CABINET 8 FEBUARY 2022

#### COUNCILLOR ADRIAN NEWELL DEMOCRACY, STRATEGY AND PARTNERSHIP PORTFOLIO HOLDER REPORT NO. ACE2201

**KEY DECISION? NO** 

#### COUNCIL BUSINESS PLAN & RISK REGISTER QUARTERLY UPDATE OCTOBER – DECEMBER 2021/22

#### SUMMARY AND RECOMMENDATIONS:

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

Factors that could affect 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 third quarter of 2021/22 and the risks identified within the Corporate Risk Register in January 2022.

#### 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 September to December 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 Savings and Transformation Programme (previously known as the ICE 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 3 (31<sup>st</sup> December 2021). At this time, 53% of live projects are on track and the remainder have an amber status. The amber status highlights where there are delays against currently published timescales but there is still confidence about the overall deliverability of the project. No projects have a red status at the end of quarter 3.
- 3.3 A number of key milestones were reached in quarter 3 with the introduction of a food waste recycling service, construction starting at Union Yard, planning permission being granted for the visitor centre and café at Southwood Country Park and the Community Store opening in Aldershot.

#### 4. Council Business Performance

4.1 Annex B sets out the Council's Business Performance during quarter 3. The Council Business Performance monitoring information are the key indicators

and service measures used by the Council to monitor how the Council runs and gives a 'snapshot' of a broader set of performance measures outside of the Council Business Plan projects.

#### 5. Council's Risk Register

- 5.1 The Quarter 1 performance 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 presented to Cabinet on a quarterly basis. The latest Corporate Risk Register (prepared in January 2022) is attached at Annex C.
- 5.2 The majority of the key strategic risks continue to be related to the areas that the Council cannot directly influence, but does need to consider in the delivery of services and could have the potential to impact upon the delivery of the Council's Business Plan. For over a year, the Council has held a strategic risk in relation to Covid 19 and the impact of any further lockdowns. This risk has included economic, health and community impacts as well as the impact on Council services. Given developments in recent months, these specific Covid related risks have been reflected in existing parts of the risk register, or within Service Risk Registers, to reflect an increasing move to consider Covid activity as 'business as usual'.
- 5.3 In Q2, the risk relating to the 'changing external policy context' was increased in terms of the score given. This reflected a number of factors including delays to the publication of key policy documents (such as the Levelling up White Paper) and the fact that County Deal conversations with the County Council had commenced. This risk rating remains at the end of Q3 as the White Paper remains delayed, although is expected in early 2022.
- 5.4 The Standing Corporate Risk section and the Escalated Service Risk sections of the risk register highlight that risks around finance remain some of the highest rated risks to the Council. The Savings and Transformation Programme will be a key tool in helping to mitigate some of this risk but services continue to raise risks associated with rising project costs as a result of inflationary pressures, build costs and fuel costs and these will continued to be monitored. 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 overall risk, including a full review of the Council's Business Continuity arrangements.

#### 6. Conclusion

6.1 Cabinet asked to note the progress made towards delivering the Council Business Plan during October to December 2021 and the risks identified within the Corporate Risk Register in January 2022.

#### COUNCILLOR ADRIAN NEWELL DEMOCRACY, STRATEGY AND PARTNERSHIP PORTFOLIO HOLDER

#### **BACKGROUND DOCUMENTS:**

Council Business Plan April 2021 to March 2024

#### CONTACT DETAILS:

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# ANNEX A

Council Bu			terly Monitoring – Q3 2021/21 : 1st January 2022				
<ul> <li>People –empowering and connecting communities and enabling people to live healthy and sustainable lives and fulfil their aspirations.</li> <li>Priorities: <ul> <li>We will help improve the health and wellbeing of residents</li> <li>We will encourage volunteering and help people become more connected with their communities</li> <li>We will help residents and businesses become more sustainable - including reducing waste, recycling more and making sustainable transport choices like cycling</li> <li>We will provide high quality services that meet the needs of all our residents and businesses and in ways that do not exclude anyone</li> </ul> </li> </ul>			<ul> <li>Ist January 2022</li> <li>Place – ensuring that our towns are family friendly, safe, vibrant, and sustainable places now and in the future.</li> <li>Priorities: <ul> <li>We will continue to drive forward the regeneration of Aldershot and Farnborough town centres</li> <li>We will maintain and develop excellent leisure and community facilities</li> <li>We will work to grow the local economy in a green and sustainable way</li> <li>We will make sure that all council-led projects are designed and delivered in a green and sustainable way</li> <li>We will make sure that there are enough homes and types of housing provided in Aldershot and Farnborough</li> </ul> </li> </ul>				
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	First two months of the service changes have exceeded expectations. In Phase 1 a quantity of around 40 tonnes per week was expected but have averaged around 60 tonnes per week. Engagement with residents continues daily via door-knocking and regular comms via social media and the Arena magazine. Preparations for phase 2 will begin mid-Jan 2022.				
People 2 - Enabling Food Partnerships and Food Hubs across Rushmoor in support of our communities	Green	Improvement	Charitable Interest Company (CIC) status was granted in early November and set up work continues to formally establish the project as a CIC. The Community Store opened early December 2021 with RVS fronting the lease as a temporary measure. The larder at Park Church remains in operation. The number of households visiting the store has significantly exceeded expectations – in the first 7 days of opening 110 people signed up and there were 280 visits.				
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	Keep Well and Stay Connected Project progressing well. Over 20 users currently accessing the platform and interacting with services and activities. Feedback from users has been very positive. Work is being done to identify funding to continue project beyond NHS funding.				

