting we	ekly to guide the	savings requir	rements for 2015/16	and the saving	s impact on 2014	15	From Mar 2014		
Residual Risk Rating	Date:	08/04/2014	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12		

Further Management or Mitigating Action			Implementa Date	ition	Progress				
Ongoing monthly reporting to Directors Board and quarterly reports to Cabinet on the MTFS and 2014/15 budget position.		From Apr 2014							
Target Risk Rating Target Date: 28/02/2015		28/02/2015	Impact:	Subs	tantial (3)	Likelihood:	Unlikely (2)	Rating:	6
Revised Residual Risk Rating	Date:		Impact:			Likelihood:		Rating:	

Risk Description							Risk Ov	vner	
The Council faces significant budget preductions from central government. T to 2017/18		ark / Directors							
Failure to develop plans to set and maintain a balanced budget and to deliver the associated savings for the period 2015/16, 2016/17 and 2017/18 could lead to ill informed decisions on service reductions, unplanned efficiencies and in year overspends and result in service delivery impacts, negative feedback or publicity and unexpected contributions from reserves to balance the budget or, in the worse case, an ultra vires deficit budget position.									
Link to Corporate Priority									
Theme - A well run organisation									
				.		.		.	
Inherent Risk Rating	Date:	Refreshed 08/04/2014	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16	

DASHBOARD



Comments

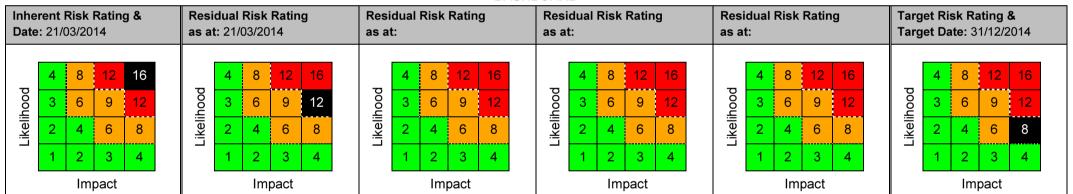
The Core Shaping and Intelligence Group (CSIG) have been formed and chaired by the Assistant Chief Executive. The group coordinates the process and findings for reshaping service delivery from 2015. The budget process is a standing item on each Directors Board and Leadership Group and the Directors Board Sub Groups are looking at cross Council service integration to feed into the process.

Management Action or Mitigation Alread	y in Place							Date Implemented	
MTFS established February 2013. The Condition to identify the future shape are foundation.				ering the financial ye	ears 2013/14 ar	id 2014/15 to provi	de a solid	Feb 2013	
Reviews commenced to determine the fuetc)	uture shape and	l service delivery n	nechanisms o	f the Council (e.g. S	trategy Week, S	Star Chamber, Trai	nsformation,	2013/14	
,									
organisation/services.	 Managers Conference Dec 2012 – Concentrated on how the major cuts faced by the Council could be achieved and the effects on the organisation/services. 								
4. Budget Challenge – Service teams cons	idered and put	forward ideas to a	chieve savings	s. From Jan 2014				From Jan 2014	
5. Leadership Group – Work undertaken to	review services	s and to identify po	otential saving	s without taking ser	vice levels belov	w the statutory min	imum.	February 2014	
6. MTFS for 2014/15 to 2017/18 establishe	d and agreed b	y Council February	y 2014.					From Mar 2014	
7. Core Shaping and Intelligence Group (C	SIG) meeting w	eekly to guide the	savings requi	rements for 2015/16	and the saving	s impact on 2014/	15	From Mar 2014	
8. Directors Board Sub Groups established	and working o	n themes covering	; people, place	e, growth, regenerat	tion, planning, s	treets and public h	ealth.	From Mar 2014	
Residual Risk Rating	Date:	08/04/2014	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12	

Further Management or Mitigating Action				mplementation Progress					
Proposals to close funding gap to be finalised			By July 2014	4					
10.Cabinet report on proposals to close funding gap.			July 2014	July 2014					
11.Implementation of plans for the agreed proposals			From Jul/Au 2014	g					
Target Risk Rating Target Date: 28/02/2015			Impact:	Critic	cal (4)	Likelihood:	Unlikely (2)	Rating:	8
Revised Residual Risk Rating	Date:		Impact:			Likelihood:		Rating:	

