

Crawley Borough Council

Report to Audit Committee

3 December 2024

Risk Management Update

Report of the Head of Governance, People & Performance – **LDS/226**

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

- 2.1. That the Audit Committee:
 - a) 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 Corporate Management Team and relevant Managers on risk-based issues identified and provide independent assurance that our risk management framework is sound.

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 and risk management on the audit work conducted in the year. The Audit Plan looks at these Strategic Risks.
- 4.2. The focus of effective risk management is the identification and management of risks and opportunities. It increases the probability of success, reduces the likelihood or 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.

- 4.3. 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 the organisations' 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 (i.e., with controls in place) of 15 or above (red risks). This is set out in the Risk Management Strategy.
- 6.4. Risks around maintaining a balanced budget, reducing homelessness, climate change and migration / asylum pressures are exceeding this score. In these cases, there are external factors that are affecting the score. These scores are being constantly reviewed by the Corporate Management Team and updates will be provided at future Audit Committees.

7. Updates since the last Audit Committee (3 September 2024)

7.1 Risk 1: Maintaining a balanced budget

The mitigations have been updated to reflect the Council is facing an increased budget gap for 2025/26. The level of uncertainty is likely to continue up until the Local Government provisional finance settlement in mid-December 2024. An all-member finance seminar was held on the 30 October with another planned for the 9 December, prior to the Budget Strategy 2025/26 – 2027/28 being considered by Full Council on the 11 December. Budget reviews continue, and past efficiency drives have delivered some easy wins. The Council may have to rely on further draw down from reserves to balance the budget for 2025/26, which is not sustainable. The risk scores with controls remain unchanged.

7.2 **Risk 6: Water Neutrality**

The mitigations have been updated to reflect the adoption of the Local Plan by full Council on the 16 October 2024. The key risks now relate to the deliverability of the joint working approach applied to offsetting through the Sussex North Offsetting Water Scheme (SNOWS) to support development identified in the Crawley Local Plan and development in the emerging Plans of Crawley's neighbours. The risk scores with controls remain unchanged.

7.3 **Risk 7: Towns Fund and related programmes**

The mitigations have been updated to reflect the outcome of the internal audit of the Towns Fund Programme which received "substantial assurance" of audit compliance. This is the second audit completed by the Southern Internal Audit Partnership (SIAP). This risk scores with controls remain unchanged.

7.4 **Risk 8: Local Plan**

The mitigations have been updated to reflect the adoption of the Local Plan by full Council on the 16 October 2024. There follows a period of six weeks from the date of its adoption where a third party is able to submit a request for Judicial Review to an appropriate court. Such a review would have to focus on whether the correct procedures were followed in arriving at the decision, rather than on the decision itself to adopt the Plan. At the time of this update, no Judicial Review request has been submitted as far as officers are aware. The risk scores with controls remain unchanged.

7.5 In summary, no significant changes have been made to the Strategic Risk Register and reflect the Council's current position.

8. Presentation of the Strategic Risk Register

8.1 Following feedback from the last Audit Committee (3 September 2024), regarding presenting changes to the risk scores, the layout of the Strategic Risk Register has been amended to show previous and current scores and the direction of travel of the risk scores since the last Audit Committee update.

8.2 The main report will still highlight any updates made to the description of the risks, including mitigations and any changes made to the risk scores where appropriate.

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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.

Risks are prioritised using the scoring system in the risk matrix below:

The we	Impact	Catastrophic 5	5	10	15	20	25
		Major 4	4	8	12	16	20
		Moderate 3	3	6	9	12	15
		Minor 2	2	4	6	8	10
		Insignificant 1	1	2	3	4	5
			Remote 1	Possible 2	Likely 3	Probable 4	Highly probable 5
Probability							

risk assessment criteria use for assessing each category is as follows:

