

Crawley Borough Council

Report to the Audit Committee

12 March 2024

Risk Management Update

Report of the Head of Governance, People & Performance – LDS/216

1. Purpose

- 1.1. The Committee is asked to review the action taken by the Corporate Management Team and staff to mitigate Strategic Risks.

2. Recommendations

- a) The Committee is requested to consider the contents of this report and confirm it is satisfied with risk management arrangements.
- b) Review the Strategic Risk register (Appendix A) and determine whether there are any matters that it wishes to draw to the attention of the Chief Executive or to Cabinet.

3. Reasons for the Recommendations

- 3.1. The Committee has a responsibility to ensure that action has been taken by relevant Managers on risk-based issues identified by Internal Audit.

4. Background

- 4.1. The Corporate Management team regularly review the Strategic Risks of the Council and look at the mitigations of those risks. This is a live document and updates on risks are presented to the Audit Committee at its meetings. The internal audit service (SIAP) will give an annual report and opinion on the organisation's framework of governance, risk management and contra based on the audit work conducted in the year. The Audit Plan looks at these Strategic risks.
- 4.2. The Corporate Management Team made a commitment to amend the strategic risks from a long list to one in tabular format; with risk scores without controls in place; what mitigations are in place which gives residual scores.
- 4.3. The focus of effective risk management is the identification and management of risks and opportunities. It increases the probability of success, reduces the likelihood of failure and the uncertainty of achieving objectives. Risk management should be a continuous and evolving process which runs throughout the Council's strategies and service delivery.

- 4.4. This enables the Audit Committee to meet its responsibilities to provide the Council with independent assurance of the adequacy of the risk management framework and associated control environment.

5. Risk Management Arrangements

- 5.1. The Council's approach to risk management is set out in its [Risk Management Strategy](#). The objectives of a risk management strategy are to:
- Integrate risk management into the culture of the Council by engendering a positive attitude and understanding to risk throughout service areas.
 - Manage risk in accordance with best practice.
 - Prevent injury, damage and financial loss to those connected with the Council's delivery of services.

6. Strategic Risk Register

- 6.1. A strategic risk is defined as an event or action that will affect an organisation's overall ability to achieve its corporate objectives and execute strategies successfully. By their nature, strategic risks are generally not service or objective specific; they are areas of risk that cut across service and objective boundaries.
- 6.2. The Strategic Risk Register (Appendix A) is a live document which is regularly reviewed by the Corporate Management Team, and it includes a summary of the current analysis of residual risk as well as detail on each Strategic Risk.
- 6.3. The risk tolerance of the Council is the threshold above which the level of risk is not acceptable and requires further action to reduce the risk. The level has been agreed by the Corporate Management Team to be any risk with a residual score of 15 or above (red risks). This is set out in the Risk Management Strategy.
- 6.4. Risks around the provision of affordable housing, cost of living, homelessness, water neutrality and climate change emergency and maintaining a balanced budget are exceeding this score. In these cases, there are external factors that are affecting the score, these scores are being constantly reviewed by CMT and updates will be provided to future Audit Committees.

7. Updates since the last Audit Committee (21 November 2023)

- 7.1 Risk 4: Homelessness. Reference to the budget overspend reported at Q3 of £3.6m has been updated in the risk description. The risk scores remain unchanged. Representation continues to be made to Government departments and opportunities for collaborative lobbying with other LAs also facing significant challenges are being taken forward.
- 7.2 Risk 9: Maintaining a balanced budget. The risk score post mitigation has been increased from 15 to 20. This reflects the worsening financial budget position reported in the Q3 Budget monitoring report. Cost pressures include the above budget pay settlement, and other inflationary pressures, Housing Benefit and the Town Hall/District Heat Network. However, the greatest cost pressure is in the Homelessness service (temporary accommodation) with an additional cost pressure of £3.6m. These cost pressures are anticipated to continue in the budget for 2024/25.