Risk Description		Risk Ov	Risk Owner					
Complex and costly land acquisition inc partner and securing the delivery of elements the project.		Matthew Essex						
Link to Corporate Priority								
Priority 2. Encourage and promote job of Objective: Provide the infrastructure to			sperity					
Inherent Risk Rating	Date:	Refreshed 21/03/2014	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16

DASHBOARD



Comments

The Council appointed the 'Purfleet Centre Regeneration Limited' consortium as its development partner at the March 2014 Cabinet following conclusion of the OJEU competitive dialogue process. This has reduced the impact of the risks associated with the procurement process but all other risks (in respect of land assembly, reputation etc) remain the same.

Management Action or Mitigation Already in Place										
1. Land Assembly – Approx 55% of the required land acquired and is managed by the assets team. Cabinet Nov 2011 agreed a first resolution to commence compulsory purchase order (CPO) process for the remaining site. Negotiations with remaining owners continues and managed by CBRE (property & real estate adviser). CBRE available to advise on CPO strategy, negotiations and valuations as required.										
2. Procurement of development partner – Selected and approved March 2014										
3. S106 completed and outline planning permission have been secured										
Residual Risk Rating Date: 21/03/2014 Impact: Critical (4) Likelihood: Likely (3) Rating:										

Further Management or Mitigating Action			Implementa Date	tion	Progress				
With the development partner now appointed the project moves into the delivery phase with a great deal of work required between the Council and developer to map out the programme for delivering the project and identify/apportion the various risks that remain.			From April						
Target Risk Rating	Target Date:	31/12/2014	Impact:	Critic	al (4)	Likelihood:	Unlikely (2)	Rating:	8
Revised Residual Risk Rating Date:		Impact:			Likelihood:		Rating:		

Risk Description							Risk O	wner	
The Welfare Reform Act 2012 and the Loca reduce the UK's welfare benefit costs by £1 in the Acts are a range of measures designed benefits; re-assess the fitness or otherwise	ed	Harris							
Both Acts have introduced significant reforms to the current system that have a direct impact on Council services: The replacement of Council Tax Benefit with Localised Council Tax Support wef April 2013 The introduction of a "size criteria" and limitation of Housing Benefit within the social rented sector wef April 2013 The limitation of total benefits through an overall household "Benefit Cap" (From July 2013) The reform of the Disability Living Allowance and its replacement with Personal Independence Plans wef October 2013 The replacement of the abolished elements of the Social Fund which was administered by the Department of Works and Pensions (DWP), by a local scheme. The Council was allocated funding for 2013/2014 and 2014/2015 to create a local scheme to replace Crisis Loans and Community Care Grants which had been part of the social fund. From April 2013 the council set up a grant based scheme known as Essential Living Fund to replace these parts of the Social Fund*. The replacement of all working age benefits (Income Support, income-related Employment and Support Allowance, income-based Jobseeker's Allowance, Housing Benefit, Child Tax Credits and Working Tax Credit) with a single unified benefit known as Universal Credit (to be completely in place by 2020)									
The reforms could lead to: Fewer people in receipt of benefits who may then look to the Council to provide them with a service – e.g. housing, homelessness, adult social care. Additional demand for Council services as a consequence of demographic and migration changes brought about by the Welfare Reforms (e.g. people moving to Thurrock from London). The Council having to fund the Essential Living Fund scheme from 2015/16, if the Government decides not to extend the current two year funding arrangements for 2013/14 and 2014/15.									
Link to Corporate Priority Improve Health and Wellbeing / Encourage	and Promote Jo	ob Creation and E	conomic Pros	perity / Build Pride,	Responsibility a	and Respect to Crea	ate Safer Co	mmunities.	
Inherent Risk Rating	Date:	19/03/2014	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16	

DASHBOARD

	nherent Risk Rating & Date: 19/03/2014	Residual Risk Rating as at: 19/03/2014	Residual Risk Rating as at:	Residual Risk Rating as at:	Residual Risk Rating as at:	Target Risk Rating & Target Date: 31/03/2015	
	4 8 12 16 3 6 9 12	4 8 12 16 3 6 9 12	4 8 12 16 3 6 9 12	4 8 12 16 3 6 9 12	4 8 12 16 3 6 9 12	4 8 12 16 3 6 9 12	
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	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	
Impact		Impact	Impact	Impact	Impact	Impact	