Impact Criteria

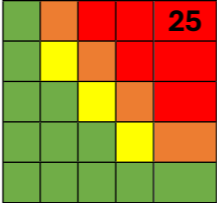
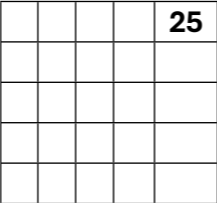
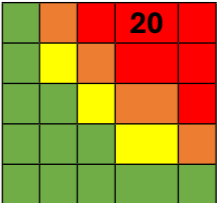
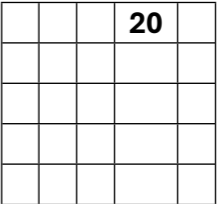
Probability Criteria

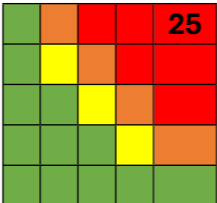
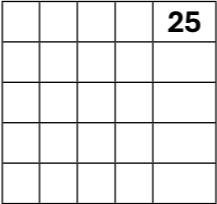
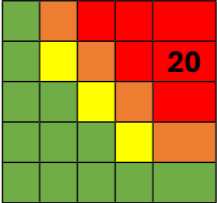
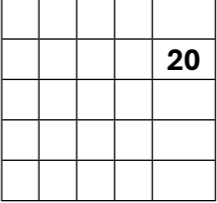
Risk Level	Financial	Service	Reputation
5 Catastrophic	>£1m	Total service failure	National publicity more than 3 days. Resignation of leading Member or Chief Officer
4 Major	£500k - £1m	Serious disruption to service	National public or press interest. Damage to the reputation and standing of the council 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

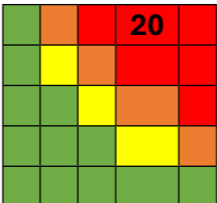
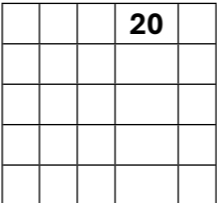
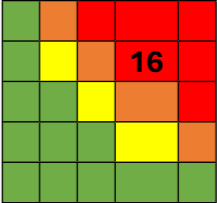
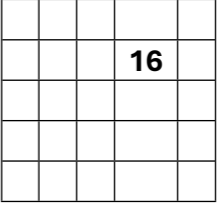
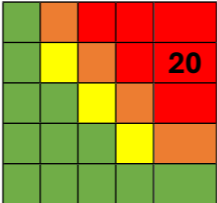
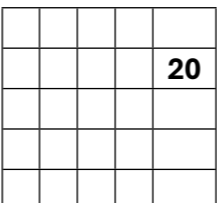
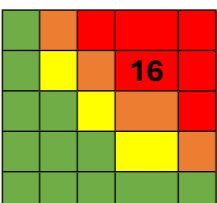
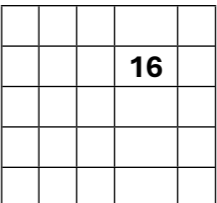
We also consider the risk appetite for each risk based on the following definitions:

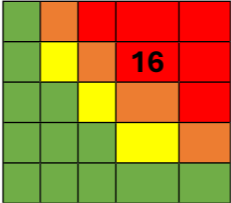
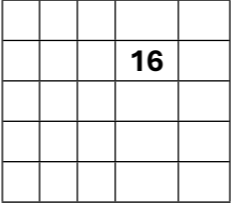
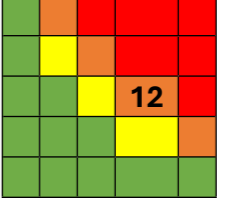
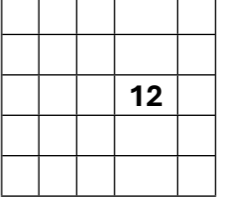
Risk Appetite	Description
Opposed	Avoidance of risk and uncertainty is key objective
Minimalist	Preference for safe options that have a low degree of inherent risk
Cautious	Preference for safe options that have a low degree of residual risk
Mindful	Willing to consider all options and choose one that 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

