

**COUNCIL BUSINESS PLAN & RISK REGISTER
QUARTERLY UPDATE JULY – SEPTEMBER 2021/22**

SUMMARY AND RECOMMENDATIONS:

This paper sets out the performance monitoring information of the Council Business Plan for the second quarter of 2021/22. There are 18 key projects within the Council Business Plan which aim to deliver the Council's nine priorities which sit under the themes of People and Place. In addition to the key projects this report includes the Council Business Performance monitoring information, which includes the key indicators and service measures used by the Council to monitor how the Council runs.

Factors that could impact upon the future delivery of the Council Business Plan and Council Business Performance have been identified in the Council's Risk Register.

The Cabinet is asked to note the progress made towards delivering the Council Business Plan as at the end of the second quarter of 2021/22 and the risks identified within the Corporate Risk Register in October 2021.

1. Introduction

- 1.1 In June 2021 the Council agreed the updated three-year Council Business Plan with nine priorities under the two themes of People and Place, which will help realise the vision for the borough (Your future, your place - a vision for Aldershot and Farnborough 2030). This paper sets out performance monitoring information for the Council Business Plan for the period of July to September 2021.

2. Detail

- 2.1 The Council Business Plan is a three-year plan, which will deliver the Cabinet's nine priorities which are set out under the two themes of People and Place:

People –empowering and connecting communities and enabling people to live healthy and sustainable lives and fulfil their aspirations.

Priorities:

- We will help improve the health and wellbeing of residents

- We will encourage volunteering and help people become more connected with their communities
- We will help residents and businesses become more sustainable - including reducing waste, recycling more and making sustainable transport choices like cycling
- We will provide high quality services that meet the needs of all our residents and businesses and in ways that do not exclude anyone

Place – ensuring that our towns are family friendly, safe, vibrant, and sustainable places now and in the future.

Priorities:

- We will continue to drive forward the regeneration of Aldershot and Farnborough town centres
- We will maintain and develop excellent leisure and community facilities
- We will work to grow the local economy in a green and sustainable way
- We will make sure that all council-led projects are designed and delivered in a green and sustainable way
- We will make sure that there are enough homes and types of housing provided in Aldershot and Farnborough

3. Delivery of the Council Business Plan

- 3.1 The Council Business Plan brings together the key projects across the Council including those that sit under the Property, Major Works & Regeneration Programmes and the ICE Transformation Programme.
- 3.2 Annex A sets out the detailed progress this quarter against the key projects in the Council Business Plan at the end of quarter 2 (30 September 2021). At this time 56% of live projects are on track and the remainder have an amber status. The amber status highlights where there are delays against expected timescales but there is still confidence about the overall deliverability of the project. No projects have a red status at the end of Q2.
- 3.3 With the main construction works due to commence in November 2021 at Union Yard, further consideration will be given during Q3 on how best Members can be updated on the latest position on the project as part of the quarterly performance monitoring.

4. Council Business Performance

- 4.1 Annex B sets out the Council's Business Performance at the end of Q2. The Council Business Performance monitoring information is the key indicators and service measures used by the Council to monitor how the Council runs.

5. Council's Risk Register

- 5.1 The Q1 performance and risk report (ACE2105) provided an introduction to the Council's Corporate Risk Management Policy and the Corporate Risk Register. Given the close link between risk management and performance and in accordance with the Council's Risk Management Policy, the Corporate Risk Register will be made available to Cabinet on a quarterly basis.
- 5.2 The key strategic risks continue to be related to the areas that the Council cannot directly influence, including the ongoing impact of Covid-19. Since Q1, the risk relating to the 'changing external policy context' has been reviewed and updated to increase the impact rating. This decision reflects a number of factors including the expected publication of the Levelling Up White Paper and the fact that County Deal conversations have commenced with Hampshire County Council and partners. In addition, the change in risk rating reflects chain and inflationary pressures that are currently being experienced which may well result in further changes in terms of policy context which could have implications for the Council.
- 5.3 The Council's key standing corporate risks are more operational in nature and relate to the work of the Council. The Council's financial sustainability continues to be a high impact risk with an associated high-risk score and there is activity underway to address and mitigate this risk, notably through the Cost Reduction and Efficiencies Programme. The threat of cyber-crime and data loss is also identified as a high impact risk in the Corporate Risk Register and a range of mitigation activity is underway to reduce the Council's risk. The challenge associated with cyber security for local government is recognised by central government with the Autumn Budget and Spending Review confirming that Councils will receive £37.8m to address this issue. Detail on how this funding will be allocated is yet to be published.
- 5.4 There are a small number of additions to the escalated service section of the risk register at the end of Q2. The Regeneration, Property and Major Works programme have identified a risk relating to asbestos removal costs following issues experienced on projects. By way of mitigation, it is proposed that a review takes place to recommend any changes that could be made to reduce the likelihood of this re-occurring in the future. In addition, risks relating to both build costs and fuel costs have been escalated by services and these will be monitored closely in the coming months, particularly as the budget setting process continues. The current risk entry on fuel costs is due to be assigned a small working group and Corporate Lead, to expand the scope to include other critical areas where the cost of fuel consumption could have a significant impact, such as the fuel costs associated with the operation of the Crematorium. The Council's response to the Climate Emergency/Net Zero agenda will also be considered as part of this work.

6. Conclusion

- 6.1 Cabinet asked to note the progress made towards delivering the Council Business Plan during July to September 2021 and the risks identified within the Corporate Risk Register in October 2021.

COUNCILLOR ADRIAN NEWELL
DEMOCRACY, STRATEGY AND PARTNERSHIP PORTFOLIO HOLDER

BACKGROUND DOCUMENTS:

Council Business Plan April 2021 to March 2024
Annex A – Q2 Council Business Plan Monitoring
Annex B – Q2 Council Business Performance
Annex C – Corporate Risk Register (October 2021)

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Council Business Plan Quarterly Monitoring – Q2 2021/21

People –empowering and connecting communities and enabling people to live healthy and sustainable lives and fulfil their aspirations.





Priorities:






- We will help improve the health and wellbeing of residents
- We will encourage volunteering and help people become more connected with their communities
- We will help residents and businesses become more sustainable - including reducing waste, recycling more and making sustainable transport choices like cycling
- We will provide high quality services that meet the needs of all our residents and businesses and in ways that do not exclude anyone






Place – ensuring that our towns are family friendly, safe, vibrant, and sustainable places now and in the future.



Priorities:

- We will continue to drive forward the regeneration of Aldershot and Farnborough town centres
We will maintain and develop excellent leisure and community facilities
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- We will make sure that all council-led projects are designed and delivered in a green and sustainable way
- We will make sure that there are enough homes and types of housing provided in Aldershot and Farnborough

People projects	BRAG	DoT	Comment
People 1 - The introduction of a food waste recycling service and helping residents reduce the amount of waste that they produce	Green	 No change	Dedicated Temporary Food Waste Recycling Officers have been successfully appointed. Successfully hosted a Members Food Waste Seminar on the 14 th September. Service launched 22 October 2021.
People 2 - Enabling Food Partnerships and Food Hubs across Rushmoor in support of our communities	Amber	 Decline	The Community Store is expected to open in Autumn 2021. One satellite site (Park Community Larder) opened in Summer 2021 and a number of additional sites are in development. Upon advice from The Charities Commission, the CIO application has been withdrawn and now a Charitable Interest Company (CIC) application is in progress and registration is expected in Autumn 2021
People 3 - New projects to support communities to recover from the pandemic. We will use a dedicated recovery fund established to support our most vulnerable residents	Green	 No change	Engagement events held with Cameroon/Fijian communities and planned for African/Caribbean communities.
People 4 - Further develop our work to help people into work through training and upskilling with a particular focus on young people	Amber	 Decline	Youth hub has not progressed and official complaint letter has been sent. Process has taken too long and targets recently changed to be unreasonable and not achievable. It has been agreed to look to establish a scaled back version that is not funded by DWP.

