

Strategic Risk Register

This register details the strategic risks faced by Crawley Borough Council in relation to achieving its priorities and includes the mitigation action being taken to control these risks. The register is owned by the Chief Executive and Corporate Management Team and is updated regularly.

Below is the matrix we use when scoring risk for any project or activity. We have also considered the risk appetite, based on guidance included in the Orange Book – Management of Risk, Principles and Concepts (2020)

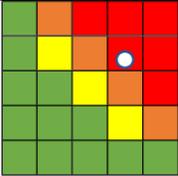
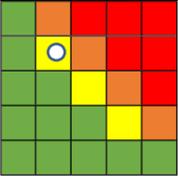
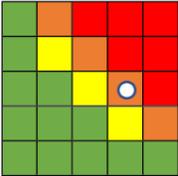
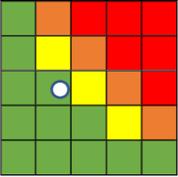
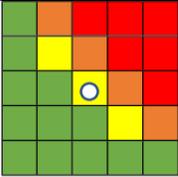
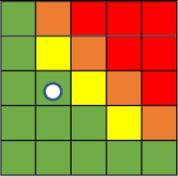
Impact/ Consequence	Likelihood				
	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost certain
5 Catastrophic	5	10	15	20	25
4 Major	4	8	12	16	20
3 Moderate	3	6	9	12	15
2 Minor	2	4	6	8	10
1 Negligible	1	2	3	4	5

Risk Appetite	Description
Opposed	Avoidance of risk and uncertainty is key objective
Minimalist	Preference for safe options that have a low degree of inherent risk
Cautious	Preference for safe options that have a low degree of residual risk
Mindful	Willing to consider all options and choose one that is most likely to result in successful delivery
Enterprise	Eager to be innovative and to choose options that suspend previous held assumptions and accept greater uncertainty

Risk Title	Risk Description	CMT Owner	Risk score (no controls)	Mitigations	Risk score (post mitigation)	Risk Appetite
New Town Hall	PC date has been delayed and is now due in August 22. This date has been assessed as achievable and any further delay should be minimal at this stage. Risk of delay relate to reputation, cost, and the state of the current building. Reputationally there has been little reaction to missing the AGM date and so is considered minor. Cost, if exceeding the budget is considered a significant risk, mainly politically as any overspend at this stage would be a small % of the total budget. The current building is in no real fit state for a further winter, but whilst significant (in terms of service disruption) the likelihood is small.	Deputy Chief Executive		Mechanisms within the contract are being used to address delay and cost concerns. Significant effort was taken to ensure these were robust before entering the contract. Professional advice being taken throughout, and communication with key stakeholders being maintained. No further mitigation possible at this juncture.		Mindful
District Heat Network	The District Heat Network Phase 1 has reached practical completion and has been handed over. The key risks moving forward therefore relate to the ongoing operation, maintenance and billing. The inflationary context in particular creates a pricing risk, attempting to ensure value for residents whilst achieving the required return. There is significant reputational risk in getting this balance wrong, especially in the context of potential expansion.	Head of Major Projects & Commercial Services		The operation, maintenance and billing has already been contracted out to a specialist, and the onboarding went very well. Two rounds of price setting have been undertaken, which seems to demonstrate that the DHN is able to balance value with return. However, the score remains consistent given that fuel prices are likely to increase again in October.		Mindful
LEP Infrastructure - Crawley Growth Programme	Risk of budget overspend for the future project delivery within the Programme and scheme delivery time overruns. The remaining Crawley Growth Programme schemes must be delivered by the end of March 2025.	Head of Economy & Planning		Regular financial monitoring and audit work carried out, including quarterly updates to CPAG. The Head of Corporate Finance attends six weekly Programme Delivery Team meetings with West Sussex County Council. A mid-term programme review is to take place in Q3 2022. Regular project monitoring undertaken by individual Project Boards, the Programme Delivery team with West Sussex County Council and reported to the Crawley Growth Board, chaired by the CBC Chief Executive.		Mindful
LEP Infrastructure - Crawley Growth Programme	Discontinuation or withdrawal of support from key partners.	Head of Economy & Planning		Regular interaction to identify and resolve issues promptly at project Board level with the Manor Royal Business District, Network Rail, GTR, Metrobus etc. A mid-term programme review to take place in Q3 2022.		Mindful