- 7.3 Risk 15: Cost of Living. A recommendation from the last Audit Committee was for CMT to review the risk description so that it reflected how the Council's inability to support residents might impact the Council's ability to provide services to its residents. CMT has reviewed this risk which has taken an inward view, the impact on council finances and the financial risk posed which is covered by maintaining a balanced budget. An outward view is the impact on the customer in terms of their ability to cope and manage. The risk score post mitigation has been amended to 15 (previously 16). However, it has been given a probability score of 5 (highly probable) as the risk is occurring now. Arrears are increasing e.g., outstanding rent, but the Council cannot determine how much is attributable to the cost of living. More intelligence is needed on both rent and council tax arrears. Data gathering is being undertaken to help further develop our understanding.
- 7.4 Risk 17 Damp and Mould. The mitigations have been updated to reflect the current approach, but the risk scores remain unchanged. Task teams have been put in place to provide a holistic response for complex cases. These teams include a Surveyor, Housing Officer and Financial Inclusion Officer. For all cases teams are continuing to provide advice about heating and issuing energy vouchers where appropriate to encourage better heating of homes, and mini dehumidifiers and window vacs where relevant. Awaabs law is currently under consultation that will bring in statutory requirements for how social landlords deal with hazards including damp and mould within strict timescales. There is concern the impact this will have on resourcing, both diagnosing and completion of the repair. The Council is awaiting the outcome of the consultation by the Regulator of Social Housing.

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Strategic Risk Register

Appendix A

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. The risk assessment criteria used to score risks is shown in more detail at Appendix B. We also consider the risk appetite for each risk based on the definitions below.

Impact	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 Insignificant	1	2	3	4	5
		Remote 1	Possible 2	Likely 3	Probable 4	Highly probable 5
Probability						

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

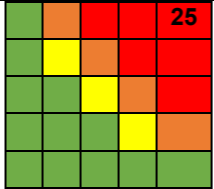
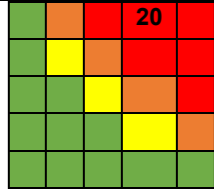
Risk ID	Risk Title	Risk Description	CMT Owner	Risk score (no controls)	Mitigations	Risk score (post mitigation)	Risk Appetite
1.	District Heat Network	<p>Failure to balance value with return in relation to the ongoing operation, maintenance, and billing of the District Heat Network.</p> <p>The inflationary context in particular creates a pricing risk, attempting to ensure value for residents whilst achieving the required return. There is significant reputational risk in ensuring this balance is correct.</p>	Head of Major Projects & Commercial Services		<p>The operation, maintenance and billing has been contracted out. Heat tariff for second round of price setting was implemented in December 2023. There were some cost pressures (notably the plant operating below capacity the Council currently picking up all of the heat costs for the Create Building) which have negatively impacted the revenue position in 2023/24. The risk score has therefore remained consistent post mitigation and attention to these as well as movement in wholesale gas price will continue in 2024/25.</p> <p>Internal Audit completed a review of the DHN in Q4 2022/23 and assessed it as 'substantial assurance'</p>		Mindful

Risk ID	Risk Title	Risk Description	CMT Owner	Risk score (no controls)	Mitigations	Risk score (post mitigation)	Risk Appetite
2.	LEP Infrastructure – Crawley Growth Programme	<p>Risk of failure to deliver the Crawley Growth Programme due to:</p> <ul style="list-style-type: none"> Budget overspend for the future project delivery within the Programme and scheme delivery time overruns. Discontinuation or withdrawal of support from key partners. A sustained period of economic downturn which slows up private sector investment on key regeneration sites in the town centre. 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		<p>Regular financial monitoring and audit work carried out, including quarterly updates to CPAG. The Head of Corporate Finance regularly attends Programme Delivery Team or Crawley Growth Board meetings with West Sussex County Council.</p> <p>A mid-term programme review was undertaken in Q3 2022 to agree a way forward and delivery programme for the remaining projects. The agreed funding protocol between CBC and WSCC is being updated to reflect that outcome of the review and new opportunities arising to add more government funding to the Crawley Growth programme.</p> <p>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.</p> <p>Regular interaction to identify and resolve issues promptly at project Board level with the Manor Royal Business District, Network Rail, GTR, Metrobus etc.</p> <p>The target date for delivery of regeneration site outcomes is 2030 to take account of the economic cycle and potential for a sustained downturn, which has been exacerbated by the impact of the COVID-19 crisis nationally and internationally.</p> <p>Careful planning and close cooperation between CBC, WSCC officers and third-party partners / contractors. All partners within the Crawley Growth Programme follow a Communications protocol to ensure effective coordination and communications around project delivery.</p>		Mindful