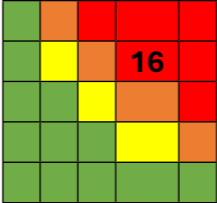
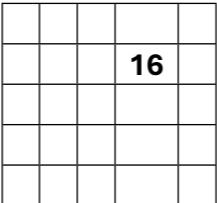
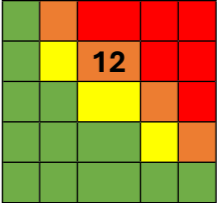
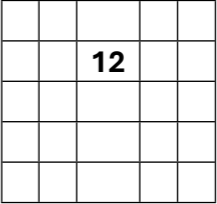

Risk level	Description
5 Highly probable	Expected to occur in most circumstances (>80%)
4 Probable	Will probably occur in most circumstances (>50% to 80%)
3 Likely	Fairly likely to occur (>20% - 50%)
2 Possible	Could occur at some time (>5% - 20%)
1 Remote	May occur only in exceptional circumstances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

Risk ID	Risk Title	Risk Description	CMT Owner	Inherent risk score (no controls)	Mitigations	Residual risk score (with controls)	Direction of travel (since last update)	Risk Appetite
1.	Maintaining a balanced budget	<p>A balanced budget is not achieved in the Medium Term, resulting in an increased use of reserves, which is not sustainable.</p> <p>Failure to maintain a robust and deliverable budget will lead to a lack of resources to fund services and council priorities leading to reactionary decision making and reputational damage.</p> <p>Cost of temporary accommodation continues at unprecedented levels (see risk 2) with no additional government funding.</p> <p>Unpredictable government policy e.g., localisation of business rates</p> <p>Cost of living crisis has an unpredictable impact on service demand in addition to cost pressures on the council's own cost.</p>	Head of Corporate Finance	<p>Current score</p>  <p>25</p> <p>Previous score</p>  <p>25</p>	<p>Quarterly budget monitoring reports are submitted to Cabinet and Overview & Scrutiny Commission.</p> <p>The budget strategy 2024/25 – 2026/27 (FIN/636) 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.</p> <p>The 2024/25 Budget and Council Tax Report (FIN/642) as amended by the 2024/25 Budget and Council Tax – amendment to recommendation 1 report (FIN/642) identified a budget gap of £1.065m.</p> <p>The Council is facing an increased budget gap for 2025/26. The level of uncertainty for the budget 2025/26 is likely to continue up until the Local Government provisional finance settlement in mid December 2024. An all-member finance seminar was held on 30 October 2024 with a further seminar planned for 9 December prior to the Budget Strategy 2025/26 - 2027/28 being considered at Full Council on 11 December 2024 .</p> <p>Continued lobbying for temporary accommodation costs to be met by central government as well as other efficiency measures (see risk 2)</p> <p>The budget review continues, however, as a result of past efficiency drives the easy wins have been achieved. The Council will have to rely on further draw down from reserves to balance the budget for 2025/26 and the situation is not sustainable.</p>	<p>Current score</p>  <p>20</p> <p>Previous score</p>  <p>20</p>	↔	Mindful

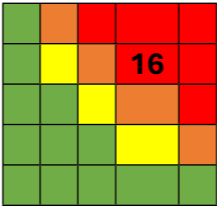
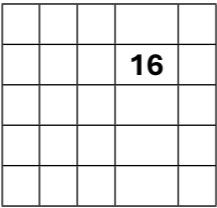
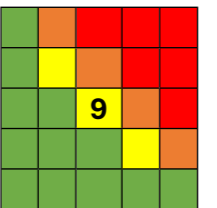
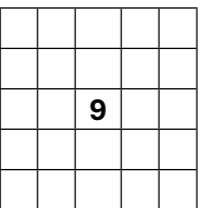
Risk ID	Risk Title	Risk Description	CMT Owner	Inherent risk score (no controls)	Mitigations	Residual risk score (with controls)	Direction of travel (since last update)	Risk Appetite
2.	Homelessness and temporary accommodation	<p>Increase in homelessness cases and reduction in the supply of move on accommodation opportunities within the social and private rented sectors driving rising demand for TA with associated financial impact for the General Fund.</p> <p>This is coupled with increased additional demand arising from asylum and refugee resettlement programmes.</p> <p>Demand for TA significantly outstrips supply necessitating heavy reliance on expensive nightly paid accommodation with significant budgetary implications.</p>	Head of Strategic Housing Services	<p>Current score</p>  <p>25</p> <p>Previous score</p>  <p>25</p>	<p>Efforts continue to increase the Council's portfolio of TA and to source more cost-effective options. A temporary quota system is in place through the allocations policy to increase priority for those facing homelessness and for those currently in TA. However, 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 demand and nightly paid usage continues on an upward trajectory. Without Government intervention through 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>	<p>Current score</p>  <p>20</p> <p>Previous score</p>  <p>20</p>	↔	Mindful