People 4 - Further develop our work to help people into work through training and upskilling with a particular focus on young people	Green	Improvement	After withdrawing from the DWP bid, plans are moving forward for a Youth Hub and website that we are funding through the Supporting Communities fund and partner support. This is due to launch January 2022. Physical and virtual job clubs are still running and Apprenticeship hub is working well in our area. We are looking to gather local case studies to showcase in national apprenticeship week.
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 actions from the Equality and Diversity Action Plan continues to make good progress. The Council marked Black History Month in October 2021 and activity over this month included a series of videos released over the month about what Black History Month means to some of the members of the Rushmoor community and local businesses. The Cabinet Champion role has been particularly focussed on broadening the Council's community engagement work with smaller groups and at the end of December 2021, had met with representatives from 13 groups. The Equalities and Diversity Action Plan had envisaged a number of actions being underpinned by Census Data and it is estimated that the first census data will be published between May and June 2022.
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	No change	Initial outputs have been shared at Stakeholder meeting on the 7 <sup>th</sup> January. Completion still likely second quarter 2022.
People 7 - Improving facilities at Aldershot Crematorium	Green	No change	A two phased approach to the feasibility has been suggested, whereby analysis for the refurbishment costs are prioritised and indicative costs for new build are sought. Pending the outcome of this activity, a second phase may be adopted enabling more detailed costs for a new build to be established. The results from the first phase of feasibility due by the end February.
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	Heritage Trails – fully launched and open. Website, App and booklet all available. Men's shed – Farnborough due to open in March 2022.Repair Café progressing well. Working with RVS to lead volunteering aspect. Expected launch June/July 2022

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. People 10 - Working with partner organisations to deliver projects to tackle health inequalities in the Borough, especially in our more deprived areas	Amber	No change	The website project continues with a view to a new website, with updated areas of service content being available in May 2022 following the local elections. The amber status reflects a delay to the planned timetable which had originally been scheduled for late 2021. This slippage reflects the complexity of this project which requires input from a variety of different sources in order to deliver a successful new Council website and the preference to 'go live' after a period of relatively high traffic associated with Easter, Bank Holidays and local elections. A number of key project milestones were achieved in Q3 including commencing new website development, simplification of website content, refreshing website content and migrating content from the old website to the new website. Wellness Walks have ended but the group have become friends and are continuing to walk independently of the mindfulness coach. Looking to develop walks at Tice's Meadow nature reserve. Couch to 2k is planed from Spring onwards and Talk Mental progressing well. On-going discussion with Rushmoor Healthy Living – to support residents to
			engage in their: "Be Healthy, Be You" programme.
Place projects	BRAG	DoT	Comment
Place 1 - Aldershot town centre's Union Yard regeneration scheme	Amber	No change	Construction started on site with piling and sub-structure works. Works required to party wall (35 – 39 High Street) risks delaying progress with piling. Rushmoor Homes has confirmed a conditional offer for the 82 units of private accommodation. GCW appointed to develop a leasing strategy. Savills appointed to provide property management services.
Place 2 - Civic Quarter regeneration scheme in Farnborough Place 3 - New leisure offer for Rushmoor, including plans for a new leisure centre for Farnborough	Amber	No change	Master planning work continues to progress the project to outline planning application stage (planning submission due in February 2022). Outstanding matters relating to daylight / sunlight and parking management to be resolved. Leisure and Civic Hub Stage one feasibility completed and approval given to progress to next stage of design development to develop Leisure & Civic and Leisure-only options. Demolition of old leisure centre has started.

Place 4 - Develop the environment and facilities at Southwood Country Park, including a new visitor centre	Amber	No change	Public consultation covering the design of café/visitor centre, environment design and interim SANG management plan, has been completed. Feedback has been overwhelmingly positive. Planning permission has been granted and detailed designs for the café/visitor centre are now underway, regular communication is in place with the Café operator for their input into internal layout etc. Footpaths and bridges on West side are now complete – Procurement for the construction phase has commenced. ESSO vegetation clearance is in progress, there are a large number of trees impacted. A reinstatement plan is yet to be agreed but discussions have commenced
Place 5 - Creating 57 new homes for private rent through Rushmoor Homes	Amber	No change	The programme is progressing across a number of fronts with appointment of architects being finalised for a number of schemes. Two firms of Employers agents have been appointed and procurement of valuation services will commence immediately after the Christmas Break. Initial surveys for the Churchill Crescent Scheme are underway following appointment of Flower and Kittle as Architects. Pre-application discussions on 9A Wellington Street have concluded and an application will be shortly. 69 Victoria Rd/3A Arthur St is progressing but the detailed issues are taking longer to resolve than hoped. The Board has agreed the principles of the next Business Plan to be submitted in January 2022 and the detail is currently being finalised. This will be proposed as part of the Council's budget processes in February 2022 The changes in the programme will result in lower income to the Council in 2021/22 than forecast and the detail will be reported as part of Q3 Budget monitoring. However over the longer term the Business Plan remains robust.
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 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	Amber	Decline	The impact of the pandemic on the Heritage sector means that the process of engagement will take longer than originally hoped as organisations are continuing to recover their existing operations and capacity to undertake new projects is limited in the short term. We continue to explore options and develop proposals to highlight the strengths of the Heritage as part of planning for Farnborough Airshow 2022

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	$\stackrel{\longleftarrow}{\longleftrightarrow}$
	No change

The ARIC building is now available and being promoted to potential projects and partners. Work with Farnborough Aerospace Consortium to build awareness and linkages is a key element of achieving this promotion.