Risk ID	Risk Title	Risk Description	CMT Owner	Risk score (no controls)	Mitigations	Risk score (post mitigation)	Risk Appetite
3.	Delivering the Affordable Housing Programme	<p>Risk of failure to deliver the affordable Housing Programme due to:</p> <p>The recent water neutrality position statement issued by Natural England has both immediate and future impacts on the delivery programme. 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.</p> <p>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.</p>	Head of Strategic Housing Services		<p>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 continue to work up proposals to evidence water neutrality for key developments caught by the new requirements.</p> <p>Roll out of a pilot project within the Council's own housing stock has enabled further water savings to be made and these have been allocated to support the development of key sites. This work will continue to generate further water savings to support more housing development.</p> <p>Work has been undertaken to identify these future sites and opportunities, feeding into the Local Plan, and developing programmes of work. This includes seeking to maximise opportunities afforded by development within neighbouring Districts and Boroughs adjoining the Council's boundaries. Should the proposal to remove the Duty to Co-operate come into effect this work may be compromised.</p>		Mindful
4.	Homelessness	<p>Increase of homelessness cases and the financial impact this has on meeting temporary accommodation duties.</p> <p>Following increased demand for temporary accommodation during the pandemic, levels of homelessness continue to rise. The on-going 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.</p> <p>Demand for TA significantly outstrips supply necessitating heavy reliance on expensive nightly paid accommodation with significant budgetary implications. An overspend of £3.6m was projected at Q3.</p>	Head of Strategic Housing Services		<p>Due to the continued levels of demand coming into the service and the limited number of opportunities for pathways out of temporary accommodation efforts to mitigate the risk score are not keeping pace and temporary accommodation and nightly paid usage continues on an upward trajectory despite successfully securing an additional 27 units of TA. Without Government intervention through either changes to national housing policy or additional funding support the Council's ability to respond to these pressures and reduce TA expenditure remains severely constrained.</p> <p>Representation continues to be made to Government departments and opportunities for collaborative lobbying with other LAs also facing significant challenges are being taken forward.</p>		Mindful

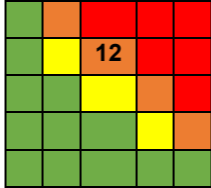
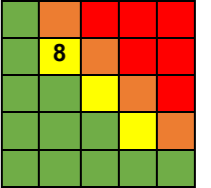
Risk ID	Risk Title	Risk Description	CMT Owner	Risk score (no controls)	Mitigations	Risk score (post mitigation)	Risk Appetite
5.	Migration/Asylum pressures	<p>Increase in migration / asylum cases and the impact this has on meeting temporary accommodation duties.</p> <p>Currently Crawley is host to a number of individuals either seeking asylum or providing Afghan Bridging accommodation. These are arrangements made directly by the Home Office.</p> <p>In addition, new legislation has recently been passed to provide those with Chagossian decent UK Citizenship entitlement from British Overseas Territories.</p>	Chief Executive		<p>The application process went live on 23 November 2022. Revised estimates by the Foreign, Commonwealth & Development Office are that 5000-6000 people will take up this entitlement with a view to moving to the UK, and that the majority will first head to Crawley due to an already established community in the town. Decisions are now taking place with Citizenship ceremonies being arranged.</p> <p>No impact analysis or implementation planning has been put in place by the Government. Potential impacts are wide but none more serious than potential impact on housing and homelessness, in addition to the risks set out in the above entry.</p> <p>Ongoing representations to Government officials and relevant Government Ministers from FCDO, Home Office and DLUHC are regularly made, along with a case for CBC to secure additional new burdens funding to assist with costs of housing and resettlement. Temporary housing officer support is also being secured to assist with demand.</p>		Cautious
6.	Three Bridges Station	A way forward for the scheme is unable to be agreed.	Head of Economy & Planning		<p>A planning application for the scheme was submitted autumn 2022 and Planning Committee resolved to permit the application in Q4 2022/23. Work is being progressed with Network Rail and GTR on the processing of the Station Change procedure, the completion of which is required prior to the tender process commencing to commission the works to start on site. The scheme featured as part of the overall Crawley Growth Programme review jointly with West Sussex County Council which took place in Q3 2022. A comprehensive risk register is overseen by the Project Board of the Crawley Growth programme.</p>		Cautious