Comments

The impact of the changes is being monitored by the Welfare Reform Group. In terms of the specific areas:

- The ELF has had a lower take-up than expected (largely because it is cashless) and the arrangements with Southend are working well. The main risk is over its continuance post 2014/15;
- The social sector size criteria has affected nearly 1,000 people. DHP has been used to minimise the impact; HB arrears have been lower than expected; around 40 households have moved. The risk is over maintaining this position;
- The benefit cap only affected a very small number of people and has had minimal impact;
- The move from DLA to PIP is being monitored and numbers will grow as people switch at their review point. Delays remain the biggest problem.
- LCTS again arrears are lower than expected but it is causing financial hardship for significant numbers of people, the long-term impact of which is hard to assess at this stage;
- Universal credit the roll-out at a national level has been delayed because of IT and other implementation problems. There are opportunities to see if we can get a joined up assessment process between the Council and the DWP.
- Movement of families and individuals from other local authorities especially London. There is anecdotal evidence that this is starting to happen although still at a small scale. There is a risk of local services expected to pick up more as numbers increase.

EXISTING ACTION / RESIDUAL RISK

Ma	anagement Action or Mitigation Already in Place	Date Implemented
1.	The Welfare Benefits Reforms task and Finish Group (Lead by Roger Harris, Director of Adults, Health and Commissioning) meets monthly to monitor and evaluate the impact of the different changes. The group provides advice and guidance where relevant to the service departments responsible for the operation and implementation of reforms.	From April 2013
2.	The Benefits and Housing service also meet monthly to discuss the discretionary Housing Payment (DHP) policy and budget to ensure that the fund provides those who have been impacted by benefit cap and under occupancy. DHP is the main financial resource available to the council to help provide the relevant top up for rent for people on Housing Benefit (HB).	"
3.	The Council has also set up a Universal Credit Solutions group and a programme board to create the councils project plan for responding to the impact of Universal Credit and to start preparation activities. The start date of Universal Credit in Thurrock and most of the Country (except for Pilot areas) is still unknown. But DWP are using target of April 2016 as a target start date for planning activities.	п
4.	The council is also working together with Job Centre Plus (part of Department for Work and pensions) to help develop understanding of each other's services and priorities for Thurrock residents and to help provide an informed holistic services. The Welfare Reforms project team are also working with	п

	other council services e.g. children's services, regeneration, Housing, children's centres and Troubled families to develop a partnership agreement and data protection protocols to enable effective joint working and targeting of benefit claimants seeking Employment and skills advice and support. Employment can help take individuals out of benefit dependency	
5.	The Council Tax debt management team are in the process of reviewing the fair debt and bailiff policy to ensure individuals impacted receive as much support as possible during the bailiff and court summons process to recover unpaid council tax. In 2013/2014, about 600 LCTS affected customers had not paid Council tax and many others had been able to do so.	"
6. 7.	The council has renewed its Service Level Agreement with Southend Council to continue processing the Essential Living Fund for 2014/2015. Housing Service:	" "
	 (i) The Council's Housing services have visited and provided benefits, debt and money advice to council tenants affected by the Benefit cap and under occupancy. They have visited residents at home and at outreach centres e.g. Community Hubs, Children's centres, libraries to provide advice. Although some people have been supported to downsize, there are still more people on the waiting list that need help to do so. (ii) Monitoring and management of potential increased rent arrears/evictions: Rents and Welfare team continuously monitors level of rent arrears and endeavour to make contacts with those affected and provide advice and assistance in order to assist in sustaining their tenancies. A Finance inclusion officer works with tenants affected by the changes, maximizing income and reducing expenditure, this is supplemented by a new SLA with Family Mosaic (partner) providing tenancies and financial advice, and 	
	other supporting services to residents. - An Eviction & Prevention Panel tracks all evictions and potential ones in the social sector resulting from the welfare reform, whereby a full consideration is made by the Head of Service prior to a final decision being taken of whether to precede with the evicting process or not.	
	 (iii) Cap on Housing Benefit – Size Criteria (Including exclusion from entitlement to larger property than household requirement): Along with advice and assistance to access services and benefits (provided by the Rents and Welfare team), Housing Solutions teams assist tenants affected by the abovementioned changes in moving to alternative suitable and affordable properties (assistance includes financial incentive to downsize). 	
	 A 0.5% decrease in rent collection is currently anticipated as a result of the changes brought by the welfare reforms. (iv) Homelessness and Temporary Accommodation: Lack of affordability of housing in inner London is resulting in an increased number of homelessness whereby Thurrock area is becoming a logical affordable place for an ad-interim housing for homeless households; Thurrock Private Housing Sector team works with private landlords to promote to maintain standards, and to make more affordable properties available for letting. 	