# Council Business Performance

Quarter 3 2021/22

### Points to note

- Covid continues to affect some of the Councils key income streams
- Sickness rates in Q3 are the highest since the pandemic began but better than Q3 before the pandemic (2019/20)
- There has been an improvement in the response time to FOI requests
- The % of transactions through digital services versus other channels has been added to the quarterly monitoring.
- There has been a reduction in the number of sessions reported on our website and is related to the work we have done to comply with the Privacy and Electronic regulations
- Changes to bin collections and the introduction of food waste collection in Q3 has led to an increase in recycling (estimated to be around 40%)
- The % of council tax collected and business rates collected in Q3, is higher than the previous year.

### **Council wide indicators**

- Corporate complaints
- Key income streams
- Health and safety
- 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	Numbers have	Numbers have	Numbers have	Numbers have	Numbers have
increased	decreased	increased and	increased and	decreased and	decreased and
		performance has	performance has	performance has	performance has
		decreased	increased	decreased	increased
1	Ļ	1	Î		

### **Council wide indicators**

#### Corporate complaints

Number of complaints		% of complaints responded within policy time					
4				25%			
DoT from last quarter (8)		DoT from this quarter last year (3)		DoT from last quarter (75%)		DoT from this quarter last year (100%)	
Comment:							

#### Key income streams

Key income stream	Original Budget 2021/22	Amount in 2021/22 (Q1, Q2 & Q3)	% of budget in (Q1, Q2 & Q3)	Head of Service assessment of position (RAG)	Comment
Buildings	£2,268,670	£2,039,383	89.9%	Green	Overall status is green however there are some Covid related rent shortfalls across core industrial estates.
Investment Properties	£4,754,200	£3,268,434	68.7%	Red	The reduced income projections are a combination of outstanding debts that cannot, currently, be actioned for recovery under Covid provisions and events within the portfolio that result in a reduction in the net income.
Princes Hall	£714,000	£590,519	82.7%	Green	Pantomime sales around 20% down (£100k) due to Omicron variant but due to the Vaccination Centre

and Driver Licence					with increase in applications from new operator expect this to remain
Hackney Carriage - Vehicle	£61,210	£54,893	89.7%	Green	We are over expectation for this time of year and
Bulky Waste	£68,400	£89,573	131.0%	Green	Continuing to see increase in demand despite removal of HWRC restrictions
Green Waste	£463,000	£477,808	103.2%	Green	Continuing to see growth in demand
					be temporary though there is still the issue of longer-term impact when these users are displaced by regeneration. As of 25 <sup>th</sup> January, income is at 72% and this may increase as new traders come on board.
Markets and car boot sales	£117,000	£77,215	66.0%	Amber	The impact follows the shopping patterns during various phases of the pandemic. This looks like it will
Planning fees	£348,000	£254,403	73.1%	Amber	Income on target however drop off of applications so far in January means risk of undershooting if expected applications are delayed beyond 31/3/22
Crematorium	£1,618,760	£998,435	61.7%	Red	Cremations income running 20% down for first seven months of year but picked up in past quarter. Likely to end year £250k adverse.
On-Street Parking	£782,500	£494,911	63.2%	Red	income (reduction in usage has meant a reduction in contraventions)
Car Parks	£1,001,650	£678,274	67.7%	Red	Likely to end year at 90% for both cark parks and on- street parking, primarily due to reduction in PCN
Land Charges	£100,000	£79,871	79.9%	Green	Income is as expected
Building Control fees	£220,500	£193,248	87.6%	Green	Income performing well and expected to exceed original budget for 2021/22
					rental income and Cultural Recovery Fund grant, the overall status is green.

#### Health and safety

Violence at work data - incidents				Rushmoor work related accident / incident data			
6			3				
DoT from last quarter (10)		DoT from this quarter last year (12)		DoT from last quarter (1)		DoT from this quarter last year (1)	

#### Absence rate



#### Workforce data

Starters and leavers		Turnover       % of employees from ethnic minoritie         (15.2% from ethnic minorities in 2011)							
Starters	4		2.79%			5.6%			
Leavers	8	DoT from last quarter (2.41%)		DoT from this quarter last year (2.80%)		DoT from last quarter (5.2%)	1	DoT from this quarter last year	n/a
Comment:						·			

#### Freedom of information requests

Number of requests rec	eived		% responded to on time (one month behind)				
141				76%			
DoT from last quarter (139)		DoT from this quarter last year (174)		DoT from last quarter (63%)		DoT from this quarter last year (60%)	Î
Comment:							

# **Corporate customer contact indicators**

#### Overall digital uptake

% of transactions through digital services versus	DoT from last quarter	DoT from this quarter last year
other channels		
76%	<b>1</b> (73%)	(78%)
Comment: New to performance monitoring		

#### Walk-in customers

Number of walk-in customers	5		Comment: During Q3, 2,182 customers arrived at reception, this is up slightly from Q2 (1,961),
2	,182		17% presented with a non Rushmoor enquiry, looking for service with Citizens Advice,
DoT from last quarter (1,961)	DoT from this quarter last year (249 - Reception reopened on a limited basis on 10 <sup>th</sup> August 2020)	1	Hampshire County Council or other authorities (this is up from 13% in Q2). 14% were collecting or dropping off paperwork. A further 13% were corporate visitors attending meeting, interviews, welcoming new starters or arriving contractors. 1471 customers were actively seeking service from the Council, the highest services being Benefits and Housing.

