

| Strategic Risks | | | | | | | | | |
|---|---|----------------------------|------------------|-----------------|-----------------|-----------------|-----|--------|----------|
| Risk Ref / Priority | Risk Heading | Director / Head of Service | Previous Ratings | | | Latest Rating | DOT | Target | |
| | | | Qtr 2 (2014/15) | Qtr 3 (2014/15) | Qtr 4 (2014/15) | Qtr 1 (2015/16) | | Rating | Date |
| Priority - Create a great place for learning and opportunity | | | | | | | | | |
| 16 | CSC Service Standards & Inspection Outcome (refreshed) | Andrew Carter | 12 | 12 | 12 | 12 | ➔ | 12 | 31/03/16 |
| Priority - Encourage and promote job creation and economic prosperity | | | | | | | | | |
| 10 | Purfleet Regeneration (refreshed) | Matthew Essex | 12 | 12 | 12 | 12 | ➔ | 8 | 31/03/16 |
| Priority - Build pride, responsibility and respect | | | | | | | | | |
| 1 | Adult Social Care, Cost & Quality Standards (refreshed) | Les Billingham | 12 | 12 | 16 | 12 | ↓ | 12 | 31/03/16 |
| 2 | Failure to Implement the Care Act (new) | Les Billingham | - | - | - | 12 | - | 12 | 31/03/16 |
| 3 | Health & Social Care Transformation (refreshed) | Roger Harris | 12 | 12 | 12 | 12 | ➔ | 12 | 31/03/16 |
| 4 | Welfare Reforms (refreshed) | Roger Harris | 12 | 12 | 12 | 12 | ➔ | 12 | 31/03/16 |
| 17 | CSC Safeguarding & Protection C&YP (new) | Andrew Carter | - | - | - | 12 | - | 12 | 31/03/16 |
| 19 | Emergency Planning & Response (refreshed) | Gavin Dennett | 9 | 9 | 9 | 9 | ➔ | 9 | 31/03/16 |
| Priority - Improve health and well-being | | | | | | | | | |
| 21 | Housing Needs and Homelessness (new) | Dermot Moloney | - | - | - | 9 | - | 9 | 31/03/16 |
| Priority - Promote and protect our clean and green environment | | | | | | | | | |
| Organisational Risks | | | | | | | | | |
| Risk Ref / Priority | Risk Heading | Director / Head of Service | Previous Ratings | | | Latest Rating | DOT | Target | |
| | | | Qtr 2 (2014/15) | Qtr 3 (2014/15) | Qtr 4 (2014/15) | Qtr 1 (2015/16) | | Rating | Date |
| Theme - A well-run organisation | | | | | | | | | |
| 5 | Managing Change / Capacity for Change (refreshed) | Jackie Hinchliffe | 9 | 9 | 9 | 9 | ➔ | 9 | 31/03/16 |
| 6 | Sickness Absence (refreshed) | Jackie Hinchliffe | 9 | 9 | 9 | 9 | ➔ | 6 | 31/03/16 |
| 8 | Delivery of MTF5 2015/16 (new) | Sean Clark | - | - | - | 12 | - | 6 | 28/02/16 |
| 9 | Delivery of MTF5 2016/17 - 2018/19 (new) | Sean Clark | - | - | - | 16 | - | 8 | 28/02/16 |
| 12 | Property Ownership Liability (new) | Ian Rydings | - | - | - | 8 | - | 4 | 31/12/15 |
| 15 | Reputation and Profile (new) | Karen Wheeler | - | - | - | 9 | - | 6 | 31/12/15 |
| 18 | Business Continuity Planning (refreshed) | Directors Board | 12 | 12 | 12 | 12 | ➔ | 12 | 30/09/15 |
| 22 | ICT Infrastructure (refreshed) | Sean Clark | 12 | 12 | 12 | 8 | ↓ | 4 | 30/09/15 |
| 23 | ICT Disaster Recovery Planning (new) | Sean Clark | - | - | - | 8 | - | 4 | 31/05/16 |

Footnote: Target Date: Retained = The risk is managed to the required level (risk appetite) but ongoing monitoring/review required via the S/C R&O Register.
 Removed = The risk is removed from the S/C R&O Register as it is either realised or managed to the required level (risk appetite). For items managed to the required level any ongoing monitoring to be undertaken by Dept., if needed.
 Priority: **Red** = High, **Amber** = Medium, **Green** = Low. Ratings: Lower is best DOT: Latest v Previous Rating (➔ Static, ⬆ Increased, ⬇ Decreased)

| Strategic Opportunities | | | | | | | | | |
|---|---|----------------------------|------------------|-----------------|-----------------|-----------------|-----|--------|----------|
| Risk Ref / Priority | Risk Heading | Director / Head of Service | Previous Ratings | | | Latest Rating | DOT | Target | |
| | | | Qtr 2 (2014/15) | Qtr 3 (2014/15) | Qtr 4 (2014/15) | Qtr 1 (2015/16) | | Rating | Date |
| Priority - Create a great place for learning and opportunity | | | | | | | | | |
| - | - | - | - | - | - | - | - | - | - |
| Priority - Encourage and promote job creation and economic prosperity | | | | | | | | | |
| 11 | South East Local Enterprise Partnership (refreshed) | Matthew Essex | 8 | 12 | 12 | 12 | → | 16 | 31/03/16 |
| 14 | Business/NNDR Growth (new) | Matthew Essex | - | - | - | 9 | - | 16 | 31/03/16 |
| Priority - Build pride, responsibility and respect | | | | | | | | | |
| 13 | Community Hubs and Community Engagement (new) | Natalie Warren | - | - | - | 9 | - | 12 | 31/03/16 |
| Priority - Improve health and well-being | | | | | | | | | |
| - | - | - | - | - | - | - | - | - | - |
| Priority - Promote and protect our clean and green environment | | | | | | | | | |
| 20 | Gloriana Thurrock Ltd (refreshed) | Barbara Brownlee | 16 | 16 | 16 | 16 | → | 16 | 31/03/16 |
| Organisational Opportunities | | | | | | | | | |
| Risk Ref / Priority | Risk Heading | Director / Head of Service | Previous Ratings | | | Latest Rating | DOT | Target | |
| | | | Qtr 2 (2014/15) | Qtr 3 (2014/15) | Qtr 4 (2014/15) | Qtr 1 (2015/16) | | Rating | Date |
| Theme - A well-run organisation | | | | | | | | | |
| 7 | Digital Council Programme (new) | Jackie Hinchliffe | - | - | - | 8 | - | 16 | 31/12/16 |

Footnote: Target Date: Retained = The opportunity is managed to the required level but ongoing monitoring/review required via the S/C R&O Register.
 Removed = The opportunity is removed from the S/C R&O Register as it is either realised or managed to the required level. For items managed to the required level any ongoing monitoring to be undertaken by Dept., if needed.
 Priority: **Gold** = High, **Silver** = Medium, **Bronze** = Low. Ratings: Higher is best DOT: Latest v Previous Rating (→ Static, ↑ Increased, ↓ Decreased)