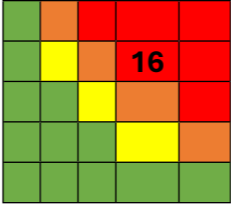
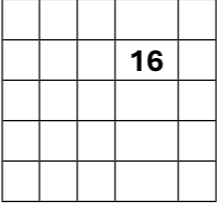
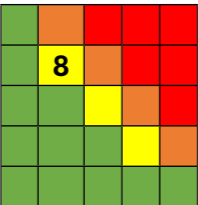
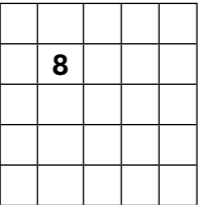

Risk ID	Risk Title	Risk Description	CMT Owner	Inherent risk score (no controls)	Mitigations	Residual risk score (with controls)	Direction of travel (since last update)	Risk Appetite
3.	Migration/Asylum pressures	<p>Crawley is host to a number of related pressures most notably evictions from asylum contingency hotels and the Chagossian BOTC scheme. Longer term the Home Office is seeking over 300 asylum dispersal need spaces in the town.</p> <p>In the shorter term the risk needs to be seen alongside the homelessness and temporary accommodation risk as housing is the most immediate pressure.</p> <p>In addition, there are community risks. Firstly, from the communities arriving who find challenges in obtaining accommodation and related support. Secondly on the services pressures that result. Thirdly around longer-term cohesion.</p>	Chief Executive	<p>Current score</p>  <p>Previous score</p> 	<p>After significant lobbying, additional new burdens funding has been made available to Local Authorities facing additional expenditure in meeting statutory duties because of arrivals under the Chagossian BIOT citizenship arrangements. Funding is currently limited to £13m for a 2-year period, ending 2025. Lobbying continues with regards to other migration pressures.</p> <p>A Chagossian Response Team comprising a Team Manager and 3 officers has been set up to assist with the additional housing. Significant work taking place with leaders from the Chagossian community to lobby for and provide additional support to the community.</p> <p>Efforts to secure additional resources through representations to Government officials and relevant Government Ministers from FCDO, Home Office and MHCLG continue to be made.</p>	<p>Current score</p>  <p>Previous score</p> 	↔	Mindful
4.	Climate Emergency	Failure to meet our climate commitments (reduce carbon emissions by at least 50% and as close to net zero as possible by 2030 and achieve carbon zero by 2040 at the latest) will lead to reputational, financial and compliance risk.	Head of Economy & Planning	<p>Current score</p>  <p>Previous score</p> 	<p>Climate change action plan is being reviewed to increase focus on delivery and implementation. An updated plan is expected during 2024.</p> <p>Pathways for reducing direct emissions (scope 1 and 2) is becoming clearer. Supply chain emissions (scope 3) is behind schedule and unlikely to be achieved at this stage. The Procurement charter is being updated to include climate impact in decision making.</p> <p>Finance is the biggest constraint, and the programme is being aligned around</p>	<p>Current score</p>  <p>Previous score</p> 	↔	Mindful