#### Calls to customer services

Number of calls			Average wait time		Call abandoned rate					
	15,604			conds		2.6%				
quarter (15,784)       year (11,276)       quarter (33 seconds)       last year       (2.7%)       last year (2.3%)							DoT from this quarter last year (2.3%)	1		
Comment: In Q3 the Customer Services have answered 15,194 calls (increase of 37% on the same period this year). There was a major service change to waste and recycling collections in October, with the introduction of food waste and fortnightly waste collections on 25 <sup>th</sup> October and November saw an increase of										
49% of calls on November 2020. A separate number was published on leaflets delivered to households and just under 600 calls were received on this line. Also, in Q3 Customer Services also took on a final piece of Council tax work regarding residents moving, from 16 <sup>th</sup> November 296 calls have been diverted using										
options on the Council Tax phone number into Customer Services.										

#### Demand via other access channels

Number of emails	5			Number of enquir	es via a	ор		Number of enquires via webforms				
5,333					70	903						
DoT from last quarter <b>(3,662)</b>	1	DoT from this quarter last year <b>(2,277)</b>	1	DoT from last quarter <b>(1,171)</b>		DoT from this quarter last year <b>(781)</b>	1	DoT from last quarter (497)	1	DoT from this quarter last year	n/a	
	Comment: The number of emails has increased by in comparison to last quarter and this quarter last year. In Q3 there 835 webforms for Council tax and 68											

#### Website

Website visits				Top three pages visited					
	2	03,783		1. Bin collections (36,589)					
DoT from last quarter		DoT from this quarter last year		2. Crematorium diary (7,637)					
(250,049)		(238,335)	-	3. Planning applications (7,106)					
Comment: There has beer	a reductio	n in the number of sessions reporte	ed on our	website (around 25% reduction for December 2021 in comparison with					
November 2021). This red	uction is rel	lated to the work we have done to	comply v	vith the Privacy and Electronic Communications Regulations. These regulations					
mean that the council nee	ded to be c	learer to our customers about what	t cookies	are being set on our website and allow our customers to 'opt-in' to be able to					
share their usage statistics	. This is bei	ng monitored to see how much this	s is affect	ting the statistics we provide and we will look to update these graphs in the					
future and for the new website.									

#### Social media



#### Print media

Press releases				Media enquires								
	1	2	22									
DoT from last quarter (17)		DoT from this quarter last year	n/a	DoT from last quarter (22)	$ \longleftrightarrow $	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			
	2,666				160				2,181				
DoT from last quarter <b>(3,157)</b>	↓	DoT from this quarter last year <b>(3,940)</b>	↓	DoT from last quarter <b>(149)</b>	1	DoT from this quarter last year ( <b>312</b> )		DoT from last quarter (2,443)		DoT from this quarter last year (2,901)	↓		
Comment:													

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

Number issued				Number cancelle	ed			Number paid			
263					.8	162					
DoT from last quarter (321)	↓	DoT from this quarter last year	n/a	DoT from last quarter <b>(15)</b>	1	DoT from this quarter last year	n/a	DoT from last quarter (184)	l	DoT from this quarter last year	n/a
Comment: please note that a few more for Q3 will be cancelled in due course and a lot more should be paid for Q3. Currently the number paid is 57% whereas for the previous months of 2021 it is 72%.											

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

Number issued	Number issued				Number cancelled				Number paid			
19				11				8				
DoT from last quarter <b>(20)</b>		DoT from this quarter last year <b>(15)</b>		DoT from last quarter <b>(13)</b>		DoT from this quarter last year	n/a	DoT from last quarter (7)	Î	DoT from this quarter last year	n/a	
Comment:												

#### Waste and recycling

Number of missed bins	Recycling rates - % reused, recycled and composted (one guarter behind)	Residual waste – kg per household (one guarter behind)							
213	33.1%	144.42							
DoT from last quarter (123) DoT from this quarter last year (189)	DoT from last quarter (32.6%)DoT from this quarter last year (32.4%)	DoT from last quarter (145.89) DoT from this quarter last year (137.93)							
Comment: The recycling rates shown are one quarter behind (Q2), the figure is estimated at around 40% for Q3 (alternate weekly collection of general waste and weekly food waste collection started in Q3). The number of missed bins for Q3 has risen but this is connected to the change in the collections.									

#### Homelessness

Number of Home	Number of Homelessness enquires				Number placed in B&Bs				B&B costs - gross			
	216				25				£37,700*			
DoT from last quarter <b>(220)</b>		DoT from this quarter last year <b>(187)</b>		DoT from last quarter <b>(36)</b>		DoT from this quarter last year (41)	L	DoT from last quarter (£46,500*)	L	DoT from this quarter last year (£44,499)		
Comment: *estim	Comment: *estimate											

#### **Housing Allocation Pool**

Number added to	Number added to pool this quarter				nis qu	arter		Total number in the Housing Allocation pool					
	69				72					1,518			
DoT from last quarter <b>(102)</b>	↓	DoT from this quarter last year <b>(data not available)</b>	n/a					DoT from last quarter <b>(1,572)</b>		DoT from this quarter last year <b>(data not available)</b>	n/a		
Comment: 72 hou	Comment: 72 housed (an additional 47 properties have nominations but not yet housed)												