			Virtual Job Club has seen a reduction in numbers. To ensure sustainability and value for money this has been merged with Guildford and Hart clubs. Physical job clubs have seen a return to face to face activity and continue to deliver. New job club provisions also started delivery providing support across the week. Apprenticeship hub continues to engage employers locally.
People 5 - Engaging widely across all of our communities, building capacity, connecting people and promoting equality, diversity and inclusion in all that we do.	Green	 No change	Work to implement the first phase of actions from the Equality and Diversity Action Plan continues to make good progress. The Residents' survey closed for responses in August 2021 and received over 1500 responses and is currently being analysed and reviewed with the final report expected in early Q3. This information will be used to inform business and service planning for 2022/23. The Council celebrated Black History Month in October 2021 with a variety of internal and external activity.
People 6 - Working with Hampshire County Council to develop a walking and cycling implementation plan to encourage sustainable travel and to support town centre regeneration	Amber	 Decline	It is hoped to have initial outputs from the analysis in October which will assist development of Town Centre Plans. However, the full plan is now likely to be completed in the second quarter of 2022 instead of the original date of April 2022
People 7 - Improving facilities at Aldershot Crematorium	Green	 No change	Cabinet approved for funding for the feasibility studies on 21st September 2021. This work is due to commence in November 2021.
People 8 - New projects to support health and wellbeing, in line with our Supporting Communities Strategy. Projects will include a repair café, men's shed project and the 'You Can Do It' campaign to encourage residents to get out and about and get active	Green	 No change	Mindfulness walks started September. "You Can Do It" launched and activities added. This is a long-term branding project aimed at covering wider health information and offers. Aldershot Heritage Trails launches 20 th Nov 2021 to coincide with lights switch on. Farnborough Men's Shed – awaiting planning consent for porta cabin at Farnborough Rugby Club. The porta cabin be re-located from Whetstone Road.
People 9 - Communicating and engaging with residents in a variety of ways including introducing a new website and increasing the take up of online services.	Amber	 No change	The website project continues with a view to a new website, with updated areas of service content being available in 2021/22. The amber status reflects a delay to the planned timetable which had originally been scheduled for late 2021. This slippage is due to the complexity of this project which requires input from a variety of different sources in order to deliver a successful new Council website. A number of key project milestones were achieved in Q2 including technology decisions for the website, agreeing the information architecture and workshops with services to discuss future content.

People 10 - Working with partner organisations to deliver projects to tackle health inequalities in the Borough, especially in our more deprived areas	Green	 No change	No Couch to 2k delivered this period as our deliverer, Steph Twell, was at Tokyo Olympics. Will resume in Spring 2022. Walking club and Wellness walks in Aldershot Park being delivered. Talk mental – Mental health project for men being led by local resident.
Place projects	BRAG	DoT	Comment
Place 1 - Aldershot town centre's Union Yard regeneration scheme	Green	 Increase	Demolition works on site likely to conclude in November 2021. Work is due to start on site for the main construction contract in November 2021. The preferred partner has been identified for affordable housing element of scheme and HoTs are being prepared.
Place 2 - Civic Quarter regeneration scheme in Farnborough	Amber	 No change	Master planning work continues to progress the project to outline planning application stage: <ul style="list-style-type: none"> Public consultation took place between 6th September 2021 – 26th September Submission of outline planning application in November 2021 subject to agreement and support of RBC planning colleagues.
Place 3 - New leisure offer for Rushmoor, including plans for a new leisure centre for Farnborough			
Place 4 - Develop the environment and facilities at Southwood Country Park, including a new visitor centre	Green	 Increase	An architect has been appointed to progress the building designs, as the new Visitor Centre and Café will look to use as much of the existing build as possible to reduce costs (demolition is currently on hold). Submissions of interest to run the Café received on the 8th October. Public consultation expected to take place from 18th October to 12th November.
Place 5 - Creating 57 new homes for private rent through Rushmoor Homes	Amber	 Decline	The implementation of the scheme at 69 Victoria Rd/3A Arthur St is progressing with engagement of structural engineers. Architects and associated landscape architecture expertise for a potential scheme at Churchill Crescent is being procured with the closure of the tender process on 8 October 2021. The completion of legal agreements on 12 Arthur St is still ongoing due to a change in requirements from the other party. During this period the Council formally approached Rushmoor Homes concerning the disposal of the market rented properties at Union Yard. The outcomes of the modelling for Union Yard were reported to the Board on 20 September and the Board is responding positively to the Council's approach and confirming that the financial scenarios demonstrate that the company has the required capacity.

			The company is progressing on a number of projects. However, the detail of the programme and timing is likely to have a number of changes. The net result of these is not yet clear but could result in a lower income to the Council in 21/22 than forecast. This will become clearer in Q3 and reported as part of the Council's budget monitoring process
Place 6 - Taking actions to bring forward the redevelopment of Block 3 of the Meads as part of the wider regeneration of Farnborough town centre		N/A	Discussions continue with the developer to identify and agree a way forward for this site and how it can contribute to the wider Farnborough Town Centre.
Place 7 -Development of an aerospace heritage project with the County Council and key partners	Green	 No change	The final report has been received. A process of engagement with partners and development of the next steps will be undertaken as planned during the autumn.
Place 8 - Working alongside Farnborough College of Technology's new Aerospace Research and Innovation Centre to support the aerospace industry through apprenticeship, research and innovation opportunities	Green	 No change	Final fit out of the building is underway. Some of the rooms are already being used by local employers. We are continuing to work with the college to promote opportunities for businesses to engage with the facility. It is important to attract the right research and innovation projects to the facility and developing the appropriate network will take time.

Council Business Performance

Quarter 2 2021/22

Points to note

- There has been an increase in demand for the Green Garden Waste and Bulky waste collection services, which has resulted in an increase in income.
- There been a rise in the number of corporate complaints and work is currently underway to benchmark this data.
- There has been an increase in demand for Customer Services, partly due to the move of some work from Council Tax to Customer Services.
- Recycling and waste data in this report relates to Q1 (April-June) and it should be noted that during Q1 last year residents were switched to alternative weekly collection. During Q1 2021/22 less waste was collected and more waste was recycled, in comparison to the same period this year.
- 91 households have been housed this quarter through the Allocation Pool
- 14 affordable homes have been completed so far this year. However, it is expected that the North Town completions will increase this number considerably for the Q3report.

Council wide indicators

- Corporate complaints
- Key income streams
- Health and safety
- Paying externally issued invoices
- Absence rate
- Workforce data
- Freedom of information requests

Corporate customer contact indicators

- Walk-in customers
- Calls to customer services
- Demand via other access channels
- Social media
- Print Media
- Website

Key Service Indicators

- Penalty Charge Notices (PCNs)
- Fixed Penalty Charge Notices (FPN's)
- Waste and recycling
- Housing Allocation Pool
- Homelessness
- B&B costs
- Taxation
- Benefits
- Affordable housing competitions
- Planning applications
- Planning Appeals
- Electoral Registration

Key to Direction of Travel (DoT) arrows

Numbers have increased	Numbers have decreased	Numbers have increased and performance has decreased	Numbers have increased and performance has increased	Numbers have decreased and performance has decreased	Numbers have decreased and performance has increased
↑	↓	↑	↑	↓	↓

Council wide indicators

Corporate complaints

Number of complaints				% of complaints responded within policy time			
8				75%			
DoT from last quarter (5)	↑	DoT from this quarter last year (2)	↑	DoT from last quarter (50%)	↑	DoT from this quarter last year (100%)	↓
Comment: Work is currently underway to benchmark the number of formal complaints per 10,000 population with the Local Government Association (LGA).							

Key income streams

Key income stream	Original Budget 2021/22	Amount in 2021/22 (Q1 & Q2)	% of budget in 2021/22 (Q1 & Q2)	Head of Service assessment of position (RAG)	Comment
Buildings	£2,268,670	£1,483,575	65.4%	Green	
Investment Properties	£4,754,200	£2,095,883	44.1%	Amber	Impact of Covid by way of rental agreements and inability to enforce non-payment still impacting.
Princes Hall	£714,000	£232,126	32.5%	Amber	Over 50% of total predicted income associated with pantomime. Sales currently good, but ability to deliver a full, restriction free programme come December is still uncertain.