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LEP Infrastructure - Crawley Growth Programme	A sustained period of economic downturn which slows up private sector investment on key regeneration sites in the town centre.	Head of Economy & Planning		The type of infrastructure investment being delivered by the Crawley Growth Programme in public realm, transport and infrastructure transcends the economic cycle and delivers structural improvements to strengthen Crawley's economic prospects. The target date for delivery of regeneration site outcomes is actually 2030 to take account of the economic cycle and potential for a sustained down turn, which has been exacerbated by the impact of the COVID-19 crisis nationally and internationally.		Mindful
LEP Infrastructure - Crawley Growth Programme	Ineffective co-ordination of delivery across projects, leading to multiple disruption in the town centre and Manor Royal when this was avoidable.	Head of Economy & Planning		Careful planning and close cooperation between CBC, WSCC officers and third party partners / contractors. A mid-term programme review to take place in Q3 2022.		Mindful
Delivering the Affordable Housing Programme	The recent water neutrality position statement issued by Natural England has both immediate and future impacts on the delivery programme. A delay of at least 6 months to schemes due to be starting on site now is expected impacting the delivery of 230 new affordable homes. Additional costs arising from the requirement for schemes to evidence water neutrality through on-site and off-setting measures may impact the viability of schemes and the level of affordable housing that can be delivered.	Head of Strategic Housing Services		Officers are engaged in discussions with Natural England and Southern Water as well as with neighbouring local authorities in seeking to minimise impacts on the delivery programme. Work is underway to quantify and maximise headroom to take forward new development through offsetting measures within existing stock. Supported by external consultancy advice officers are working up proposals to evidence water neutrality for key developments caught by the new requirements. Pilot project underway in Crawley Homes looking to explore water savings through use of a flow regulator, plans to extend to 1000 homes after the pilot with water savings to enable development at two key sites.		Mindful
Delivering the Affordable Housing Programme	Beyond the medium term, the majority of larger sites within the Council boundary that can easily be built upon will have been developed. This will leave smaller sites that are more challenging and contentious in nature and therefore more resource intensive to bring forward, or finding other opportunities such as regeneration.	Head of Strategic Housing Services		Work has been undertaken to identify these future sites and opportunities, feeding into the Local Plan and developing programmes of work. Planning and Housing teams continue to work proactively to maximise opportunities afforded by development within neighbouring Districts and Boroughs adjoining the Council's boundaries.		Minimalist
Homelessness	Following increased demand for temporary accommodation during the pandemic, levels of homelessness continue to rise. The ongoing economic impacts from the pandemic, cost of living rises and increased additional demand arising from asylum and refugee resettlement programmes are placing an unprecedented burden on the Council in meeting temporary accommodation duties. Demand for TA significantly outstrips supply necessitating heavy reliance on expensive nightly paid accommodation with significant budgetary implications. The full TA budget allocation for 2022/23 has been fully spent during Q1.	Head of Strategic Housing Services		Efforts to relieve and prevent homelessness using all available options continue. 5 additional units of TA have been secured with a further 27 units anticipated in November. All potential acquisition opportunities are being explored. Three potential sites have been identified for modular housing and design work is in progress. Options with potential immediate impact are under consideration but must be balanced against impact on other duties to applicants with high level need on the Council's Housing Register. Homelessness grant reserves will offset impacts for the current financial year.		Mindful
Three Bridges Station	A way forward for the scheme is unable to be agreed.	Head of Economy & Planning		A budget review for the scheme will take place as part of the overall Crawley Growth Programme review in Q3 2022. Officers are working actively to secure the outstanding Community Infrastructure Levy required to finance the scheme. A comprehensive risk register is overseen by the Project Board of the Crawley Growth programme.		Cautious