#### Taxation

% of Council Tax collected				% of Business Rates collected					
	9	93.85%	91.12%						
DoT from last quarter (94.19%)		DoT from this quarter last year (93.70%)		DoT from last quarter (88.31%)		DoT from this quarter last year (88.41%)			
	have been	il Tax usually dips slightly in Decemb working on collection & the rate is e previous year.		been resolved & the collection	on rate has	rgest business rate payers has increased – this figure is an in Ir Business rates team have be	crease		

#### Benefits



#### **Gross affordable housing completions**



### Planning applications

Number of planr	ning app	blications this quarter	•	Major and small scale major Applications determined within	Minor (Non householder) Applications determined	'Other' (Including Householder) Applications determined within 8				
DoT from last	<b>•</b>	<b>281</b> DoT from this quarter		13 weeks (target 60%)	within 8 weeks (target 65%)	weeks (target 80%)				
quarter (236)		last year (288)	₽	100%*	100%* 94.7%					
Comment: *3 of	Comment: *3 of the 4 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	2	100%					
	(2 decision this quarter)						
Details of Planning appeals allowed: Only two appeal decisions were issued in the quarter, one of these in relation to use of a building at a fishing lake complex							
as a hairdressing salon and one in respect of a car po	rt in front of a residential property. Both were allowed						

#### **Electoral Registration**

% of registered properties (properties minus 'true'	DoT from last quarter	DoT from this quarter last year
voids)		
88%	(86.4%)	(89.5% - January)
Comment:		

**Rushmoor Borough Council** 

**Corporate Risk Register** 

V6.1 27/01/2022 (Cabinet)

# Part 1: Strategic Risks (ST)

# **Total 8 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	Escalated       Risk       Risk Description & Potential         Service (ES)       Owner       Outcomes (reasonable worst-case scenario)       Existing Controls / Mitigation       Planned – inclue		Additional Mitigation Planned – including Timelines/Deadlines		sk ore	Risk Category / RAG Rating & Rating		
		(SC) Strategic (ST)					L	S	Change
Securing infrastructure investment	Y	ST	KE	Inability to attract infrastructure investment through the public and private sector to support priorities and projects identified in the Council Business Plan. In particular, failure to secure investment in the area could lead to a decrease in Rushmoor's competitiveness and attractiveness and put at risk the stated aim for a "thriving Rushmoor economy, vibrant town centres and strong communities who are proud of the area"	Work with public and private sector infrastructure providers and funders. Horizon scanning in relation to the levelling up agenda and its implications for Rushmoor. Horizon scanning by Policy Team for future funding opportunities	Engage effectively with the 'County Deal' processes and other opportunities to access Government funding (Q4 2021/22)	2	4	↔ High
Substantial decline in the retail sector/town centre uses and subsequent impact on town centres	Y	ST	ТМ	Economic and social changes have a significant negative impact on Farnborough and Aldershot Town Centres and therefore reduce the ability to deliver the Council Plan priority of delivering vibrant 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.		3	2	Medium

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 and could impact on the Council's ability to deliver its aim of having strong communities who are proud of their area.	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 – May - July 2022	3	2	↔ Medium
Deteriorating economic conditions	Y	ST	ТМ	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. Changes of this nature have potential implications for the Council in terms of increased demand for services and adverse financial impact. There is also a reputational risk if the Council is not seen to be adequately responding to economic changes or shocks.	Partnership working with other organisations around support for the economy and local businesses. Engagement with Ward Councillors. Maintaining an understanding of local economic conditions – tracking economic indicators at a local level. Ensuring that key issues/events are escalated to CMT/ELT at the appropriate time. Ensuring that relevant Government support for business is distributed as swiftly as possible	Development of future spend of ARG to support specific businesses and deal with hardship in the hospitality, leisure and retail sectors (up to March 22) Strategic Economic Framework being developed Informal Cabinet – August 21 Consultation Nov – Dec 21 Cabinet March 22	3	2	↔ Medium

Educational Attainment Secondary schools	Υ	ST	AC	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.	HCC responsible for Education. RBC supporting role - Priorities set out in the Supporting Communities Action Plan – focus on increasing aspirations. Joint work on supporting families with Hampshire Children's Services Educational Improvement Group established under the Overview and Scrutiny Committee	Area of focus in Community Covid Recovery Plan. Raising aspirations is a priority in the SC plan. Work includes. Additional Mental Health supported provided by Frimley CCG for all Rushmoor schools.	3	2	↔ Medium
Poor Health Outcomes within Borough (e.g. obesity, mental health etc)	Y	ST	AC	Rushmoor has areas where there are health inequalities and health deprivation. Additional stress and burden on local services – including partner agencies. Aging population. Areas of deprivation have poorer health outcomes and higher demands associated. Diabetes, highest smoking rate in Hampshire, high instance of obesity and inactive adults. Mental Health and wellbeing – lack of funding available at local level to address. Increased fuel costs and likely fuel poverty will impact on residents. This is likely to have an impact on mental and physical health.	<ul> <li>PHE &amp; Frimley CCG responsible for health outcomes.</li> <li>Health and Well Being focus in the Supporting Communities Strategy and Action Plan adopted.</li> <li>Joint working with partners, particularly with the CCG, HCC, with a range of initiatives and plans in place.</li> <li>Projects to increase activity and inclusion in the Borough.</li> <li>CPE response group established.</li> <li>New recovery and service structure to be put in place.</li> </ul>	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) Development of long-term plans (EL/TM – 2021/22) Programme of mental and physical health support to be developed for 2021 - EL. Focus on Healthy lifestyles – linked to deprivation and work of the food partnership. 2021/22	3	2	↔ Medium