Building Control fees	£220,500	£136,612	62.0%	Green	
Land Charges	£100,000	£52,037	52.0%	Green	
Car Parks	£1,001,650	£466,580	46.6%	Amber	Parking charges income on target. However, income from fines down due to reduction in CEO numbers (although offset by salary savings)
On-Street Parking	£782,500	£313,975	40.1%	Amber	
Crematorium	£1,618,760	£624,742	38.6%	Red	Number of cremations continue to be over 20% down on budget during Q2
Planning fees	£348,000	£154,282	44.3%	Amber	Planning income in Q2 was lower but this is not unusual over the summer. However, with the softening in the housing market it is possible fees will underperform across the year but at present would expect them to achieve target.
Markets and car boot sales	£117,000	£51,009	43.6%	Amber	Anticipated to meet budget at end of Q4
Green Waste	£463,000	£404,237	87.3%	Green	There has been an increase in demand for these two services.
Bulky Waste	£68,400	£63,467	92.8%	Green	
Hackney Carriage - Vehicle and Driver Licence	£61,210	£28,249	46.2%	Green	This is on track to meet the budget for this year – however as the driver budgets are split over 3 years it is difficult to be sure. Furthermore, the income from a new taxi operator, is likely to have made up for any shortfall due to COVID.
Cemeteries	£172,230	£112,810	65.5%	Green	
TOTAL	£12,690,120	£6,219,583	49.0%		

Comment: Data as of the 11th October

Health and safety

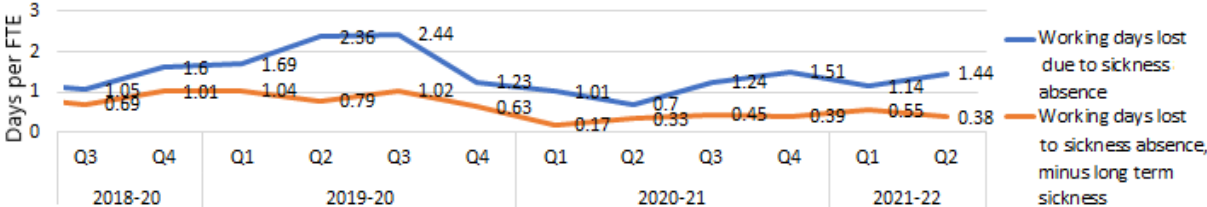
Violence at work data - incidents				Rushmoor work related accident / incident data			
10				1			
DoT from last quarter (12)	↓	DoT from this quarter last year (9)	↑	DoT from last quarter (3)	↓	DoT from this quarter last year (0)	↑

Paying externally issued invoices

% of invoices paid on time (within 30 days)	DoT from last quarter	DoT from this quarter last year
96.65%	↓ (98.16%)	↓ (97.66%)
Comment: There has been a rise in the number of late payment invoices, last quarter there were 28 late payment invoices this quarter there are 53. However, there has also been an increase in the number of invoices being processed.		

Absence rate

Working days lost due to sickness per FTE		Working days lost to short-term sickness per FTE	
1.44		0.38	
DoT from last quarter	↑	DoT from this quarter last year	↑
DoT from last quarter	↓	DoT from this quarter last year	↓



Days per FTE

Legend:
 — Working days lost due to sickness absence
 — Working days lost to sickness absence, minus long term sickness





Comment: There were 35 sickness episode in Q2 and 373 working days lost the most common reason was anxiety, stress and depression.
Note: Long term sickness is 20 days or more in a row (four weeks)

Workforce data

Starters and leavers	Turnover	% of employees non-white (15.2% non-white groups in 2011 Census)		
Starters	18	2.41%		
Leavers	7	DoT from last quarter (4.27%)	↓	DoT from this quarter last year (2.48%)
		↓		DoT from last quarter (5.4%)
				DoT from this quarter last year
				n/a



Comment: * still the same number of employees from non-white groups however there are more staff this quarter so the percentage is less.

Freedom of information requests






Number of requests received				% responded to on time (one month behind)			
139				63%			
DoT from last quarter (142)		DoT from this quarter last year (131)		DoT from last quarter (58%)		DoT from this quarter last year (65%)	
Comment:							

Corporate customer contact indicators

Walk-in customers

Number of walk-in customers				Comment: In April 2021 the reception re-opened with a reconfigured service seeing people by appointment only and assisting customers to self-serve. During Q2 1,961 customers turned up at reception, 13% presented with a non-Rushmoor enquiry, looking for service with Citizens Advice, Hampshire County Council or other authorities. 17% were collecting or dropping off paperwork. A further 19% were corporate visitors attending meeting, interviews, welcoming new starters or arriving contractors. Just 51% were customers actively seeking a service with the council. There were 187 pre-booked appointments, 43% of these were with the Nepali officer.
1,961				
DoT from last quarter (1,435)		DoT from this quarter last year (781 - Reception reopened on a limited basis on 10th August 2020)		

Calls to customer services

Number of calls				Average wait time				Call abandoned rate			
15,784				33 seconds				2.7%			
DoT from last quarter (15,263)		DoT from this quarter last year (14,413)		DoT from last quarter (28 seconds)		DoT from this quarter last year n/a	n/a	DoT from last quarter (2.4%)		DoT from this quarter last year (5.5%)	
Comment: The highest service demands for Q2 in both 20/21 and 21/22 via phone are for Waste Services, Council Tax and Parking. However, there has been a shift in volumes for each service. There has been 124% increase in demand for Local Tax enquiries in Customer Services. Between 20/21 and 21/22 Waste Services enquiries have reduced from 37% to 25% of customer services' demand, Council Tax has increased from 13% to 27% and Parking has remained constant at around 8%. This shift is linked to work moving from Local Tax into Customer Services.											






Demand via other access channels

Number of emails				Number of enquires via app				Number of enquires via webforms			
3,662				1,171				479			
DoT from last quarter (3,104)	↑	DoT from this quarter last year (3,001)	↑	DoT from last quarter (1,472)	↓	DoT from this quarter last year (810)	↑	DoT from last quarter	n/a	DoT from this quarter last year	n/a
Comment: The number of emails has increased by 22% in comparison to this quarter last year. During Q2 Customer Service have taken on the majority of Local Tax emails, in line with the work they do over the phone. The number of Council Tax emails worked on by Customer Services has increased from 166 in 20/21 (5%) to 613 (17%) and the number of enquires via the app has increased by 45% in comparison to this quarter last year. New to the reporting this quarter is the number of enquiries via webforms. These are linked to the new ways of working project with Environmental Health and Noise and Council Tax.											

Website

Website visits				Top three pages visited			
250,049				1. Lido (35,237) 2. Bin collections (22,125) 3. Planning applications (8,460)			
DoT from last quarter (249,337)	↑	DoT from this quarter last year (246,112)	↑				
Comment:							

Social media







 <p>Facebook Followers: 11,236 (up 778) Posts: 134 Reach: 527,906 Avg reach per post: 3,939 Engagement: 48,000 Engagement rate: 9%</p>	 <p>Instagram Followers: 1,522 (up 52) Posts/stories: 90 Reach: 29,175 Avg reach per post: 324 Engagement: 1,178 Engagement rate: 4%</p>	 <p>Twitter Followers: 5,625 (up 47) Tweets: 422 Impressions: 234,500 Avg impressions per tweet: 556 Engagement: 1,100 Engagement rate: 0.5%</p>	 <p>LinkedIn Followers: 1,340 (up 31) Posts: 16 Reach: 9,267 Avg reach per post: 579 Engagement rate: 5.85%</p>	 <p>Next Door Service area size: 13,539 residents (up 633) Posts: 89 *Impressions: 109,098 Avg impressions per post: 1,225 <small>*post views, daily digest clicks, and email notifications opened</small></p>
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Print media




Press releases				Media enquires			
17				22			
DoT from last quarter (13)	↑	DoT from this quarter last year	n/a	DoT from last quarter (18)	↑	DoT from this quarter last year	n/a
Comment: This data is new to the monitoring so there isn't data for this quarter last year.							

Key Service Indicators





Penalty Charge Notices (PCNs)

Number issued				Number cancelled				Number paid			
3,157				149				2,443			
DoT from last quarter (3,553)		DoT from this quarter last year (2,805)		DoT from last quarter (260)		DoT from this quarter last year (260)		DoT from last quarter (2,668)		DoT from this quarter last year (1,727)	
Comment:											

Fixed Penalty Charge Notices (FPN's) Issued by East Hants District Council for litter and dog fouling

Number issued				Number cancelled				Number paid			
321				15				184			
DoT from last quarter (70)		DoT from this quarter last year	n/a	DoT from last quarter (3)		DoT from this quarter last year	n/a	DoT from last quarter (45)		DoT from this quarter last year	n/a
Comment: Patrols ceased at the end of March 2020 and recommenced in May 21. A number of FPNs awaiting court packs to be sent out or currently on payment plans											

Fixed Penalty Charge Notices (FPN's) issued by CPOs for fly-tips and abandoned vehicles

Number issued				Number cancelled				Number paid			
20				13				7			
DoT from last quarter (17)		DoT from this quarter last year (13)		DoT from last quarter (9)		DoT from this quarter last year	n/a	DoT from last quarter (8)		DoT from this quarter last year	n/a
Comment: This includes a mixture of fly-tip and abandoned vehicle FPNs. Some FPN's are still within the payment period. ABV FPNs cancelled for a number of reasons from keeper no longer at the address or no longer the vehicle keeper etc.											