Residual Risk RatingDate:19/03/2014Impact:Critical (4)Likelihood:Likely (3)Rating:12

Fui	ther Management or Mitigating Action	Implementation Date	Progress
8.	The Welfare Benefits Reforms Task and Finish group to continue to meet monthly to monitor the impact and ensure that the council and its partners are working together to respond to known and identified needs where possible to do so.	From April 2014	
9.	The Universal Credit Programme Board to continue working together with across council services and with partners e.g. DWP/JCP and CVS to plan and prepare for the impact of Universal credit.	II II	
10.	Review the funding and arrangement for Essential Living Fund grant and service delivery after this ends in March 2015	"	
11.	Housing Service:	"	
	(i) Continue to provide benefits, debt and money advice to council tenants affected by the Benefit cap and Social Sector Size Criteria		

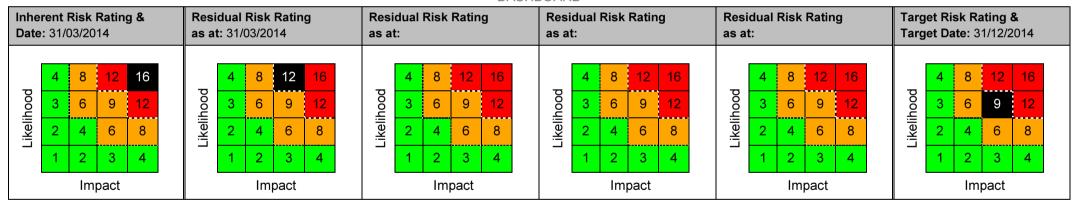
/ Under Occupancy.
Monitoring and management of potential increased r

- (ii) rent arrears/evictions:
 - Rents and Welfare team to continue monitoring the level of rent arrears and endeavour to make contacts with those affected and provide advice and assistance in order to assist in sustaining their tenancies.
 - Finance inclusion officer to continue to work with tenants affected by the changes, maximizing income and reducing expenditure and Family Mosaic (partner) to continue to provide tenancy and financial advice and other supporting services to resident.
 - Eviction & Prevention Panel to continue to track all evictions in the social sector resulting from the welfare reform and Head of Service to maintain evaluations to inform judgements on whether to proceed with the eviction process.
- (iii) Cap on Housing Benefit Size Criteria (Including exclusion from entitlement to larger property than household requirement). Housing Solutions teams to continue to assist tenants affected by the cap on housing benefit
- (iv) Homelessness and Temporary Accommodation Thurrock Private Housing Sector team to continue to work with private landlords to promote to maintain standards, and to make affordable properties available for letting.

Target Risk Rating	Target Date: Refres	Imnac	t: Critic	al (4)	Likelihood:	Likely (4)	Rating:	12
Revised Residual Risk Rating	Date:	Impac	t:		Likelihood:		Rating:	

Risk Description	Risk Ov	Risk Owner							
Failure to maintain the co-ordination of Business Continuity Planning across the Council would lead to the business continuity management arrangements across the Council becoming outdated and ineffective in times of a disruption affecting Thurrock									
Link to Corporate Priority									
Build pride, responsibility and respect to c									
Encourage and promote job creation and	economic pro	sperity							
A well-run organisation.	A well-run organisation.								
Inherent Risk Rating	Date:	31/03/2014	Impact:	Critical (4)	Likelihood:	Very Likely (4)	Rating:	16	

DASHBOARD



Comments

The work of business continuity is permanently ongoing due to the unpredictable nature of occurrence of disruptive events. The new aspect of working with the education department on development of critical incident plans for schools which is not only ensuring that Thurrock schools are resilient in their operation, but also creating an income stream for the department. The project is in its infancy as commenced in March 2014. This project has also led with schools linking in with Thurrock Councils Communications team to explore service level agreements.