Risk Title	Risk Description	CMT Owner	Risk score (no controls)	Mitigations	Risk score (post mitigation)	Risk Appetite
Disaster Recovery and Business Continuity - Data Breaches (Technical issue)	<p>Inadequate data sharing and data security arrangements, including failure to maintain public services network accreditation (PSN).</p> <p>Failure to maintain technical security safeguards – e.g. that firewalls are up to date or that the latest advice from NCSC has not been assessed and followed where appropriate.</p>	Head of Digital & Transformation		<p>The Council has made some considerable strides in this area. Most significantly it has re-secured its PSN certification providing assurance that its infrastructure is robust and secure. This will continue to be tested on an annual basis.</p> <p>The migration to the Azure Cloud provides an extremely high level of confidence as it has the weight of Microsoft's technology and finance to support it and is used globally.</p> <p>MFA (multi-factor authentication) has been rolled out to all staff with network accounts – this was done face to face for complete assurance.</p> <p>Immutable back ups are being secured for all of CBC's systems, as recommended by NCSC.</p> <p>The council recruited an Information Security Officer.</p>		Minimalist
Disaster Recovery and Business Continuity - Data Breaches (Human error)	<p>Improper disclosure of confidential information (in any format i.e. digital, paper etc.) could bring both financial loss (ICO fines, or worse, a ransomware attack) as well as reputational damage to the organisation.</p> <p>Failure to comply with GDPR legislation could lead to major reputational damage, loss of public confidence and the inability to operate key business processes</p>	Head of Digital & Transformation and Head of Governance, People & Performance (Data Protection Officer)		<p>A recent audit report identified a few areas of weakness, all of which are being addressed through a comprehensive plan. This is already being implemented.</p> <p>Training and awareness are key, as well as clear procedures for staff on what to do in the event of suspicious activity or possible breach.</p> <p>In preparation for the move to the new Town Hall, an Information Management project has been set up to audit all information assets and policies and the Information Governance Board has been refreshed.</p> <p>The council recruited an Information Security Officer</p>		Minimalist
Disaster Recovery and Business Continuity - Health & Safety Breaches	<p>Failure to comply with the requirements set out by Health & Safety legislation which covers the functions of the Council.</p> <p>Lack of clarity and / or understanding regarding the legal duties of Managers to ensure that risk assessments in respect of places, activities and people are regularly undertaken.</p>	Head of Governance, People & Performance		<p>Review the council's Health & Safety Handbook for Employees and Health & Safety Policy. Provide training where appropriate.</p> <p>Evaluate the Council's Health & Safety compliance status.</p> <p>Implement a H&S Action Plan for compliance</p>		Minimalist
Maintaining a balanced budget	A balanced budget is not achieved in the Medium Term, resulting in an increased use of reserves, which is not sustainable.	Head of Corporate Finance		<p>CMT are working on the budget position throughout the new financial year, including assessing the impact of Covid-19.</p> <p>Quarterly budget monitoring reports are submitted to Cabinet and Overview & Scrutiny Commission. A challenge of budgets exercise is taking place to identify savings, efficiencies and increased income in order to mitigate future budget gaps. The impact of the current economic climate is challenging future budget projections.</p>		Mindful

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Organisational Capacity, Recruitment & Succession Planning	Failure to recruit and retain Cat 1 employees namely Chief Officer roles e.g. S.151 Officer, Monitoring Officer	Head of Governance, People & Performance		<p>HR is undertaking benchmarking exercise to ensure that the Council is 1) aware of market salaries and trends and 2) may consider measures which might make it more competitive with the view to attracting quality candidates.</p> <p>People Board and HR Team working on developing the Council's "Employer Value Proposition". This will shape future recruitment campaigns and communications with existing staff.</p> <p>HR are working closely with managers to ensure that they properly plan and execute a professional recruitment campaign including quality, modern adverts and better communication and feedback with candidates before, during and after the process.</p> <p>Address the skills gap (and therefore lack of candidates) in the market by potentially "growing our own" experienced staff</p>		Mindful
Organisational Capacity, Recruitment & Succession Planning	Failure to recruit and retain Cat 2 employees namely professional roles e.g. lawyers, accountants, planners, EHOs	Head of Governance, People & Performance		<p>HR is undertaking benchmarking exercise to ensure that the Council is 1) aware of market salaries and trends and 2) consider measures which might make it more competitive with the view to attracting quality candidates.</p> <p>People Board and HR Team working on developing the Council's "Employer Value Proposition". This will shape future recruitment campaigns and communications with existing staff.</p> <p>HR are working closely with managers to ensure that they properly plan and execute a professional recruitment campaign including quality, modern adverts and better communication and feedback with candidates before, during and after the process.</p> <p>Address the skills gap (and therefore lack of candidates) in the market by potentially "growing our own" experienced staff</p>		Mindful
Organisational Capacity, Recruitment & Succession Planning	Failure to recruit and retain Cat 3 employees namely manual / front facing roles e.g. Civil Enforcement Office's, Community Wardens, Neighbourhood Services	Head of Governance, People & Performance		<p>HR undertaking benchmarking exercise to ensure that the Council is 1) aware of market salaries and trends and 2) consider measures which might make it more competitive with the view to attracting quality candidates.</p> <p>People Board and HR Team working on developing the Council's "Employer Value Proposition". This will shape future recruitment campaigns and communications with existing staff</p> <p>HR are working closely with managers to ensure that they properly plan and execute a professional recruitment campaign including quality, modern adverts and better communication and feedback with candidates before, during and after the process.</p> <p>Address the skills gap (and therefore lack of candidates) in the market by potentially "growing our own" experienced staff</p>		Mindful