Waste and recycling

Number of missed bins	Recycling rates - % reused, recycled and composted (one quarter behind)	Residual waste – kg per household (one quarter behind)

123				32.6%				145.89			
DoT from last quarter (134)		DoT from this quarter last year (201)		DoT from last quarter (29.3%)		DoT from this quarter last year (34.7%)		DoT from last quarter (143.97)		DoT from this quarter last year (135.57)	
<p>Comment: Recycling and waste data is for Q1 (April-June). It should be noted that during Q1 last year, due to the effects of the pandemic residents were switched to alternate weekly collection, this could be the reason why less waste was collected and more waste was recycled in this period, in comparison to the same period this year. Alternate weekly collection of general waste and weekly food waste collection will be rolled out in October (Q3).</p>											

Homelessness

Number of Homelessness enquires				Number placed in B&Bs				B&B costs - gross			
220				36				£24,600*			
DoT from last quarter (200)		DoT from this quarter last year (146)		DoT from last quarter (52)		DoT from this quarter last year (21)		DoT from last quarter (£25,700*)		DoT from this quarter last year (£57,274)	
<p>Comment: *estimate</p>											

Housing Allocation Pool

Number added to pool this quarter				Number housed this quarter				Total number in the Housing Allocation pool			
102				91				1,572			
DoT from last quarter (122)		DoT from this quarter last year (data not available)	n/a	DoT from last quarter (46)		DoT from this quarter last year (data not available)	n/a	DoT from last quarter (1,560)		DoT from this quarter last year (data not available)	n/a
<p>Comment:</p>											

Taxation

% of Council Tax collected						% of Business Rates collected					
94.19%						88.31%					
DoT from last quarter (95.38%)		DoT from this quarter last year (93.59%)				DoT from last quarter (88.00%)		DoT from this quarter last year (89.60%)			
<p>Comment: Council Tax rates can change monthly depending on the time of year. The situation post pandemic for people is changing with Furlough ending and the Universal Credit £20 uplift stopping, so there could expect a few further months of lower rates. The measure at the moment is a comparison of this period to the same period last year and from that there is a steady monthly increase</p>						<p>Comment: Business Rates is a volatile tax to collect and can only take one large business to be late with a payment to affect the collection figures. The current position that the collection rate is down from this time last year but this is because there is an issue with one of the largest business rates payers on the database which is currently being resolved. The team is monitoring payments and collections closely.</p>					

Benefits

Number of new claims – 499 in Quarter 2									
Average number of days to process new claims					Total benefit caseload				
This data is obtained from Gov UK, & the data for Q1 or Q2 is not yet available Estimate 4-5 days					6,167				
DoT from last quarter	n/a	DoT from this quarter last year	n/a	DoT from last quarter	↓	DoT from this quarter last year	↓		
		(4 days)		(6,300)		(6,184)			
<p>Comment: There has been a decrease of 17 claims in the past year (0.27%), the number of residents claiming Council Tax Support (CTS) only has increased by 7 (0.34%) from Jun 2021, the number of residents claiming Housing Benefit (HB) only has decreased by 71 (5.55%) from Jun 2021 and the number of residents claiming HB/CTS has decreased by 69 (2.33%) from Jun 2021.</p>									

Gross affordable housing competitions

Number of completions this quarter (target 450 completions over any three-year period)	
7 (year to date 14)	
<p>Comment: It is expected that the North Town completions to increase the number of completions figure considerably for the Q3 returns. These have started to be advertised on Home Finder.</p>	

Planning applications

Number of planning applications this quarter				Major and small scale major Applications determined within 13 weeks (target 60%)	Minor (Non householder) Applications determined within 8 weeks (target 65%)	'Other' (Including Householder) Applications determined within 8 weeks (target 80%)
236						
DoT from last quarter (294)	↓	DoT from this quarter last year (299)	↓	100%	84%*	87.7%
Comment: *11 of 25 cases were determined outside the statutory period but were subject to agreed extensions of time and therefore recorded as in time.						

Planning Appeals

Number of planning appeals	Number of appeals allowed	% of appeals allowed (target 40%)
4	1 (3 decision this quarter)	33.3%
Details of Planning appeals allowed: Only three appeal decisions were issued in the quarter. One of these, in relation to the reconstruction of industrial premises destroyed by fire in Elms Road Aldershot, was allowed.		

Electoral Registration

% of registered properties (properties minus 'true' voids)	DoT from last quarter	DoT from this quarter last year
86.4%	↓ (86.9%)	↓ (88% - November)
Comment: The Elections Team is currently working on the annual canvass, the same quarter last year it was taken in the November which is further on in the canvass, where canvassers had finished door knocking so there was information from more properties.		

Rushmoor Borough Council

Corporate Risk Register

V5.0 28/10/2021 (Cabinet)

Part 1: Strategic Risks (ST)

(Total 9 Risks)

These risks will tend to be long term in nature and are likely to be outside the direct control of the Council, for example the local economy, employment or obesity levels.

Risk Title	Suitable for Public Register Y / N	Risk Type: Service (S) Escalated Service (ES) Standing Corp. (SC) Strategic (ST)	Risk Owner	Risk Description & Potential Outcomes (reasonable worst-case scenario)	Existing Controls / Mitigation	Additional Mitigation Planned – including Timelines/Deadlines	Risk Score		Risk Category / RAG Rating & Rating Change
							L	S	
Securing infrastructure investment	Y	ST	KE	Inability to attract infrastructure investment through the public and private sector to support plans. Failure to secure investment in the area could lead to a decrease in Rushmoor's competitiveness and attractiveness.	Work with public and private sector infrastructure providers and funders. Horizon scanning in relation to the levelling up agenda and its implications for Rushmoor.		2	4	↔ RED
Decline in the retail sector/town centre uses and subsequent impact on town centres	Y	ST	TM	Economic and social changes have a negative impact on Farnborough and Aldershot Town Centres. This could result in empty retail units, a loss of facilities and amenities for residents and a possible increase in crime and anti-social behaviour. A decline in retail will also have an impact on Business Rates income for the Council. Changes to Permitted Development undermine Town Centre regeneration	Programmes of town centre regeneration in both Aldershot and Farnborough which give consideration to future economic and social trends. Dedicated resource within economy team, working with retail sector and other town centre uses. Ensuring that relevant Government support for business is distributed as swiftly as possible.		4	2	↔ RED
Demographic change	Y	ST	RB	Changes in Rushmoor's demography could impact on services required or expected by residents as well as how they engage with the economy or society more generally. Any sudden shifts in demography may not be visible to the Council for a period of time which could result in services not being delivered effectively or efficiently or potentially having a negative impact.	Community engagement work may identify some changes ahead of them being reported in data sets. Review and analyse publicly available datasets, alongside those held by the Council. Work with partners to understand trends that exist at a larger geography and potential implications (e.g. aging populations)	Review census information and share widely across the Council and with partners so that trends and their implications are understood – early 2022	3	2	↔ AMBER

<p>Deteriorating economic conditions</p>	<p>Y</p>	<p>ST</p>	<p>TM</p>	<p>Adverse changes to the economy could result in the loss of major employers within the Borough and/or impacts on particular sectors of the economy. This could result in increasing levels of unemployment and higher levels of deprivation and inequality. Impact of supply chain issues, mismatch of labour supply and fuel shortages have slowed growth and are limiting the strength of the recovery. Energy price rises and potential inflationary pressures are also possible headwinds to economic growth.</p> <p>Changes of this nature have potential implications for the Council in terms of increased demand for services and adverse financial impact.</p> <p>There is also a reputational risk if the Council is not seen to be adequately responding to economic changes or shocks.</p>	<p>Partnership working with other organisations around support for the economy and local businesses. Engagement with Ward Councillors.</p> <p>Maintaining an understanding of local economic conditions – tracking economic indicators at a local level.</p> <p>Ensuring that key issues/events are escalated to CMT/ELT at the appropriate time.</p> <p>Ensuring that relevant Government support for business is distributed as swiftly as possible</p>	<p>Further strengthen our capacity within economic development with the appointment of a Service Manager who started in post in March 2021 and new EDO started at beginning of May.</p> <p>Development of future spend of ARG to support investment to recover, deal with hardship and support start ups delivery Sept 21 to March 22</p> <p>Strategic Economic Framework being developed Informal Cabinet August Consultation Autumn Cabinet Dec/Jan</p>	<p>3</p>	<p>2</p>	<p style="text-align: center;">↔ AMBER</p>
<p>Educational Attainment Secondary schools</p>	<p>Y</p>	<p>ST</p>	<p>AC</p>	<p>Educational attainment at secondary education level continues to present challenges. This may have an impact on deprivation, unemployment etc. Impact on the area's local reputation. May impact on service demand. C19 impact – predicted grades, lost academic time may exacerbate existing patterns.</p>	<p>HCC responsible for Education. RBC supporting role - Priorities set out in the Supporting Communities Action Plan – focus on increasing aspirations.</p> <p>Joint work on supporting families with Hampshire Children's Services</p> <p>Educational Improvement Group established under the Overview and Scrutiny Committee</p>	<p>Area of focus in Community Covid Recovery Plan</p>	<p>3</p>	<p>2</p>	<p style="text-align: center;">↔ AMBER</p>