Management Action or Mitigation Already in Place									
1. 95% of business continuity plans have been reviewed and returned, those outstanding are being followed up on. Report to Standards and Audit Committee February 2014 complete with new Corporate Business Continuity Plan, Policy and Statement. Four service business continuity plans have been exercised with service reviews and considerations given to external Council suppliers and their business continuity arrangements.									
Residual Risk Rating Date: 31/03/2014 Impact: Substantial (3) Likelihood: Very Likely (4) Rating: 1									

Further Management or Mitigating Action			Implementa Date	tion	Progress	Progress				
Programme for advice and implementation of critical incident plans for schools commenced.			March 2014							
Further exercises to take place on critical functions of Council initially (5 exercises planned).			Apr - Oct 20	14						
4. Re-establishment of Business Continuity	Re-establishment of Business Continuity Management Group		July 2014							
Target Risk Rating	Target Date:	Refresh 31/12/2014	Impact:	Subs	stantial (3)	Likelihood:	Likely (3)	Rating:	9	
Revised Residual Risk Rating Date:			Impact:			Likelihood:		Rating:		

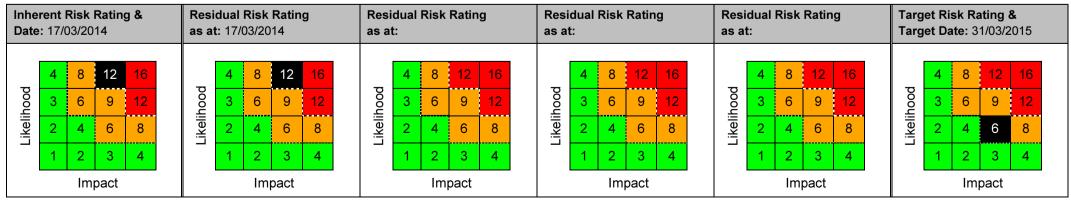
Risk Description	Risk Owner
In Thurrock, the M25 & A13 are routes of national & regional importance. Adverse traffic conditions on these routes often have a knock on effect to local roads, leading to localised gridlock and impacting negatively on economic productivity. The Dartford Crossing adds an additional element of traffic risk, as the bridge & the tunnels are more sensitive to accidents & congestion, in part due to the current method of tolling.	David Freestone / Basil Jackson
Currently the need for major network improvements on strategic routes to facilitate growth has been identified as: * M25 – improvements at Junction 30/31	
* The introduction of free flow tolling on the Thurrock/Dartford Crossing. The Government is planning to introduce free-flow charging at the Dartford Crossing in October 2014 and raise charges at the same time, although major disruptive road works will continue at the crossing and its approaches until April 2014.	
 * The consideration of an additional long-term river crossing capacity. The DfT is currently giving further consideration to their Options A and C for a new Lower Thames Crossing and their final decision will have long-term and significant implications to the Borough. * A13 – widening of the section between Manorway and Orsett Cock. 	
Planned developments (such as London Gateway, Port of Tilbury expansion and Lakeside) are likely to continue to increase congestion without adequate improvements to infrastructure. However, as these and other developments are delivered, some new public transport routes may open up as demand increases but will not fully mitigate the impact upon the network. In this regard, the A13 is of particular concern. DP World provides only part funding for the necessary widening from Manorway to Orsett Cock and there is a shortfall in the region of £70M.	
Link to Corporate Priority	

Link to Corporate Priority

Priority 2 - Encourage and promote job creation and economic prosperity. Objective - Provide the infrastructure to promote and sustain growth and prosperity.

Inherent Risk Rating	Date:	Refreshed 17/03/2013	Impact:	Substantial (3)	Likelihood:	Very Likely (4)	Rating:	12
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DASHBOARD



Comments

On 17 March 2014 the Risk Description was revised to reflect the current situation and the anticipated Management and Further Mitigation required in 2014-15 (e.g. lobbying government with regard to changes to the existing Dartford Crossing, Lower Thames Crossing Options Review, improvements to J30/31, widening of A13 between Manorway and Orsett Cock, etc.)