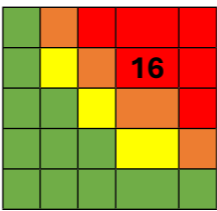
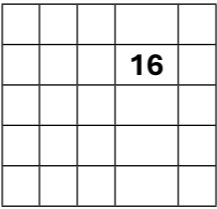
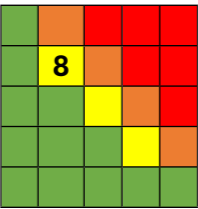
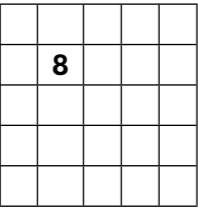

Risk ID	Risk Title	Risk Description	CMT Owner	Inherent risk score (no controls)	Mitigations	Residual risk score (with controls)	Direction of travel (since last update)	Risk Appetite
					known grant funding opportunities such as the Public Sector Decarbonisation Scheme.			
5.	Delivering the Affordable Housing Programme	<p>Risk of failure to deliver the affordable Housing Programme due to:</p> <ul style="list-style-type: none"> Requirement to deliver water neutral development. Land availability – most of the larger strategic sites have been or are being developed leaving smaller lower yield sites which are complex and disproportionately resource intensive to bring forward. Organisational capacity 	Head of Strategic Housing Services	<p>Current score</p>  <p>16</p> <p>Previous score</p>  <p>16</p>	<p>Retrofitting of the Council’s own housing stock has generated water credits which are enabling, following initial stalling, the affordable housing programme to be taken forward.</p> <p>Work has been undertaken to identify 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.</p> <p>Capacity has been bolstered through the recruitment of an additional Senior Project Manager within the Built Environment team and a prioritisation exercise undertaken through the Strategic Housing Board to enable resources to be deployed in taking forward to those developments yielding the greatest number of new affordable homes.</p>	<p>Current score</p>  <p>12</p> <p>Previous score</p>  <p>12</p>	↔	Mindful

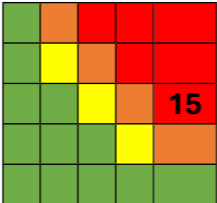
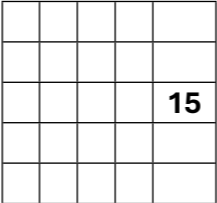
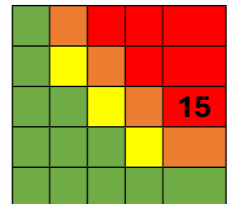
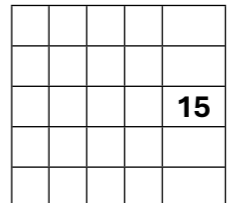

Risk ID	Risk Title	Risk Description	CMT Owner	Inherent risk score (no controls)	Mitigations	Residual risk score (with controls)	Direction of travel (since last update)	Risk Appetite
6.	Water Neutrality	Inability to successfully implement water neutral developments.	Head of Economy & Planning	<p>Current score</p>  <p>16</p> <p>Previous score</p>  <p>16</p>	<p>The Water Neutrality Strategy has now been agreed by the relevant stakeholders, and forms part of the council's Local Plan evidence base. The new Local Plan 2023-2040 includes a dedicated Water Neutrality Policy (Strategic Policy SDC4) which has been prepared on a joint basis with neighbouring Local Planning Authorities located within the Sussex North Water Resource Zone. It is intended that Crawley's neighbours will replicate (so far as possible) this policy in their own Plans, ensuring a consistent and joined up approach to water neutrality across the Water Resource Zone. The joint policy approach is to be supported by a joint local authority and South Downs National Park Authority run offsetting scheme, referred to as SNOWS – Sussex North Offsetting Water Scheme.</p> <p>The Crawley Local Plan has now completed its formal examination hearings and was adopted by Full Council on 16th October 2024.</p> <p>With the Water Neutrality Strategy agreed and the Plan having been adopted, key risks now relate to the deliverability of the joint working approach applied to offsetting (through SNOWS) to support development identified in the Crawley Local Plan and development in the emerging Plans of Crawley's neighbours.</p>	<p>Current score</p>  <p>12</p> <p>Previous score</p>  <p>12</p>		Cautious