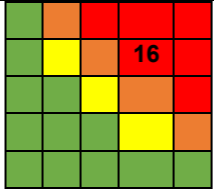
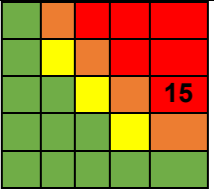
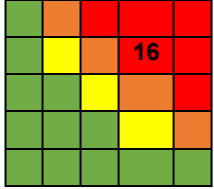
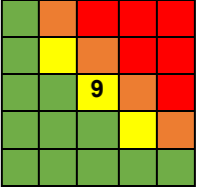
Risk ID	Risk Title	Risk Description	CMT Owner	Risk score (no controls)	Mitigations	Risk score (post mitigation)	Risk Appetite
7.	Disaster Recovery and Business Continuity – Data Breaches or Network Compromise (Hack)	<p>Inadequate technical safeguards and poor staff awareness and practice leads to a compromise of our systems and data.</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> <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>The Council has made some considerable strides in this area.</p> <ul style="list-style-type: none"> PSN certification achieved again in May 2023. Migration to the Azure (Microsoft) Cloud Implementation of MFA and other technical safeguards mean CBC is well protected. <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. Additional foundation training has been delivered to all staff. Staff response to suspicious emails (with further training for those that fail) has been commissioned and began rollout in October 22 which includes regular random testing of all users.</p> <p>A comprehensive Information Management programme is being delivered, which includes new systems (Sharepoint), revised policies and procedures and is delivering training on both systems and GDPR & information management for all staff. The Information Governance Board has been refreshed both in terms of membership and its terms of reference.</p>		Minimalist
8.	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 Health & Safety Action Plan for compliance.</p>		Minimalist

Risk ID	Risk Title	Risk Description	CMT Owner	Risk score (no controls)	Mitigations	Risk score (post mitigation)	Risk Appetite
9.	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>Quarterly budget monitoring reports are submitted to Cabinet and Overview & Scrutiny Commission.</p> <p>The Q3 Budget monitoring report shows a worsening financial position. The forecast shows additional cost pressures of £5.2m which reduces to £3.9m net after additional interest on investments. In year mitigations of (£1.5m) have been identified, however, further sources of funding will be required to maintain the General fund above the £3m recommended balance.</p> <p>Cost pressures include the above budget pay settlement, and other inflationary pressures, Housing Benefit and the Town Hall/District Heat Network. However, the greatest cost pressure is in the Homelessness service (temporary accommodation) with additional cost pressure of £3.6m. These cost pressures are anticipated to continue in the budget for 2024/25.</p> <p>The budget strategy accepts that the situation is not sustainable in the medium term and sets out actions over the next 12 to 18 months to correct the situation. An all-member finance seminar was held on 8 November 2023. A further all- member Budget 2024/25 seminar was held on 8 February 2024.</p>		Mindful