Financial sustainability of public sector partners	Y	ST	PS	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, community outcomes and economic identified in the Council Business Plan 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.	Close partnership working at a senior officer and political level with the Council's public sector partners. Members and Officers are well briefed on potential implications/risks arising from decisions taken by other public sector partners		2	3	↓ Medium
Changing external policy context which could arise as a result of levelling up approach or devolution or other unforeseen reasons.	Υ	ST	PS	Significant fast track change or continued delay in the publication of key policy documents which can have significant impact on services, levels of available resources or the Council's financial position all of which could adversely impact on the Council's ability to deliver its priorities. The long-term picture with regard to recovery remains uncertain. Reputational risk if the Council is unable to sufficiently adapt to the changing environment.	Service level risk assessments to consider impacts of potential policy changes on individual Council services. 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.	Levelling Up White Paper continues to be delayed but is expected in early 2022. County Deal conversations started with HCC and partners. Supply chain and inflationary pressures being reflected in service risk registers	3	2	↔ Medium

# Part 2: Standing Corporate Risks (SC)

# **Total 15 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	Risk Type: Service (S) Escalated Service (ES)	Risk Owner	Risk Description & Potential Outcomes (reasonable	Existing Controls / Mitigation	Additional Mitigation Planned – including		sk ore	Risk Category / RAG Rating &
	Y/N	Standing Corp. (SC) Strategic (ST)	Owner	worst-case scenario)		Timelines/Deadlines	L	S	Rating Change
Threat of Cybercrime & Data Loss	N	SC	NH	Threat of outside malicious forces attempting to breach RBC's network. Breach could lead to data loss, loss of service(s) & potential unknown financial loss and possible enforcement action by the ICO. Inability to operate in whole or in part until the breach is addressed	Full remediation plan in place		4	4	↔ High
Financial Sustainability	Y	SC	DS	Government funding declines putting financial sustainability at risk Business Rates base reduces due to lower economic activity Council cannot afford to deliver services on current cost configuration Lack of engagement from officers and members with the financial challenge Savings Programme does not deliver required savings Poor decision making on financial commitments Decisions taken in isolation and do not form part of wider strategy	MTFS (February 2021) indicates scale of funding gap with regular updates to ELT and Cabinet Positive level of balances (CIPFA FR Index) Revised Savings Programme (CREP) already commenced with ELT sponsorship Council Tax increase maximised for 2021/22 and assumed in MTFS CREP identified a number of savings opportunities Further challenge through budget setting process Provisional Local Government Finance Settlement for 2022/23 - rollover with additional funding	Delivery of £3m of savings/cost reduction by 2023/24 critical Reserves held for risk (Commercial Property) and long-term liabilities (Pension) Asset disposals for commercial property where cost of holding is high Review of service delivery options Review of Capital expenditure plans Capitalisation direction could be sought S114 notice consideration Future of NHB Consultation Transitional arrangements likely	4	4	↔ High

Regeneration of town centres does not deliver economic, community and financial benefits - see major projects	Y	SC	KE/NI	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.	JV Partnership with Hill Group (Rushmoor Development Partnership) - share risk/reward approach Comprehensive regeneration programme governance process implemented. (Board meets monthly) Regular Cabinet and Member reporting External due diligence engaged External grant funding secured.	Further public/market engagement planned. Programme / scheme viability to be reviewed regularly. Seek further external grant funding to reduce Council financial exposure - LEP / Homes England / High Street Fund etc.	3	4	↔ High
Loss of Accommodation/ Building (temporary & permanent)	Ν	SC	NH	The councils main building may be lost to natural causes, unforeseeable events of crisis, outside malicious forces or fire 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 The financial costs would be extreme, albeit partially if not wholly covered by insurance policies 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)	Business continuity plan & IT Disaster recovery plans in place Multiple copies of BC/DR Plans have been disseminated also available on Resilience Direct Fire risk assessments undertaken regularly Building condition survey undertaken with recommendation works	Business continuity plan and IT Disaster recovery plan to be tested – NS/RS/AM Review BC plans following improvements made due to Covid-19 – NS/AM/RS – 2021/22	2	4	↔ High

Union Street, Aldershot - Major Project	Y	SC	KE/NI	Anticipated project expenditure of circa £40m 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, particularly as the Council is undertaking development of the scheme. Financial modelling builds in assumptions relating to income that are yet to be secured by way of pre-lets. Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.	External grant funding secured (£6.5m) Comprehensive regeneration project governance process implemented. (Board meets 2 monthly) Regular Cabinet and Member reporting. External due diligence engaged. End user identified for the affordable housing. Employers agent appointed to review and approve costs and specifications. 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	Engage commercial advisors to assist with pre-let opportunities Currently soft market exercise to identify a management company to oversee that element of the scheme on behalf of the Council Rushmoor Homes Limited to purchase the market rent units from RBC. Consider funding profile in order to best manage risk exposure Entered into main JCT Design and Build contract with Hill Partnerships at end of October.	2	4	↔ High
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	↔ High