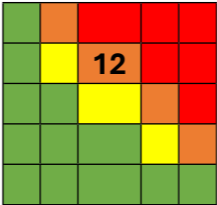
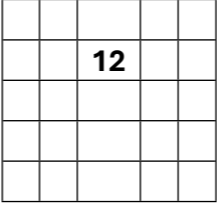
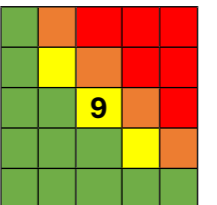
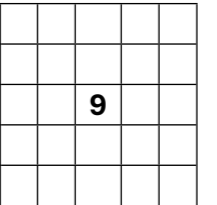
Risk ID	Risk Title	Risk Description	CMT Owner	Inherent risk score (no controls)	Mitigations	Residual risk score (with controls)	Direction of travel (since last update)	Risk Appetite
					<p>Key issues include:</p> <p>1. SNOWS finding sufficient offsetting options</p> <p>SNOWS is intended to be a joint offsetting scheme that supports development identified in Local Plans. It is anticipated that the scheme will accumulate water credits from water use efficiency savings achieved by social housing providers across the area in existing housing stock, such as already implemented with the fitting of a flow regulator to Crawley Homes properties, as well as offsets from non-residential council buildings and other commercial properties. Work is ongoing to establish an access prioritisation scheme to manage access to SNOWS, to ensure priority plan-led development can secure access to offsets. Additional joint staff resource is needed to identify, negotiate and secure these offsets and joint funding has been secured from the DLUHC Planning Skills Fund and an additional officer has been recruited by Horsham DC to progress this. There remains a risk that insufficient offsets will be secured for the full implementation of SNOWS. This could put pressure on CBC itself to identify further offsetting within its own stock.</p>			

Risk ID	Risk Title	Risk Description	CMT Owner	Inherent risk score (no controls)	Mitigations	Residual risk score (with controls)	Direction of travel (since last update)	Risk Appetite
					<p>2. Funding</p> <p>To date, only limited funding has been provided by the government to support the local authorities in dealing with water neutrality. This has meant that the cost of implementing water offsets has to date been borne by CBC. Further costs are anticipated in relation to legal advice and additional staffing, and additional funding is required to support SNOWS. Ongoing engagement, including at Chief Executive level, is taking place with DEFRA and MHCLG Ministers and departments.</p>			
7.	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>Current score</p>  <p>16</p> <p>Previous score</p>  <p>16</p>	<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> <p>The Towns Fund programme has also been audited twice by the Southern Internal Audit Partnership and the most recent audit which completed last month has found that there is “substantial assurance” of audit compliance.</p>	<p>Current score</p>  <p>9</p> <p>Previous score</p>  <p>9</p>	↔	Mindful