EXISTING ACTION / RESIDUAL RISK

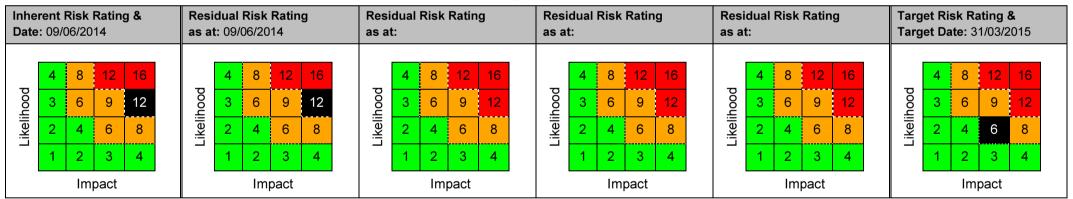
Management Action or Mitigation Already in Place 1. Lobbying Government to fast-track free flow charging at the Dartford Crossing throughout 2013/14. Government to introduce free flow charging Oct 2014										
 Lobbying Government to fast-track free flow charging at the Dartford Crossing throughout 2013/14. Government to introduce free flow charging Oct 2014. Engagement in the Government's Lower Thames Crossing Options Review through Stakeholders Panel and DfT consultations. Council's response to Government consultation on options for Lower Thames Crossing agreed by Cabinet July 2013. Lobbying Government for improvements to J30/31 throughout 2013/14. £150M scheme announced by the Government. Lobbying Government, EU, SELEP on widening of the A13 between Manorway and Orsett Cock especially in identifying funding opportunities. Work to include the promotion of this infrastructure requirement directly by the Council and via TGSE and SELEP. 										
Residual Risk Rating	Date:	17/03/2014	Impact:	Substantial (3)	Likelihood:	Very Likely (4)	Rating:	12		

Further Management or Mitigating Action	Implementation Date	Progress
Lobbying Government not to raise charges at the Dartford Crossing until all the planned works are completed, possibly, in April 2015.	On-going to October 2014	
Continue to engage in the Government's Lower Thames Crossing Options Review:		
 Undertake public engagement events in Thurrock in 2014 relating to the remaining Options of A and C. 	2nd April and a date tbc in June 2014	
 Review the Council's position on the longer-term and far reaching implications of any decision made by the Government following the DfT's consultation on their Lower Thames Crossing Options. 	On-going and throughout 2014-2015	
7. Lobbying Government for additional improvements to J30/31 over and above the £150m scheme announced by the Government.	On-going and throughout 2014- 2015	
8. Continue lobbying Government, EU, SELEP on widening of the A13 between Manorway and Orsett Cock especially in identifying funding opportunities. Work to include the promotion of this infrastructure requirement directly by the Council and via TGSE and SELEP	On-going and throughout 2014- 2015	

Progress transport schemes to be delivered through funding from the Local Growth Fund via the SELEP		On-going an throughout 2 2015						
Target Risk Rating	Target Date:	31/03/2015	Impact:	Substantial (3)	Likelihood:	Unlikely (2)	Rating:	6
Revised Residual Risk Rating	Date:		Impact:		Likelihood:		Rating:	

Risk Description	Risk Owner							
The political balance of the council has be between party groups/members could hin priorities/objectives and the delivery of the	Fiona Tay	lor						
Link to Corporate Priority Theme: A well-run organisation								
Inherent Risk Rating	Date:	09/06/2014	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12

DASHBOARD



Comments

The Council has implemented governance arrangements within its Constitution and particularly its Scheme of delegation to ensure the risk of the above is minimised. Statutory officers of the council are aware of their responsibilities to ensure the political balance of the council does not hinder or delay dealing with difficult issues and the importance of early consultation with all political groups.

Management Action or Mitigation Alread	v in Place							Date	
Management Action of Mitigation Affead	y III i lacc							Implemented	
Constitution and Members Code of Conduct reviewed November 2013.									
Members Induction, including role as a Councillor and legal and governance obligations.									
3. Regular group leaders meetings to discus	ss issues of cor	ntention and signific	cant issues a	ffecting the council.				Ongoing	
Residual Risk Rating	Date:	09/06/2014	Impact:	Critical (4)	Likelihood:	Likely (3)	Rating:	12	