<p>Poor Health Outcomes within Borough (e.g. obesity, mental health etc)</p>	<p>Y</p>	<p>ST</p>	<p>AC</p>	<p>Rushmoor has areas where there are health inequalities and health deprivation. Additional stress and burden on local services – including partner agencies.</p> <p>Aging population. Areas of deprivation have poorer health outcomes and higher demands associated.</p> <p>Diabetes, highest smoking rate in Hampshire, high instance of obesity and inactive adults.</p> <p>Mental Health and wellbeing – lack of funding available at local level to address.</p>	<p>Supporting Communities Strategy and Action Plan adopted</p> <p>Joint working with partners, particularly with the CCG, HCC, with a range of initiatives and plans in place.</p> <p>Projects to increase activity and inclusion in the Borough.</p> <p>CPE response group established.</p> <p>New recovery and service structure to be put in place.</p>	<p>Review approach to resourcing (in conjunction with partners, in particular the CCG and HCC) and then overall approach to delivering the Council's ambitions – to assess resources etc.. (EL/AC – underway Summer 2021)</p> <p>Development of long-term plans (EL/TM – 2021/22)</p> <p>Programme of mental and physical health support to be developed for 2021 - EL.</p> <p>Focus on Healthy lifestyles – linked to deprivation and work of the food partnership. 2021/22</p>	<p>3</p>	<p>2</p>	<p>↔ AMBER</p>
<p>Further waves of Covid 19 and lockdowns</p>	<p>Y</p>	<p>ST</p>	<p>PS</p>	<p>Increases to infection levels (either locally or nationally) could lead to a further period of lockdown. Implications of this would be far-reaching and could include adverse impacts for health, wellbeing and the economy. Potential for disruption to Council services due to illness, periods of self isolation and/or caring responsibilities during a period of lockdown, particularly where schools are closed. A cycle of lockdowns and short periods of recovery also have the potential to cause disruption economically – creating uncertainty for businesses and making it challenging to the Council to plan services beyond the short term.</p>	<p>Existing control mechanisms now well understood and utilised and could be redeployed if required.</p> <p>Business continuity measures have been tested throughout 2020/21 and enhanced where needed.</p> <p>Recovery Plans in place and could be revised/adapted where required.</p> <p>Strategic and Operational groups continue to meet weekly and monitor the situation.</p>		<p>2</p>	<p>2</p>	<p>↔ AMBER</p>

<p>Financial sustainability of public sector partners</p>	<p>Y</p>	<p>ST</p>	<p>PS</p>	<p>The financial sustainability of a wide group of public sector partners is negatively impacted, resulting in reduced service provision by all. In this scenario, the range and quality of services available to residents could be affected. This could have negative repercussions for health, education, social and economic outcomes. It is possible that the Council would be expected to meet some of this 'gap' in provision thus exposing the Council to potential financial and reputational risk.</p>	<p>Close partnership working at a senior officer and political level with the Council's public sector partners.</p>	<p>Ensure Members and Officers are well briefed on potential implications/risks arising from decisions taken by other public sector partners – late 2021</p>	<p>3</p>	<p>3</p>	<p style="text-align: center;">↔ AMBER</p>
<p>Changing external policy context which could arise as a result of levelling up approach or devolution or other unforeseen reasons.</p>	<p>Y</p>	<p>ST</p>	<p>PS</p>	<p>Significant fast track change which can have significant impact on services, levels of available resources or the Council's financial position. Impact of Government response to Covid-19 creates uncertainty and the long-term picture with regard to recovery remains uncertain, Reputational risk if the Council is unable to sufficiently adapt to the changing environment.</p>	<p>Service level risk assessments to consider impacts of potential policy changes on individual Council services.</p> <p>Policy and Communications service to support ELT and CMT with 'horizon scanning' which will assist the Council in identifying and where possible responding to some changes.</p>	<p>Levelling Up White Paper expected to be published in the Autumn.</p> <p>County deal conversations started with HCC and partners.</p> <p>Supply chain and inflationary issues being reflected in service risk registers</p>	<p>3</p>	<p>2</p>	<p style="text-align: center;">↑ AMBER</p>

Part 2: Standing Corporate Risks (SC)

(Total 16 Risks)

Although the Corporate response to these risks may be managed by a single Service, they will be cross cutting and long term in nature. Standing Corporate risks will tend to remain on the Corporate Risk Register for longer periods of time, if not indefinitely. Examples of these may be the Council's financial position or compliance with data protection legislation, both of which have a wide impact and involvement from across the Council, but are generally overseen or managed by one service.

Standing Corporate risks, impacting more than one Service, will normally be managed by one Service with the expertise required, but if not they will be assigned to one single risk owner as the lead. This is for practical purposes to avoid duplication and ensure that they are managed overall by a single point of contact. Although the day-to-day management of the risk itself may not fall entirely upon that risk owner, they will be responsible for collating and updating CMT and the risk register entry on behalf of the Council.

Risk Title	Suitable for Public Register Y / N	Risk Type: Service (S) Escalated Service (ES) Standing Corp. (SC) Strategic (ST)	Risk Owner	Risk Description & Potential Outcomes (reasonable worst-case scenario)	Existing Controls / Mitigation	Additional Mitigation Planned – including Timelines/Deadlines	Risk Score		Risk Category / RAG Rating & Rating Change
							L	S	
Threat of Cybercrime & Data Loss	Y	SC	NH	<p>Threat of outside malicious forces attempting to breach RBC's network</p> <p>Breach could lead to data loss, loss of service(s) & potential unknown financial loss and possible enforcement action by the ICO.</p> <p>Inability to operate in whole or in part until the breach is addressed</p>	Full remediation plan in place		4	4	↔ RED
Financial Sustainability	Y	SC	DS	<p>Government funding through BRR declines</p> <p>Business Rates base reduces due to lower economic activity</p> <p>Council cannot afford to deliver services on current cost configuration</p> <p>Lack of engagement from officers and members with the financial challenge</p> <p>Savings Programme does not deliver required savings</p> <p>Poor decision making on financial commitments</p> <p>Decisions taken in isolation and do not form part of wider strategy</p> <p>Business Rates MCC impact significant on RBC</p> <p>Commercial Property portfolio income risk cannot be mitigated</p> <p>Local economic circumstances limit Council Tax/Business Rates</p>	<p>MTFS (February 2021) indicates scale of funding gap</p> <p>Positive level of balances (CIPFA FR Index)</p> <p>Revised Savings Programme already commenced with ELT sponsorship</p> <p>Council Tax increase maximised for 2021/22 and assumed in MTFS</p> <p>CREP has identified a number of savings opportunities</p> <p>Further challenge through budget setting process</p> <p>Budget due 27 October 2021 alongside SR21</p>	<p>Delivery of £3m of savings/cost reduction by 2022/23 critical Reserves held for risk (Commercial Property) and long-term liabilities (Pension)</p> <p>Asset disposals for commercial property where cost of holding is high</p> <p>Review of service delivery options</p> <p>Review of Capital expenditure plans</p> <p>Capitalisation direction could be sought</p> <p>S114 notice consideration</p> <p>Future of NHB Consultation</p>	4	4	↔ RED