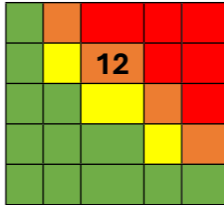
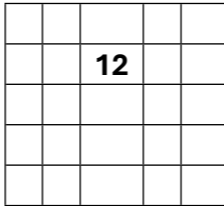
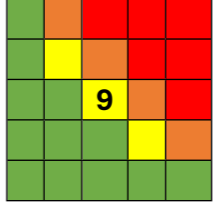
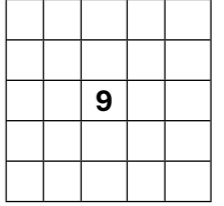
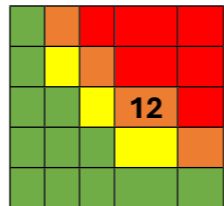
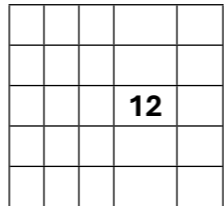
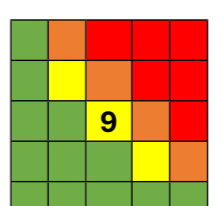
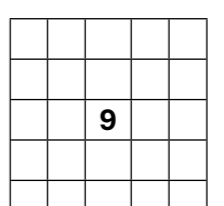
Risk ID	Risk Title	Risk Description	CMT Owner	Inherent risk score (no controls)	Mitigations	Residual risk score (with controls)	Direction of travel (since last update)	Risk Appetite
8.	Local Plan	Failure to adopt the Local Plan and risk of successful Judicial Review	Head of Economy & Planning	<p>Current score</p>  <p>16</p> <p>Previous score</p>  <p>16</p>	<p>The Crawley Local Plan was submitted at the end of July to the government’s Planning Inspectorate for independent Examination in Public (EIP). Representations made to the Plan as part of the consultation processes carried out during the Local Plan preparation were considered through the EIP with interested parties (including those supporting and objecting). The Local Plan EIP Hearing Sessions took place during the weeks of 20 November 2023 and 8 and 15 January 2024. The Inspectors who were appointed by the Planning Inspectorate to oversee the Examination of the Plan issued their post-hearing letter on 31 January 2024 which included the modifications they required the council to consult upon. A six-week formal public consultation on the Main Modifications was carried out between 12 February and 25 March 2024 with a further letter received from the Inspectors in May requesting information on a limited number of topics. The Inspectors’ Final report was issued on 6 September 2024. In their report, the Inspectors have found the Crawley Local Plan 2023-2040 with the main modifications to be sound and legally compliant. The updated Local Plan was subsequently adopted by Full Council at its meeting of 16 October 2024. This date of Local Plan adoption is immediately followed by a period of six weeks where a third party is able to submit a request for Judicial Review (JR) to an appropriate court. Such a Review would have to focus on whether the correct procedures were followed in arriving at a decision rather than on the decision itself to adopt the</p>	<p>Current score</p>  <p>8</p> <p>Previous score</p>  <p>8</p>		Cautious

Risk ID	Risk Title	Risk Description	CMT Owner	Inherent risk score (no controls)	Mitigations	Residual risk score (with controls)	Direction of travel (since last update)	Risk Appetite
					Plan. At the time of writing no JR request has been submitted as far as officers are aware.			
9.	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>	<p>Head of Digital & Transformation</p> <p>Head of Governance, People & Performance (Data Protection Officer)</p>	<p>Current score</p>  <p>16</p> <p>Previous score</p>  <p>16</p>	<p>The Council has made some considerable strides in this area.</p> <ul style="list-style-type: none"> PSN certification achieved again in April 24. 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 has been in place since 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 actively reviews progress on this risk.</p>	<p>Current score</p>  <p>8</p> <p>Previous score</p>  <p>8</p>		Minimalist

Risk ID	Risk Title	Risk Description	CMT Owner	Inherent risk score (no controls)	Mitigations	Residual risk score (with controls)	Direction of travel (since last update)	Risk Appetite
10.	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>Current score</p>  <p>Previous score</p> 	<p>In May 2024, the Government confirmed the intention to proceed with the introduction of a separate weekly food waste collection service from April 2026. Residual waste collection frequency can be set at either weekly or fortnightly. Work has progressed to model the implications for Crawley and will feed into the service procurement due to commence mid-2024.</p> <p>Capital funding award towards the cost of vehicles has been confirmed by DEFRA. This is estimated to be approximately £300k 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 current uncertainty regarding the revenue impacts, the post mitigation risk score has remained the same.</p>	<p>Current score</p>  <p>Previous score</p> 		Mindful

Risk ID	Risk Title	Risk Description	CMT Owner	Inherent risk score (no controls)	Mitigations	Residual risk score (with controls)	Direction of travel (since last update)	Risk Appetite
11.	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>Current score</p>  <p>12</p> <p>Previous score</p>  <p>12</p>	<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 which agreed a way forward and delivery programme for the remaining projects. As a consequence, 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>Current score</p>  <p>9</p> <p>Previous score</p>  <p>9</p>	↔	Mindful