Insufficient funding to proceed with projects	Y	SC	KE/PB	The Council cannot commit to fund the programme of projects, within the regeneration and property programme. Failure to deliver the schemes as a result of a lack of funding and team resources will not meet the overarching strategy objective as stated in the Council Business Plan to deliver additional income or capital and regenerate our town centres.	Secured some external grant funding to assist with bridging funding gaps. Review of capital and investment position overall and mindful of CIPFA consultation on debt funding. Ensuring finance colleagues are kept up to date with both current / forecast project spending and potential sales of assets. A capital and investment strategy is being drafted to consider the wider financing needs and timing of receipts.	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. 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. Review opportunities for receipts in the context of income received from these assets.	3	4	↔ High
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 (Q2 2021) 90% of audit opinions for 2020/21 were not provided by the statutory date (Sept 2021) Inadequate record keeping or documentation to support key financial statements and accounting judgements External auditor recommendations are not considered by the Council	Recruitment of Capital Account to provide Adequately resourced, qualified, experienced team FIP restructure identifies resource requirements within finance Review of Integra over longer- term to produce accounting information PSAA aware of local audit performance but remains difficult to address supply-side issues Audit opinion fatigue - gap between audit is required to ensure learning from previous year can be actioned	Improved working/information sharing between finance and property given focus on PPE valuations Perception this is a finance issue although there is greater awareness at HoS level around service responsibilities for final accounts Impact from 2019/20 onto 2020/21 and beyond EY Resourcing not improved No real prospect of significant improvement over short-term. Significant risk that 2020/21 audit opinion is not available until June/July with 2021/22 audit opinion being received after statutory deadline	4	3	† High

Climate Change – Failure to deliver ambition for a carbon neutral Council by 2030.	Y	SC	AC	Council cannot complete Annual Statement of Accounts by statutory deadline Council cannot amend draft Statement of Accounts due to lack of suitably qualified/experienced staff and loss of staff through absence Property unable to find records or respond adequately to EY queries may lead to a limitation of scope opinion or a qualified opinion Council does not prioritise asset valuation work or responding to audit queries leading to EY to lose confidence in the authority. Risk of not delivering high profile organisational objective due to insufficient resources (particularly in light of rising fuel costs) 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 Annual review of plans and inclusion in quarterly monitoring Climate change apprentice role introduced.	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. Incorporate projects within Service Business Plans (AC to co-ordinate 2021-22)	2	3	↔ Medium
Major Data Breach – non-technical (human and physical)	Ν	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.		2	3	↔ Medium

Governance and Decision Making – Not meeting statutory deadlines. Legal challenge to a high profile, or regeneration related, or high value decision made by the Cabinet, Committees or under delegated powers.	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. Member training and development.	Governance Group participation in on-line seminars and reference to PI Reports – e.g. learning from what can go wrong at other Local Authorities, Training during 2021/22 to improve CGAS committee's oversight of corporate governance and audit matters and recruitment of Independent Person. 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	2	3	↔ Medium
Lack of employee alignment, engagement and development will reduce organisational performance	Y	SC	АМсВ	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	↔ Medium

Interest rate/refinancing risk on external debt	Y	ST	DS	Council debt portfolio (£102m as at 01/12/2021) cannot be refinanced at affordable interest rates/within resources set aside in MTFS Volatility in capital/money markets due to political uncertainty Contraction of inter-authority lending market Ability to manage debt portfolio significant resource and skill requirement Changes to PWLB Lending Terms announced 25/11/2020	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	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)		
				refinancing or interest rate risk on debt portfolio PWLB rates increase more than Arlingclose forecasts due to economic pressures Increase in BofE base rate in December 2021 to 0.25% Lack of clarity on Council's capital expenditure plans may lead to sub-optimal borrowing decision making Asset Management Plan does not provide clear indication of asset holding period making TM decision making more difficult	improved. Arlingclose advise sought and gained Continual review of debt portfolio and refinancing opportunities as part of BAU 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	↔ Low
Political Ambitions & Resources	Υ	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. Regular meetings 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 Savings and Transformation Programme to ensure senior management oversight and management. Also, more use of "all member" briefings using TEAMS to update and keep all elected members briefed.	1	2	↔ Low

# **Part 3: Escalated Service Risks**

# **Total 8 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	Risk Type: Service (S) Escalated Service (ES)	Service (S)RiskRisk Description & PotentialAdditional MService (ES)OwnerOutcomes (reasonableExisting Controls / MitigationPlanned – in	Additional Mitigation Planned – including		sk ore	Risk Category / RAG Rating &		
	Register Y / N	Standing Corp. (SC) Strategic (ST)	Owner	worst-case scenario)		Timelines/Deadlines	L	s	∝ Rating Change
Financial System	Y	ES	DS	Integra Financial System is not able to support Council requirements Lack of knowledge and skills within Finance and IT Patch Management of Integra weak leading to unsupported release Lack of development of Integra system within RBC means not fit for purpose Link to risk - inaccurate financial reporting Reliance on external support from CAPITA may be weakened with focus on CENTROS Alternative financial records are maintained by services bypassing Integra	Finance and IT are able to maintain current system ICE Programme has identified Integra/Financial system as requiring modernisation	Business Process Review with Capita Recruitment of Systems Accountant with Integra knowledge	3	3	↔ High
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	↔ High