<p>Regeneration of town centres does not deliver economic, community and financial benefits - see major projects</p>	<p>Y</p>	<p>SC</p>	<p>KE/NI</p>	<p>Anticipated project expenditure of circa £300m expected to require RBC borrowing / rental guarantees / external funding to fulfil. High levels of public and political interest in both town centre major projects. Reputation for delivery will be tested. High intensity of resource required with many interdependent parts - leisure, civic, public realm, retail, hotel, highways etc Publicly, politically and financially RBC's regeneration interventions are deemed a failure negatively impacting the Council.</p>	<p>JV Partnership with Hill Group (Rushmoor Development Partnership) - share risk/reward approach</p> <p>Comprehensive regeneration programme governance process implemented. (Board meets monthly)</p> <p>Regular Cabinet and Member reporting</p> <p>External due diligence engaged</p> <p>External grant funding secured.</p>	<p>Further public/market engagement planned.</p> <p>Programme / scheme viability to be reviewed regularly.</p> <p>Seek further external grant funding to reduce Council financial exposure - LEP / Homes England / High Street Fund etc.</p>	<p>3</p>	<p>4</p>	<p>↔ RED</p>
<p>Loss of Accommodation/ Building (temporary & permanent)</p>	<p>Y</p>	<p>SC</p>	<p>NH</p>	<p>The councils main building may be lost to natural causes (storms, flooding etc), unforeseeable events of crisis (plane crash into building), outside malicious forces or fire</p> <p>The loss of the building would prevent the council operating at 100% capacity until such time as a secondary building(s) could be set up for officers to work</p> <p>The financial costs would be extreme, albeit partially if not wholly covered by insurance policies</p> <p>There is a risk of loss of life for any officers or member of public who may be in the building at the time of said event(s)</p>	<p>Business continuity plan & IT Disaster recovery plans in place</p> <p>Multiple copies of BC/DR Plans have been disseminated</p> <p>Fire risk assessments undertaken regularly</p> <p>Building condition survey undertaken with recommendation works</p>	<p>Business continuity plan and IT Disaster recovery plan to be tested – NS/RS/AM</p> <p>Review BC plans following improvements made due to Covid-19 – NS/AM/RS - 2021</p>	<p>2</p>	<p>4</p>	<p>↔ RED</p>

				<p>There would be a significant impact to services delivered by the council</p> <p>Use of the building may be lost on a temporary basis due to an infection outbreak (e.g. Covid-19) or other unforeseen event</p> <p>Covid -19, the majority of staff can now work from from home.</p>					
ICE programme not implemented and associated savings not delivered or delayed	Y	SC	KE	<p>Cost of implementation exceed available budget</p> <p>Workstream savings do not materialise</p> <p>Financial pressures on the Council - abandonment or refocus</p>	<p>ICE Programme Management Arrangements, including Programme Board.</p> <p>Maintain focus of ELT on ICE programme as savings delivery mechanism and avoid 'quick fixes'</p> <p>Heads of Service clear on requirement and supported to prioritise and release staff savings</p> <p>Maintain Member engagement with programme</p>	<p>Maintain senior and member focus on programme delivery</p> <p>Ensure funding for transformation maintained</p> <p>Continue to engage with T&F group and provide regular briefings to Cabinet</p>	3	3	↔ RED
Union Street, Aldershot - Major Project	Y	SC	KE/NI	<p>Anticipated project expenditure of circa £40m expected to require RBC borrowing / rental guarantees / external funding to fulfil.</p> <p>High levels of public and political interest in scheme.</p> <p>Reputation for delivery will be tested, particularly as the Council is undertaking development of the scheme.</p> <p>Financial modelling builds in assumptions relating to income that are yet to be secured by way of pre-lets.</p>	<p>External grant funding secured (£6.5m)</p> <p>Comprehensive regeneration project governance process implemented. (Board meets monthly)</p> <p>Regular Cabinet and Member reporting.</p> <p>External due diligence engaged.</p> <p>End user identified for the affordable housing.</p> <p>Technical Design and Contract document review being undertaken to refine construction costs prior to entering into contract</p>	<p>Engage commercial advisors to assist with pre-let opportunities</p> <p>Engage with student operator market to identify a management company to oversee that element of the scheme on behalf of the Council</p> <p>Pursue option of Rushmoor Homes Limited purchasing the market rent units from RBC.</p> <p>Consider funding profile in order to best manage risk exposure</p>	2	4	↔ RED

				Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.	Commercial advisors appointed to develop leasing strategy for commercial element of scheme Additional resource appointed (Development Manager) to oversee the scheme Employers Agent appointed (Baily Garner) to act on behalf of the Council	Enter into main JCT Design and Build contract with Hill Partnerships at the earliest opportunity to minimise financial risks associated with an uncertain market. Targeting November 2021.			
Civic Quarter, Farnborough - Major Project	Y	SC	KE/NI	Anticipated project expenditure of circa £250m expected to require RBC borrowing / rental guarantees / external funding to fulfil. High levels of public and political interest in scheme. Reputation for delivery will be tested. Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.	JV Partnership with Hill Group (Rushmoor Development Partnership) - share risk/reward approach Comprehensive regeneration project governance process implemented. (Board meets monthly) Regular Cabinet and Member reporting. External due diligence engaged. Public engagement undertaken in September 2021. Feedback will be reflected in subsequent planning application submission.	Programme / scheme viability to be reviewed regularly. Seek further external grant funding to reduce RBC exposure - LEP / Homes England / High Street Fund etc.	2	4	↔ RED
Insufficient funding to proceed with projects	Y	SC	KE/PB	The Council cannot commit to fund the programme of projects, including regeneration. Failure to deliver the schemes as a result of a lack of funding will not meet the overarching strategy objective as stated in the Council Business Plan to	Secured external grant funding to assist with bridging funding gaps. Conducted detailed financial modelling and appraisals of Union Street scheme. Ensuring finance colleagues are kept up to date with both current / forecast project spending.	Seek additional grant funding to mitigate the risk to the Council. Obtain detailed expert advice and carry out due diligence on major projects and capital commitments.	3	4	↑ RED

				deliver additional income and regenerate our town centres.	Established a governance process that provides clarity on the financial requirements to support delivery of projects e.g. feasibility/OBC.	Consider joint ventures and other methods of delivery in order to share the risk/reward. Continue to review financial position in order to determine capacity to support regeneration and property projects.			
External Audit opinion	Y	SC	DS	Inability to publish Statement of Accounts by statutory deadline Council is not able to secure an unqualified opinion of the financial statements Significant governance issues across the authority results in a qualified VfM opinion National position shows 76 audit opinions from 2019/20 audit have not yet been finalised 90% of audit opinions for 2020/21 were not provided by the statutory date Inadequate record keeping or documentation to support key financial statements and accounting judgements External auditor recommendations are not considered by the Council	Adequately resourced/qualified/experienced team Review of Integra over longer-term to produce accounting information PSAA aware of local audit performance but remains difficult to address supply-side issues	Improved working/information sharing between finance and property given focus on PPE valuations Greater awareness at HoS level around service responsibilities for final accounts Impact from 2019/20 onto 2020/21 and beyond EY Resourcing not improved	3	3	↔ RED
Climate Change – Failure to deliver ambition for a carbon neutral Council by 2030.	Y	SC	AC	Risk of not delivering high profile organisational objective due to insufficient resources or lack of support because of other priorities.	Development of a plan and assessing resourcing requirements. Allocation of ringfenced resource Driven by Cabinet Member and Working Group	Appointment of new Programme Manager Focus on the issues that make the most difference by identifying priority areas. Develop work to deliver with partners through the Rushmoor Partners Network.	2	3	↔ AMBER

					Annual review of plans and inclusion in quarterly monitoring	Incorporate projects within Service Business Plans Develop an apprentice role from ring fenced resources. (AC to co-ordinate 2021-22)			
Governance and Decision Making –	Y	SC	AC/IH	Risk of non-compliance with legal requirements. Financial loss from costs of defending, or costs of halting development works. Reputational risk Risk of delay in delivering key organisational objectives.	Governance Group meets weekly to consider more complex decision-making matters including Interests and Member engagement. Delegated decision making is monitored quarterly by the Governance Group. Strengthening of the governance arrangements with improvements to the new CGAS committee currently being introduced. Constitution kept under review and training on decision making provided to CMT/Service Managers. Timetables and reminders for deadlines provided by meeting administrators.	Governance Group participation in on-line seminars – e.g. learning from what can go wrong at other Local Authorities, CfGS framework. Consultation with external experts e.g., Freeths or LGA for some specialist matters. Training to improve CGAS committee's oversight of corporate governance and audit matters and recruitment of Independent Person. Training offered for OSC. (Delivery of Members training underway for 2021-2022) Training on Contracts and Financial Standing Orders for CMT and Service Managers (JS to co-ordinate arrangements in consultation with DS/procurement) Support Corporate Induction on Constitution for staff (JS to contribute to HR as needed)	2	3	↔ AMBER