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Organisational Capacity, Recruitment & Succession Planning	Impact of ageing workforce and an increase of key staff retiring.	Head of Governance, People & Performance		Managers need to undertake PDRs and have open and honest discussions with reports. They should be aware, in advance, of upcoming events e.g. retirements and be planning for recruitment / stepping up / reassigning duties with an appropriate knowledge handover, exit interview etc		Mindful
Climate Emergency	Failure to reduce carbon emissions by at least 50% and as close to net zero as possible by 2030. Failure to achieve carbon zero by 2040 at the latest.	Head of Economy & Planning		The Council's Climate Change Emergency Action Plan is in place A full funding plan will be drawn up in 22/23 for subsequent financial years to ensure delivery of the Council's carbon emissions reductions targets for its activities and services are fully costed.		Mindful
National Waste Strategy (including Food Waste)	The National Waste & Resources Strategy is delayed which may impact on the Waste Contract.	Head of Major Projects & Commercial Services		To be closely monitored. It seems likely that the Strategy will mandate changes to refuse and recycling collections including the introduction of a mandatory weekly food waste collection. However, the delay in the publication of the National Waste Strategy constrains the ability to amend the specification in advance of the contract re-procurement.		Mindful
Local Plan	Failure to adopt the Local Plan within the timeframe set by the government	Head of Economy & Planning		The Crawley Local Plan process is on hold, pending the drawing up and then agreement of the Water Neutrality Strategy with Natural England and other stakeholders. Once the Strategy is in place, consideration will need to be given as to whether there is an impact on the existing submission Local Plan document 2022-2037 and what revisions to the document are required to take account of the new Water Neutrality Strategy. At that point a revised timetable for the Local Plan process will be drawn up once this matter has been considered in full.		Cautious
Water Neutrality	Failure to agree a Water Neutrality Strategy	Head of Economy & Planning		Intense discussions at Chief Executive Level are taking place between the Local Planning Authorities affected, Natural England, Southern Water, the Environment Agency and government representatives. These discussions are chaired by the Council's Chief Executive and seek long term strategic infrastructure solutions to this situation. The Council's planning officers have agreed a new screening proforma with Natural England so that most householder and minor planning applications can proceed to decision without hindrance Some major planning applications back to Planning Committee for consideration where those applications demonstrated on site water neutrality. Further applications will be referred to Planning Committee where on site and / or off site water neutrality can be demonstrated.		Cautious
Cost of Living	Impact of more residents presenting themselves as homeless and being unable to pay their debts.	Head of Corporate Finance		A webpage has been created https://crawley.gov.uk/council-information/help-money-worries designed to direct people to help.		Mindful

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Towns Fund	Risks associated with the delivery of this programme are mainly centered around budget overspend and timescales exceed beyond the Towns Fund end date. A detailed risk register has been produced for each project within the programme.	Head of Economy & Planning		Regular financial monitoring and project monitoring undertaken by the Towns Deal Board and relevant project boards. The Head of Corporate Finance attends the s151 officers meeting. Internal assurance is via CPAG, through quarterly reporting on programme / risk updates.		Mindful