Further Management or Mitigating Action	Implementa Date	tion	Progress						
 Chief Executive and Monitoring Officer to cooperation between group leaders to en unduly delayed. 	Ongoing								
5. Consideration and development of a political protocol that sets out how senior officers will work with all members to ensure that officers: (i) Make arrangements and understand the significance of communication with all political parties with integrity, impartiality and objectivity and (ii) Work with all members to build consensus where possible and ensure cross party briefings take place in a regular and timely way. 		June 2014							
Regular meetings of the council's statuto is on target.	6. Regular meetings of the council's statutory officers to ensure the above is on target.		June 2014						
Target Risk Rating	Target Date:	31/03/2015	Impact:	Subs	tantial (3)	Likelihood:	Unlikely (2)	Rating:	6
Revised Residual Risk Rating	Date:		Impact:			Likelihood:		Rating:	



UNMANAGED / INHERENT OPPORTUNITY

Opportunity Description	Opportunity Owner
Gloriana Thurrock Ltd is a company set up and wholly owned by Thurrock Council with the objective of developing high quality homes on Council owned land in order to stimulate the weak private sector market and assist in delivering the Council's vision for Thurrock and ambitious housing targets. The Council will transfer land to Gloriana in exchange for shares and the Council will prudentially borrow and on- lend money (at a margin) to Gloriana to develop housing on that land. The Housing department will act as agent for Gloriana, in developing and managing the homes, on full commercial terms. The arrangements that have been put in place comply with state aid and other regulatory requirements and have been discussed with the Council's external auditors. The financial projections, prepared by PricewaterhouseCoopers show that, on a fairly prudent set of assumptions, Gloriana should be able to repay its borrowings from the Council (giving rise to a small annual surplus to the General Fund) and, in addition, generate a longer term equity return to the Council.	

Link to Corporate Priority

Priority: Encourage and Promote Job Creation and Economic Prosperity. Gloriana supports the delivery of the Thurrock Vision – "Thurrock: A Place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish" and the five strategic priorities. It will help to meet directly the target to build 18,500 homes by 2021.

Inherent Opportunity Rating	Date:	01/04/2014	Impact:	Exceptional (4)	Likelihood:	Very Unlikely (1)	Rating:	4]
									1

DASHBOARD

Inherent Opp. Rating & Date:01/06/2014	Residual Opp. Rating as at:01/06/2014	Residual Opp. Rating as at:	Residual Opp. Rating as at:	Residual Opp. Rating as at:	Target Opp. Rating & Target Date: 31/03/2015
16 12 8 4 12 9 6 3 8 6 4 2 4 3 2 1	16 12 8 4 12 9 6 3 8 6 4 2 4 3 2 1	16 12 8 4 12 9 6 3 8 6 4 2 4 3 2 1	16 12 8 4 12 9 6 3 8 6 4 2 4 3 2 1	16 12 8 4 12 9 6 3 8 6 4 2 4 3 2 1	16 12 8 4 12 9 6 3 kellhood 8 6 4 2 4 3 2 1
Impact	Impact	Impact	Impact	Impact	Impact

Comments

The opportunities flow directly from the Company's objectives which are to build high quality housing in support of Thurrock's Vision and growth targets. If Gloriana can deliver high quality housing within the financial parameters set in the Business Case approved by Cabinet then much needed affordable housing will be provided for the Borough and a financial return will flow to the Council. The Business Case presented to Cabinet in March included a governance and scheme gateway process to enable the effective management of the opportunities and risks flowing from the project. A general risk register and a specific risk register for the first site, St Chad's in Tilbury, showed that some risks had already been mitigated or mitigation/management actions were already in place. Scheme development risks would remain as key risks to be managed and mitigated in future together with demand risk in relation to letting/selling the properties.

EXISTING ACTION / RESIDUAL OPPORTUNITY

Management Action Already in Place								Date Implemented	
 Gloriana Thurrock Ltd a company wholly owned by Thurrock Council set up. Opportunities for development on Council land being actively pursued – First site identified (St Chads in Tilbury) and second site (Belmont Road in Grays) under consideration. Profile of Gloriana being raised (MJ Awards, discussions with other authorities, developers) to increase awareness and exploit the potential. Risks registers reviewed and risk mitigation measures in hand. Discussions progressing with Wilmott Dixon to establish a fixed price contract within the 									
financial parameters set for the scheme and which will provide for effective transfer of construction related risks to the contractor. Soft market testing of potential marketing agents complete and tender process in hand.									
Residual Opportunity Rating	Date:	01/06/2014	Impact:	Exceptional (4)	Likelihood:	Likely (3)	Rating:	12	