Major Data Breach – non-technical (human and physical)	Y	SC	DPO	Loss/accidental destruction of/ alteration of/unauthorised access to personal data caused by ineffective processes or lack of training or understanding of training. Shared office space. Home working/hybrid working has additional risks.	Mandatory training for all; encouraging breach reporting and continuing communication on training and lessons learned from data breaches that have occurred. Access controls – council offices/systems/archive management.	Use of office 365 protocols/rules to track email content and attachments and alert sender to potentially high risk communications. Cloud storage. Strengthened access controls; visitor controls	2	3	↔ AMBER
Lack of employee alignment, engagement and development will reduce organisational performance	Y	SC	AMcB	A high performing organisations requires employees to be engaged, aligned and developed – significant risk of performance targets not being achieved if these areas are not developed	Development and implementation of People Strategy	Corporate and Service Manager development	3	2	↔ AMBER
Interest rate/refinancing risk on external debt	Y	ST	DS	Council debt portfolio (£102m as at 18/10/2021) cannot be refinanced at affordable interest rates/within resources set aside in MTFS Volatility in capital/money markets due to political uncertainty Contracting of inter-authority lending market Ability to manage debt portfolio significant resource and skill requirement Changes to PWLB Lending Terms announced 25/11/2020 by Government with further clarification in August 2021 Council is unable to access PWLB borrowing due to non-compliance with lending rules Increased borrowing requirement from new capital schemes leads to increased refinancing or interest rate risk on debt portfolio PWLB rates increase more than Arlingclose forecasts due to economic pressures	Continual monitoring of debt position and market interest rates Engagement with Arlingclose (Council's Treasury advisors) Treasury Management Strategy sets borrowing limits and interest rate exposure limits External borrowing - refinancing risk mitigated through planned move to longer term borrowing Engagement with Grant Thornton on Union Street Scheme PWLB Lending terms - compliance through TMS and Capital Strategy for 2021/22 LA rates reduced and availability of ST finance has improved. Arlingclose advise sought and gained Continual review of debt portfolio and refinancing opportunities as part of BAU	Utilising revenue savings of capital receipts to repay debt Further budget and efficiency savings to offset increased borrowing costs Reduce borrowing for future schemes (i.e. risk on existing debt is high so can't take on additional debt)	2	2	↔ AMBER

					Development of Investment Strategy including asset disposal to inform debt profile				
Change in Political Leadership/Control at the Council	Y	SC	PS	New administration changes overall policy direction of Council Main risk to Organisational Objectives - which in turn may have impact on major projects etc.	Horizon scanning - position of projects etc kept under review in relation to upcoming elections. Election by third makes immediate change of overall control less likely.		1	2	↔ GREEN
Political Ambitions & Resources	Y	SC	PS	Political ambitions exceed organisational capacity and resources resulting in priorities not being delivered and day to day services becoming poor.	Business Plan process identifies corporate priorities and objectives & the service planning process dealing with day to day services. Informal Cabinet briefings, Portfolio Holder briefings and shadow portfolio arrangements all in place. Weekly meeting between the Leader and the Executive Team to raise any strategic issues or issues of concern. Member Scrutiny and Policy functions in place. Regular meetings of the cross party budget strategy working group in place to give advice / views on the financial challenges facing the Council.	Executive Boards in place for the Regeneration & Major Projects work and also for the ICE programme and the Cost Reduction & Efficiency Programme to ensure senior management oversight and management. Also, more use of "all member" briefings using TEAMS to update and keep all elected members in the picture	1	2	↔ GREEN

Part 3: Escalated Service Risks

(Total 11 Risks)

Escalated Service risks are likely to be those that by virtue of the severity of the potential outcome and/or inadequate controls may be considered a single point of failure for the Council, rather than a threat to a single Service. It could also include those risks that are newly identified and have little or no mitigation or controls in place. These risks will tend to arise, be resolved and then be removed from the register.

Risk Title	Suitable for Public Register Y / N	Risk Type: Service (S) Escalated Service (ES) Standing Corp. (SC) Strategic (ST)	Risk Owner	Risk Description & Potential Outcomes (reasonable worst-case scenario)	Existing Controls / Mitigation	Additional Mitigation Planned – including Timelines/Deadlines	Risk Score		Risk Category / RAG Rating & Rating Change
							L	S	
Financial System	Y	ES	DS	<p>Integra Financial System is not able to support Council requirements</p> <p>Lack of knowledge and skills within Finance and IT</p> <p>Patch Management of Integra weak leading to unsupported release</p> <p>Lack of development of Integra system within RBC means not fit for purpose</p> <p>Poor engagement from RBC HoS/SM/BH</p> <p>Link to risk - inaccurate financial reporting</p> <p>Reliance on external support from CAPITA may be weakened with focus on CENTROS</p> <p>Alternative financial records are maintained by services bypassing Integra</p>	<p>Finance and IT are able to maintain current system</p> <p>ICE Programme has identified Integra/Financial system as requiring modernisation</p>	<p>Business Process Review with Capita</p> <p>Recruitment of Systems Accountant with Integra knowledge</p>	3	3	↔ RED
Impact of Covid-19 on ability to pay/collect Council Tax and Business Rates	Y	ES	DMK	<p>Non collection rates for council Tax and Business rates have increased beyond budget assumptions due to Covid 19.If collection rates continue on this trajectory there will be a significant shortfall in income. There is a risk this could decline further in 2021/22 depending on the speed of economic recovery and extension of business rate reliefs which we will know about in the Budget on 3 March 2021 Spring Budget - Mar 2021. Dependent on announcement and complexities of any scheme could delay NDR annual billing - effect cashflow on late instalment for April</p>	<p>Astute and proactive financial management</p> <p>Political and Management awareness of the risks</p> <p>Government announced legislation in response to predicted Collection fund Deficits arising in 2020/21 whereby deficits can be spread over the next three years rather than the usual period of one year. It applies separately to each of the council tax and Non domestic Rates collection fund balances. Are concentrating on recovery work having transferred billing and collection work to the CSU Officers are monitoring the debt levels and engaging businesses to ensure payment of the bills. Agreed recovery process with s151 officer and Portfolio holder</p>	<p>Continue to review collection on monthly basis</p>	3	3	↔ RED

NEW Failure to identify the full extent of asbestos risk as part of property and major works programme	Y	ES	KE/PB	A number projects have identified additional costs attributable to the removal of asbestos These include Farnborough Leisure Centre and Union Yard.	Intrusive surveys were carried out in some cases, but the additional asbestos was found during on site works were not detailed in these asbestos surveys.	A review of method statements, the liability of advisors, the scope of work and recommend what changes can be made to reduce the likelihood of this re-occurring	3	3	NEW RED
NEW Escalating building costs as well as materials and skilled labour shortages will increase costs and cause delays to projects	Y	ES	KE/PB	Data on building material costs indicates there will be significant cost inflation on building materials. There are also reports of delays from supply chains being disrupted through logistical issues and, as building projects recommence or begin after Covid related delays, shortages of key skills in the construction industry.	Specialist construction advisors have been engaged to support the projects and this includes cost consultants.	Advise members of the emerging issue and impact upon delivery Look at alternative design and delivery options Review the criticality of timelines Agree increases in budget and borrowing	4	4	NEW RED
NEW Increased fuel costs for the Council offices	Y	ES	NH	Fuel costs, especially gas have gone up with the current national crisis and therefore the council may see increased costs for heating the council offices, this also takes into account of many windows being open to allow ventilation as part of our Covid-19 risk assessment	Property services regularly monitor our gas usage and we are currently on a tariff with our authorities and have a reasonable rate	Continue to monitor usage Facilities team to ensure we are monitoring use in the building and look to reduce fuel usage where we can	4	2	NEW RED
Failure of events management processes policy (primarily of events on Council land) exposes risk to Council	Y	ES	JD	Financial, reputational and physical risks created by lack of cross service agreed policy and procedures on how to permission and control events (primarily for those on Council land). Problem recognised by a number of service areas e.g. EH, Property, Legal, Grounds Management, Licensing, etc.	Current mitigations include the mitigations provided for by the Events Group and the Licensing Team processes – but many events fall outside the scope of the formal existing Licensing processes leaving potential risk.	Acceptance of risk by CMT and agreed alignment of resources to bring about regularisation of process and policy. (CMT meeting 17 08 21). CMT agreed to support cross service work to resolve more major risk within 6 weeks. Work progressing with Events Group to achieve target.	3	2	↓ AMBER