Risk ID	Risk Title	Risk Description	CMT Owner	Inherent risk score (no controls)	Mitigations	Residual risk score (with controls)	Direction of travel (since last update)	Risk Appetite
					<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> <p>Three Bridges Station. 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 and a “Basic Asset Protection Agreement” related to station infrastructure, 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>			

Risk ID	Risk Title	Risk Description	CMT Owner	Inherent risk score (no controls)	Mitigations	Residual risk score (with controls)	Direction of travel (since last update)	Risk Appetite
12.	Social Housing Regulatory Requirements	<p>New consumer standards and increased regulatory oversight, resulting in increased costs and risk of failure against standards and associated regulation.</p> <p>More prescriptive requirements e.g. Awaabs Law and ability to meet defined standards.</p> <p>Growing expense associated with new regulatory costs, including annual charge, impact of inspection, need to ensure managers are trained in line with new competency standards, resourcing requirements generally especially those around repairs and maintenance and resident engagement.</p> <p>Cost of bringing stock up to date to meet requirements of the Safety and Quality Standard and impact this may have on the 30-year HRA business plan.</p>	Head of Crawley Homes	<p>Current score</p>  <p>12</p> <p>Previous score</p>  <p>12</p>	<p>Actions against new consumer standards have been scoped out by the Crawley Homes Senior Management Team.</p> <p>Actions against standards being monitored by the new Crawley Homes Regulatory Compliance Board, which includes the Deputy Chief Executive, Head of Crawley Homes, Policy and Engagement Manager and Chair of TLAP.</p> <p>Stock condition surveys have commenced to better understand current stock condition, this will inform review of the 30 Year plan for HRA.</p> <p>Awaiting final details of Awaab's Law to be published by the Regulator but new Repairs Policy incorporates principles set out in draft regulation.</p>	<p>Current score</p>  <p>9</p> <p>Previous score</p>  <p>9</p>	↔	Mindful
13.	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>Current score</p>  <p>12</p> <p>Previous score</p>  <p>12</p>	<p>To counteract this risk, the Council's priority is to improve a) its employer value proposition, b) its employee experience, c) its reward and recognition offer and d) its management tools.</p> <p>The vision and direction of travel involves automating and digitising routine processes to reduce the amount of time spent on admin tasks. This will allow the HR Team and managers across the Council to spend more time on complex, strategic work such as upskilling, talent development and wellbeing.</p>	<p>Current score</p>  <p>9</p> <p>Previous score</p>  <p>9</p>	↔	Mindful

Risk ID	Risk Title	Risk Description	CMT Owner	Inherent risk score (no controls)	Mitigations	Residual risk score (with controls)	Direction of travel (since last update)	Risk Appetite
					<p>An extensive programme of essential training sessions has been rolled out to develop the Council's managers and leaders. Knowledge and confidence have been bolstered with invaluable topics and content e.g. absence management, sickness management, grievances, EDI and service redesign. To accompany the knowledge drive and to improve performance management of individuals and teams, there has been a substantial review of the Council's HR and H&S policies.</p> <p>To ensure that Managers have the right tools to lead the workforce, CBC must build on the PDR (plan do review) appraisal tool and the soft skills which were introduced through the Aspiring Managers Programme.</p> <p>The People Systems Programme (PSP) is in full flow and is now properly resourced. The intended outcome of the PSP is that the Council will have a single source of truth and time / leave management system which will bring disparate HR and payroll records together to provide efficiency, accuracy and accessibility for everyone. An Applicant Tracking System, a H&S provision and a learning platform will follow (in later phases) to improve the overall employer and employee experience. By the PSP's side is the People Operations Programme (POP) which will progress a range of non-digital improvements across brand and marketing, learning and wellbeing. The PSP and POP elements are a vital part of the Council's current Transformation Plan.</p>			