Pick Titlo	Suitable for Public	for Public Register Standing Corp	Owner Outcome	Risk Description & Potential Outcomes (reasonable	Existing Controls / Mitigation	Additional Mitigation Planned – including		sk ore	Risk Category / RAG Rating
	Y / N	Standing Corp. (SC) Strategic (ST)	Owner	worst-case scenario)		Timelines/Deadlines	L	S	& Rating Change
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	↔ High
Changing priorities and outcomes from either RDP partner	Y	ES	KE/NI	RBC and Hill Investment Partnership each represent 50% of the Rushmoor Development Partnership. Decisions must be unanimous, any inability to arrive at a decision results in deadlock and delay. Decisions are often time sensitive, any tension/disagreement/conflict may cause delays. The Council sees no return on its investment in the RDP if shared outcomes and values cannot be agreed or conflict is not resolved and fails to deliver on its regeneration aspirations.	Members Agreement sets out conflict procedures and arbitration process. Regular meetings between partners scheduled at both Investment Team and Board level to discuss decisions. Projects are jointly developed and agreed via a project plan setting out project outcomes and expected financial position of both parties post development Portfolio holder is on the RDP Board (With Ex Director and CEx) and Council Members kept informed of progress and key decisions.	Opportunities for relationship building exercises and different working practices when Covid restrictions ease. Informal discussions at RDP Board level to consider business plan and where the RDP can add most value to both partners. Increase effort on bringing forward project plans swiftly for consideration following submission of outline planning for civic quarter.	3	3	<b>↑</b> High

Risk Title	Suitable for Public Register	Risk Type: Service (S) Escalated Service (ES)	Risk Owner	Risk Description & Potential Outcomes (reasonable	Existing Controls / Mitigation	Additional Mitigation Planned – including		sk ore	Risk Category / RAG Rating &	
	Y/N	Standing Corp. (SC) Strategic (ST)	Owner			Timelines/Deadlines	L S		Rating Change	
Reduced Income from Property Portfolio	Y	ES	TM/HB	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.	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.	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. Implementation of asset management system under way. Identifying additional resource to underpin this important source of income by working on options to re-occupy vacant properties and identifying funds for improving the properties for quicker lettings and reducing the rent-free periods. Evaluating opportunities to create additional income to support the Council's financial position and bring forward where possible. This includes repurposing existing assets and adopting an agreed commercial approach to new ground leases.	4	3	tigh	

Risk Title			Existing Controls / Mitigation	Additional Mitigation Planned – including		sk ore	Risk Category / RAG Rating &		
	Y / N	Standing Corp. (SC) Strategic (ST)	Owner	worst-case scenario)		Timelines/Deadlines	L	s	∝ Rating Change
Finance unable to adequately discharge responsibilities, lack of suitably qualified or experienced staff	Y	ES	DS	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 for Group Accounts) 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 Loss of key staff	CPD, access to professional training and seminars Advice on VAT and Treasury management from external sources CIPFA Publications subscription Pixel Subscription SDCT Executive membership External support from CAPITA Additional temporary resources to provide some capacity Finance Service document shared with ELT highlighted the risks	Project Accountant in post Further recruitment activity in 2022 FIP	3	2	↔ Medium

Risk Title	Register Standing Cor		(S) ted Risk Risk Description & Potential (ES) Owner Outcomes (reasonable E	Existing Controls / Mitigation	Additional Mitigation Planned – including	Risk Score		Risk Category / RAG Rating &	
	Y / N	Standing Corp. (SC) Strategic (ST)	Owner	worst-case scenario)		Timelines/Deadlines	L	s	∝ Rating Change
Inaccurate reporting of financial position	Y	ES	DS	Financial reports to Cabinet provide inaccurate financial information leading to poor decision making Budget holders unaware of budget and spend position Difficulty in assessing ongoing financial impact from Covid-19 Remote working/working from home may make budget monitoring more difficult Financial information held in Integra is not reviewed by budget holders Basis of forecasts/estimates does not take into account relevant financial information Decisions are made on income/expenditure that Finance are not made aware of Decisions are made on incorrect assumptions Lack of understanding of FPRs	Financial Regulations Budget monitoring process and quarterly reporting BH access to Integra Finance team review of transactions and support to BH Head of Finance provides additional High-Risk financial information to HoS	Improvement to Integra to provide user friendly/budget holder focussed reporting High-risk reporting through ELT and CMT Finance Improvement Plan Wider discussion on Corporate Priorities Enforcement of budget monitoring processes	3	2	↔ Medium
Council Tax Support Scheme – Affordability	Y	ES	DMK	Affordability of Council Tax Support scheme and the ability to collect any additional council tax if minimum contribution is increased	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.	None	2	2	↔ Medium

Risk Title	Suitable for Public	Risk Type: Service (S) Escalated Service (ES)	Risk Owner	Risk Description & Potential Outcomes (reasonable	Existing Controls / Mitigation P	Additional Mitigation Planned – including		sk ore	Risk Category / RAG Rating
	Register Y / N	Standing Corp. (SC) Strategic (ST)	Owner	worst-case scenario)		Timelines/Deadlines	L	S	∝ Rating Change
					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.				

#### Matrix & RAG Risk Rating



#### Rating Consistency Guidance

	Likelihood of Occurrence (L)	Severity of Outcome (S)
1	<b>Very unlikely</b> Very unlikely to occur, (no history or near misses etc). Less than 5% probability.	<b>Minor</b> Risk to specific role. Legal action unlikely. No significant illness or injury. Negative customer complaint. Financial impact negligible.
2	<b>Unlikely</b> 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	Moderate Risk to normal continuation of service. Legal action possible but defendable. Short term absence/minor injury. Negative customer complaints widespread. Financial impact manageable within existing Service budget.
3	<b>Likely</b> 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	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.
4	<b>Very likely</b> 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	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.