<p>Reduced Income from Property Portfolio</p>	<p>Y</p>	<p>ES</p>	<p>PB/HB</p>	<p>Significant loss of income from the Council's property portfolio arising from a variety of reasons including but not limited to Covid, deteriorating economic conditions, downturn in the property market and changing consumer or business habits.</p>	<p>Establishment of a Property Investment Advisory Group (PIAG) to monitor performance and advise on necessary actions alongside the appointment of LSH Investment Management (LSHIM) to asset manage part of the portfolio and support current in-house skill, knowledge and capacity. Also, the establishment of a Commercial Property Reserve to act as a buffer for any significant in-year loss of income.</p>	<p>Managing income through payment plans, where necessary. Increased emphasis by the service in managing debts. Working with tenants directly and with LSHIM to identify issues and actions and reporting to PIAG.</p> <p>Identifying opportunities to create additional income to support the Council's financial position.</p>	<p>2</p>	<p>2</p>	<p style="text-align: center;">↔</p> <p style="text-align: center;">AMBER</p>
<p>Changing priorities and outcomes from either RDP partner</p>	<p>Y</p>	<p>ES</p>	<p>KE/NI</p>	<p>RBC and Hill Investment Partnership each represent 50% of the Rushmoor Development Partnership.</p> <p>Decisions must be unanimous, any inability to arrive at a decision results in deadlock and delay.</p> <p>Decisions are often time sensitive, any tension / conflict may cause delays.</p> <p>The Council sees no return on its investment if conflict is not resolved and fails to deliver on its regeneration aspirations.</p>	<p>Members Agreement sets out conflict procedures and arbitration process.</p> <p>Regular meetings between partners scheduled at both Investment Team and Board level to discuss decisions.</p> <p>Council Members kept informed of progress and key decisions.</p>	<p>Opportunities for relationship building exercises and different working practices when Covid restrictions ease.</p>	<p>2</p>	<p>3</p>	<p style="text-align: center;">↔</p> <p style="text-align: center;">AMBER</p>

<p>Inaccurate reporting of financial position</p>	<p>Y</p>	<p>ES</p>	<p>DS</p>	<p>Financial reports to Cabinet provide inaccurate financial information leading to poor decision making</p> <p>Budget holders provide finance with either inaccurate forecasts or unrealistic estimates of future expenditure and income</p> <p>Budget holders do not engage with finance</p> <p>Budget holders unaware of budget and spend position</p> <p>Difficulty in assessing financial impact from Covid-19</p> <p>Remote working/working from home may make budget monitoring more difficult</p> <p>Financial information held in Integra is not reviewed by budget holders</p> <p>Basis of forecasts/estimates does not take into account relevant financial information</p> <p>Decisions are made on income/expenditure that Finance are not made aware of</p> <p>Decisions are made on incorrect assumptions</p> <p>Other work priorities take precedence - financial reporting by BH does not happen</p> <p>Lack of understanding of FPRs</p>	<p>Financial Regulations were reviewed 2020</p> <p>Budget monitoring process and quarterly reporting</p> <p>BH access to Integra</p> <p>Finance team review of transactions and support to BH</p> <p>Head of Finance provides additional High-Risk financial information to HoS</p>	<p>Improvement to Integra to provide user friendly/budget holder focussed reporting</p> <p>High-risk reporting through ELT and CMT</p> <p>Finance Improvement Plan</p> <p>Wider discussion on Corporate Priorities</p> <p>Enforcement of budget monitoring processes</p>	<p>3</p>	<p>2</p>	<p style="text-align: center;">↔</p> <p style="text-align: center;">AMBER</p>
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<p>Finance unable to adequately discharge responsibilities, lack of suitably qualified or experienced staff</p>	<p>Y</p>	<p>ES</p>	<p>DS</p>	<p>Finance team unable to provide adequate advice on financial matters Finance unable to complete processes around budget setting or budget monitoring, final accounts process Lack of awareness of key developments in local authority accounting Audit opinion at risk if staff are not available or suitably qualified Demands for finance support are greater than available staff time leading to poor decision making Complexity of finance support required (i.e. specialist knowledge needed) Lack of engagement from organisation (budget setting, financial reporting) requires finance to act as backstop control Risk of loss of organisational knowledge from staff turnover Impact of FIP Impact of longer-term staff absence where area of work does not have fully documented procedures</p>	<p>CPD, access to professional training and seminars Advice on VAT and Treasury management from external sources CIPFA Publications subscription Pixel Subscription SDCT Executive membership FIP consultation External support from CAPITA</p>	<p>Project Accountant in post Further recruitment activity in 2021 FIP</p>	<p>3</p>	<p>2</p>	<p style="text-align: center;">↔</p> <p style="text-align: center;">AMBER</p>
<p>Council Tax Support Scheme - Affordability</p>	<p>Y</p>	<p>ES</p>	<p>DMK</p>	<p>Affordability of Council Tax Support scheme and the ability to collect any additional council tax if minimum contribution is increased</p>	<p>Monitoring impact of Council Tax support - caseload and cost Members council Tax support Group performing scrutiny and overview Identifying number of people on CTS falling into arrears for Working age customers everyone claiming CTS has to pay a minimum contribution of 12% towards their council tax. The support is also capped at a Band D council tax. Other eligibility criteria apply. an Exceptional Hardship fund of £22k exists to help those people falling into arrears. complexity for the customer. This also achieves savings by reducing the administration processes involved in delivery the scheme.</p>	<p>None</p>	<p>2</p>	<p>2</p>	<p style="text-align: center;">↓</p> <p style="text-align: center;">AMBER</p>

Matrix & RAG Risk Rating

Severity of Outcome (S)	4					<table border="1"> <tr> <td style="background-color: red;">High Risk</td> <td style="background-color: red;"></td> <td>Strongly consider further mitigation, tolerating risk is unlikely to be acceptable</td> </tr> <tr> <td style="background-color: yellow;">Med. Risk</td> <td style="background-color: yellow;"></td> <td>Tolerable if risk/exposure is acceptable at senior level</td> </tr> <tr> <td style="background-color: green;">Low Risk</td> <td style="background-color: green;"></td> <td>Additional action may not be necessary to manage risk</td> </tr> </table>	High Risk		Strongly consider further mitigation, tolerating risk is unlikely to be acceptable	Med. Risk		Tolerable if risk/exposure is acceptable at senior level	Low Risk		Additional action may not be necessary to manage risk
	High Risk		Strongly consider further mitigation, tolerating risk is unlikely to be acceptable												
	Med. Risk		Tolerable if risk/exposure is acceptable at senior level												
	Low Risk		Additional action may not be necessary to manage risk												
	3														
2															
1															
	1	2	3	4											
	Likelihood of Occurrence (L)														

Rating Consistency Guidance

	Likelihood of Occurrence (L)	Severity of Outcome (S)
1	<p>Very unlikely Very unlikely to occur, (no history or near misses etc). Less than 5% probability.</p>	<p>Minor Risk to specific role. Legal action unlikely. No significant illness or injury. Negative customer complaint. Financial impact negligible.</p>
2	<p>Unlikely Unlikely but may occur (may have happened, but not within past 5 years). Is not expected to happen in next 5 years, less than 25% probability</p>	<p>Moderate Risk to normal continuation of service. Legal action possible but defensible. Short term absence/minor injury. Negative customer complaints widespread. Financial impact manageable within existing Service budget.</p>
3	<p>Likely Likely to occur (or already happened in the past 2 to 5 years). Is expected to happen in the next 2 to 5 years, 25 - 50% probability</p>	<p>Significant Partial loss of service. Legal action likely. Extensive injuries or sickness. Negative local publicity. Significant fine. Financial impact manageable within existing Corporate budget - but not Service.</p>
4	<p>Very likely Very likely to occur (or has already happened in the past year), may occur frequently. Is expected to happen in the next year, more than 50% probability</p>	<p>Major Total loss of service. Legal action likely & difficult to defend. Death or life threatening. Negative National publicity. Imprisonment. Financial impact not manageable within existing funds.</p>