FURTHER ACTION / TARGET OPPORTUNITY / REVISED RESIDUAL OPPORTUNITY

Further Management Action			Implementa Date	tion	Progress				
4 Further actions required to identify additional sites in locations related to Thurrock's strategic growth areas which can best pump prime private sector development.			Sept 2014						
5. Additional financial analysis needed to consider relative merits of transfer of Council General Fund land to Gloriana.			Sept 2014						
Further consideration of use of HRA land by Gloriana as HRA reaches borrowing cap.			Sept 2014						
7. Consider opportunities for working with developers in relation to S.106 requirements.		Dec 2014							
Target Opportunity Rating	Target Date:	31/03/2015	Impact:	Exc	eptional (4)	Likelihood:	Very Likely (4)	Rating:	16
Revised Residual Opportunity Rating	Date:		Impact:			Likelihood:		Rating:	

UNMANAGED / INHERENT OPPORTUNITY

Opportunity Description	Opportunity Owner
The Council has entered into a Business Rate pooling arrangements with Basildon Borough Council and the London Boroughs of Barking & Dagenham and Havering for the financial year 2014/15. The pooling arrangement offers the opportunity for Thurrock to work collaboratively with members of the pool to address strategic issues (e.g. skills, economic development and transport), support economic growth and increase the proportion of any business rates income retained.	Matthew Essex

Link to Corporate Priority

Priority – Encourage and promote job creation and economic prosperity. **Objective** – Support local business and develop the skilled workforce they will require. **Deliverable** – Facilitate the implementation of National Non-Domestic Rates (NNDR) pooling arrangements and establish a clear delivery programme of activity across the pool to support economic growth.

Inherent Opportunity Rating	Date:	09/06/2014	Impact:	Exceptional	Likelihood:	Very Unlikely (1)	Rating:	4	
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DASHBOARD

Inherent Opp. Rating & Date: 09/06/2014	Residual Opp. Rating as at: 09/06/2014	Residual Opp. Rating as at:	Residual Opp. Rating as at:	Residual Opp. Rating as at:	Target Opp. Rating & Target Date: 31/03/2015
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12 9 6 3 k e	12 9 6 3 k e	12 9 6 3	12 9 6 3 kg	12 9 6 3 6	12 9 6 3
8 6 4 2 hoo	8 6 4 2	8 6 4 2	8 6 4 2 hoo	8 6 4 2 hoo	8 6 4 2 hood
4 3 2 1	4 3 2 1	4 3 2 1	4 3 2 1	4 3 2 1	4 3 2 1
Impact	Impact	Impact	Impact	Impact	Impact

Comments

Pooling arrangements established with Basildon Borough Council and the London Boroughs of Barking & Dagenham and Havering. Work in progress to develop a clear delivery programme of activity across the pool to support economic growth.

EXISTING ACTION / RESIDUAL OPPORTUNITY

Management Action Already in Place									
Review and modelling of options associated with the Business Rates Retention Scheme.									
2. Identification and agreement of preferred option. Pooling arrangements to be developed with Basildon Borough Council and the London Boroughs of Barking & Dagenham and Havering									
3. Model to share the Retained Levy negotiated and agreed with pool members and Memorandum of Understanding setting out the broad principles, aims, objectives and exit arrangements of the pooling arrangement established.									
4. Application to CLG to form a business retention pool with Basildon Borough Council and the London Boroughs of Barking & Dagenham and Havering - October 2013.									
Residual Opportunity Rating	Date:	09/06/2014	Impact:	Exceptional (4)	Likelihood:	Likely (3)	Rating:	12	

FURTHER ACTION / TARGET OPPORTUNITY / REVISED RESIDUAL OPPORTUNITY

Further Management Action			Implementa Date	ation	tion Progress				
Establish a clear delivery programme of activity across the pool to support economic growth			Sept 2014						
6. Ongoing monitoring and reporting of performance of the pool.		From Apr 20	014						
Target Opportunity Rating	Target Date:	Refresh 31/03/2015	Impact: Exce		ptional (4)	Likelihood:	Very Likely (4)	Rating:	16
Revised Residual Opportunity Rating	Date:		Impact:			Likelihood:		Rating:	