Risk ID	Risk Title	Risk Description	CMT Owner	Risk score (no controls)	Mitigations	Risk score (post mitigation)	Risk Appetite
10.	Organisational Capacity: Recruitment, Retention & Succession Planning	<p>Failure to recruit and retain employees across a variety of professional, technical and front-line roles.</p> <p>Failure to take steps to counter the impact of an ageing workforce and an increase of key staff retiring.</p>	Head of Governance, People & Performance		<p>HR Team and People Board working on developing the Council's "Employer Value Proposition". This will shape future recruitment campaigns and communications with existing staff. HR are also working closely with managers to refresh the Recruitment Policy and make this activity smoother whilst ensuring lawfulness, fairness and transparency.</p> <p>HR Team is exploring non-financial ways of enhancing the employee experience, e.g. improving the learning and professional development offer, creating career pathways, modernising systems to give managers and staff better tools to work with, maintaining a strong commitment to the physical and mental health and wellbeing of the workforce with solid support services and referral routes.</p> <p>In addition to the Plan, Do, Review (PDR) system, the HR Team and People Board have looked to improve communication lines with staff surveys, listening forums as well as corporate communications.</p> <p>HR Team and People Board to review Reward & Recognition e.g., staff Making a Difference awards to ensure awareness and consistency of use across the organisation.</p> <p>Address the skills gap (and therefore lack of candidates) in the market by potentially "growing our own" experienced staff.</p>		Mindful
11.	Climate Emergency	<p>Failure to reduce carbon emissions by at least 50% and as close to net zero as possible by 2030.</p> <p>Failure to achieve carbon zero by 2040 at the latest.</p>	Head of Economy & Planning		<p>The Council's Climate Change Emergency Action Plan is in place.</p> <p>Officers are drawing on funds from within the agreed Council budget for 2023-2024 to progress the delivery of Climate Change Action Plan tasks and the Council's carbon emissions reductions targets.</p> <p>A new Sustainability Manager started in post on 30th October to co-ordinate progress with Action Plan delivery.</p> <p>Indications are that HMG will reduce intervention to support this work moving forward, reducing the availability of external funding, and increasing the risk of not being able to deliver on key aspects of the plan.</p>		Mindful

Risk ID	Risk Title	Risk Description	CMT Owner	Risk score (no controls)	Mitigations	Risk score (post mitigation)	Risk Appetite
12.	National Waste Strategy (including Food Waste)	Impact of the National Waste & Resources strategy on the delivery of the waste and recycling contract.	Head of Major Projects & Commercial Services		<p>Letter from DEFRA October 2023 has confirmed the requirement to introduce separate food waste collection by March 2026. This will be the major change required locally and provides the basis to progress the service specification for the contract period from the beginning of March 2026.</p> <p>Capital funding award towards the cost of vehicles has been confirmed by DEFRA. This is estimated to be approximately £500k lower than the actual costs the Council will incur.</p> <p>A separate food waste collection is likely to create revenue pressure. There are indications from Government that they will provide some financial support however the form and extent of this is not currently known. Given the uncertainty regarding the revenue impacts, the post mitigation risk score has remained the same.</p>		Mindful
13.	Local Plan	Failure to adopt the Local Plan within the timeframe set by the government.	Head of Economy & Planning		<p>The Crawley Local Plan review was further delayed due to the need to demonstrate Water Neutrality for all planned development within the Sussex North Water Resource Zone, cumulatively across all the Plans in the area. A Water Neutrality Strategy to support the emerging Local Plans has been finalised and agreed by all authorities within the Sussex North area, and this has been endorsed by Natural England. An Offsetting Implementation Scheme across Sussex North is in the process of being established to deliver the agreed policy approach. A Project Manager has been appointed working across all the councils to progress this work. Following approval by Full Council in February 2023 and a six-week period of Regulation 19 consultation, which ended on 20th June, the Crawley Local Plan 2024-2040 was submitted at the end of July to the government's Planning Inspectorate for Examination. Representations made to the Plan as part of the consultation process will be considered through the independent Examination in Public (EIP) with interested parties (including those supporting and objecting). The first phase of the Local Plan EIP will take place during the week of 20th November this year with the second phase happening during the weeks of 8th and 15th January next year. The council will be questioned by two Inspectors who have been appointed by the Planning Inspectorate to oversee the Examination of the Plan, who can also query any part of the Plan they wish. The Inspectors may find the Local Plan unsound or propose modifications to make it sound. At that point, modifications would then have to be subject to further public consultation later in 2024 and the Plan with any modifications would then have to be approved by Full Council.</p>		Cautious

Risk ID	Risk Title	Risk Description	CMT Owner	Risk score (no controls)	Mitigations	Risk score (post mitigation)	Risk Appetite
14.	Water Neutrality	Failure to agree a Water Neutrality Strategy	Head of Economy & Planning	 <p>A 5x5 grid of colored squares representing a risk score. The center square (row 3, column 3) is yellow and contains the number '12'. The squares immediately above and below the center are orange. The squares in the top and bottom rows are red. All other squares are green.</p>	<p>A Water Neutrality Strategy to support the emerging Local Plans has been finalised and agreed by the authorities within the Sussex North water supply area, and this has been endorsed by Natural England following work between the affected council officers and Chief Executives, Natural England, Southern Water, the Environment Agency and government representatives. These parties continue to meet regularly to secure the Offsetting Implementation Scheme. This is in the process of being established to deliver the agreed policy approach and enable all the planned development to come forward, following the success of pilot schemes progressed in Crawley with off-site offsetting secured through retro-fitting that has reduced water use in Crawley Homes housing stock. A Project Manager has been appointed working across all the councils to help progress this work. The Council's screening proforma with Natural England enables most householder and minor planning applications to proceed to decision without hindrance. Some developers are securing their own private offsite offsetting measures which is also enabling some limited development to take place where these satisfy the Natural England's water neutrality requirements.</p> <p>A Statement of Common Ground on water neutrality to support the Crawley Local Plan 2024-2040 submission to the Planning Inspectorate has been signed by the Local Planning Authorities affected – Crawley BC, Chichester DC, Horsham DC, Mid Sussex DC, West Sussex CC, South Downs National Park Authority and endorsed by Natural England, Southern Water and the Environment Agency.</p>	 <p>A 5x5 grid of colored squares representing a risk score. The center square (row 3, column 3) is yellow and contains the number '8'. The squares immediately above and below the center are orange. The squares in the top and bottom rows are red. All other squares are green.</p>	Cautious

Risk ID	Risk Title	Risk Description	CMT Owner	Risk score (no controls)	Mitigations	Risk score (post mitigation)	Risk Appetite
15.	Cost of Living	Impact of more residents presenting themselves as homeless and being unable to pay their debts.	CMT		<p>Risk is both inward and outward looking and has been given a probability score of 5 (highly probable) as the risk is occurring now:</p> <ol style="list-style-type: none"> Inward – impact on council finances and therefore the financial risk posed but this is covered by maintenance of the balance budget risk. Outward – Impact on customer, ability to cope and manage. <p>Arrears are increasing, e.g outstanding rent, but we don't understand how much of this attributable to the cost of living. More intelligence is needed both on rent and council tax arrears. Data gathering is a feature of the cost-of-living transformation item, which will help to develop understanding.</p> <p>UC migration poses further concern.</p> <p>A webpage has been created https://crawley.gov.uk/council-information/help-money-worries designed to direct people to help.</p> <p>Lateral implemented to provide a One Council overview of debt (Crawley Homes still to join), including implementation of 'Breathing Space' within the Corporate Debt Group, Access Crawley working with vulnerable residents with long term debt creating bespoke pathways, and now seeking to extend that model. Work commencing to proactively target households likely not to be claiming all benefits they are entitled.</p>		Mindful
16.	Towns Fund and related programmes	Risk of failure to deliver the Towns Fund and related programmes within budget and timescales.	Head of Economy & Planning		<p>A detailed risk register has been produced for each project within the programme.</p> <p>Regular financial monitoring and project monitoring undertaken by the Towns Deal Board and relevant project boards. The Head of Corporate Finance attends the s151 officer meetings involving other local authorities with Towns Fund programmes. Internal assurance is via the Corporate Projects Assurance Group (CPAG), through quarterly reporting on programme / risk updates.</p>		Mindful

Risk ID	Risk Title	Risk Description	CMT Owner	Risk score (no controls)	Mitigations	Risk score (post mitigation)	Risk Appetite
17.	Damp and Mould	<p>Impact of increased demand relating to damp and mould issues.</p> <p>Unprecedented demand for residents in Crawley Homes and in the private sector for advice, support, inspections and repairs relating to damp and mould following the death of Awaab Ishak in Rochdale.</p> <p>Demand for services is impacting on business-as-usual service delivery and is impacting responsive repairs budgets for Crawley Homes.</p> <p>Resourcing issues to inspect structural concerns and capacity to build potential demand into the planned maintenance programme.</p> <p>Some structural issues are being assessed and managed in the day-to-day service which is impacting service delivery.</p> <p>Loss of staff due to resignations, impact on resource availability</p> <p>Risk of regulatory involvement.</p>	Head of Crawley Homes		<p>Workflows have been amended for call triage and inspections.</p> <p>Task teams in place to provide a holistic response for complex cases. Task teams including Surveyor, Housing Officer and Financial Inclusion Officer.</p> <p>For all cases we are continuing to provide advice about heating, and where appropriate issuing energy vouchers to encourage better heating of homes and providing mini dehumidifiers and window vacs where relevant.</p> <p>Contractors have developed resource, both direct labour and sub-contractor, to manage demand.</p> <p>Inspections are prioritised with building surveyors where structural issues are diagnosed but demand remains high.</p> <p>Awaabs law currently under consultation that will bring in statutory requirements for how social landlords deal with hazards, including damp and mould with strict timescales for responding to such. Concern about the impact this will have on resourcing – both diagnosing and completion of repair. Awaiting outcome of consultation by RSH.</p>		Mindful
18.	Presence of RAAC (Reinforced autoclaved aerated concrete) in Council properties	Identify any council properties constructed using RAAC and validate the potential risk appropriately.	CMT		<p>The Council is assessing the likely exposure to and risk of RAAC (Reinforced autoclaved aerated concrete) to its estate including Crawley Homes.</p> <p>Risk scores and mitigations will be confirmed once the initial risk assessment has been completed.</p>		Mindful

Risk Assessment Criteria

Risk assessment categorises risk according to impact and probability and results in a total risk score. Risks are assessed on both inherent risk level (no controls in place) and residual risk (after controls).

Impact Criteria

	Risk Level	Financial	Service	Reputation
5	Catastrophic	>£1m	Total service failure	National publicity more than 3 days. Resignation of leading Member or Chief Officer
4	Major	£500k - £1m	Serious disruption to service	National public or press interest. Damage to the reputation and standing of the council in the public eye.
3	Moderate	£50k – 500k	Moderate disruption to service	Local public / press interest. Partial loss of credibility of the council
2	Minor	£5k - £50k	Some minor impact on service	Contained within service. Reduced confidence in delivery of individual services
1	Insignificant	<£5k	Annoyance, but does not disrupt service	Contained within business unit

Probability Criteria

	Risk level	Description
5	Highly probable	Expected to occur in most circumstances (>80%)
4	Probable	Will probably occur in most circumstances (>50% to 80%)
3	Likely	Fairly likely to occur (>20% - 50%)
2	Possible	Could occur at some time (>5% - 20%)
1	Remote	May occur only in exceptional circumstances (0% - 5%)