

**COUNCIL BUSINESS PLAN & RISK REGISTER
QUARTERLY UPDATE AND END OF YEAR 2021/22**

SUMMARY AND RECOMMENDATIONS:

This paper sets out the performance monitoring information of the Council Business Plan for the fourth and final 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 paper includes the Council Business Performance monitoring information, which is the key indicators and service measures used 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.

This paper also includes the Council's Annual Report for 2021/22.

The Cabinet is asked to note the progress made towards delivering the Council Business Plan.

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 and the Risk Register for the period of January to March 2022. As it is the end of the 2021/22 financial year this paper also includes the Council's Annual Report for 2021/22.

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 Council's Savings and Transformation Programme (STP) which was previously known as 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 4 (31st March). At this time 71% of live projects are on track and 29% have an amber status. No projects have a red status. This represents an improved position since the Q3 report in February 2022.
- 3.3 Annex B sets out the Council's Business Performance during quarter 4. The Council Business Performance monitoring information is the key indicators and service measures used by the Council to monitor how the Council runs. During Quarter 1 of 2022/23 services will be asked to review their performance data, to ensure the data is useful and relevant for the year ahead.
- 3.4 Annex C sets out the key achievements and summary of work the Council has carried out during 2021/22 in the Council's Annual Report.

4. Council's Risk Register

- 4.1 The Council's new arrangements for risk management have been in place now for their first full year, during which time the process has been embedded and formalised throughout the Council. Following internal review and audit a number of changes are due to be made to the current process, commencing in Q1 of 2022/23. These recognise that the new policy and approach has been successful, but also ensures that the Council continues to improve its arrangements and become more efficient in the delivery of risk management activity.
- 4.2 During 2022/23 work will focus more clearly defining corporate risk appetite and ensuring that risks are clearly linked to the Council's Business Plan. The current version of the Corporate Risk Register (v7.0) presented with this report (at Annex D) will be updated to include additional information, such as inherent and target risk.
- 4.3 The key strategic risks within v7.0 of the Corporate risk register continue to be related to the areas that the Council cannot directly influence, including wider community risks such as health outcomes and deteriorating economic conditions. There have been no additional risks identified in this section of the risk register or changes in risk rating, but there has been further development in the plans to mitigate them where possible in recognition of current events.
- 4.4 The Council's key standing corporate risks are generally more operational in nature and relate to the work of the Council. Again, although all updated, there have been no changes to this section of the register that need highlighting. It is worth noting however that there has been a reduction in the risk rating assigned to 'External Audit Opinion' given the significant amount of work that has taken place in this area over the course of 2021/22 to mitigate the risks identified.
- 4.5 One new risk has been identified in this part of the register, and that is the Council's 'PCI DSS Compliance'. This risk relates to the way in which a small number of financial transactions take place at Rushmoor and provides a summary of the actions proposed.
- 4.6 There are clear risks rapidly developing in the UK in relation to inflationary pressures and fuel cost rises. This is addressed and reflected in a number of areas of the risk register including within 'Management of external debt - Interest rate/refinancing risk and access to capital finance'. The Council is planning for these increased costs to ensure that the adverse effects can be mitigated appropriately. The Council will continue to watch the situation closely as it develops. It is also recognised that the risks to Rushmoor residents due to the increased cost of living may have an impact on the work of the Council, this will also be closely monitored.
- 4.7 Overall there are two fewer risks in the escalated service risks section of the register, with two entries removed due to the work carried out to mitigate their effects and the subsequent reduction in the residual risk ratings.

5. Conclusion

- 5.1 Cabinet asked to note the progress made towards delivering the Council Business Plan during January to March 2022 and the risks identified within the Corporate Risk Register in May 2022.

COUNCILLOR SUE CARTER
DEMOCRACY, STRATEGY AND PARTNERSHIP PORTFOLIO HOLDER

BACKGROUND DOCUMENTS:

Council Business Plan April 2021 to March 2024

Annex A – Council Business Plan Quarterly Monitoring

Annex B – Council Business Performance

Annex C – Annual Report 2021/22

Annex D – Corporate Risk Register (May 2022)

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

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




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




Council Business Plan Quarterly Monitoring – Q4 2021/22

Date produced: 8th April 2022

<p>People –empowering and connecting communities and enabling people to live healthy and sustainable lives and fulfil their aspirations.</p> <p>Priorities:</p> <ul style="list-style-type: none"> • 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 	<p>Place – ensuring that our towns are family friendly, safe, vibrant, and sustainable places now and in the future.</p> <p>Priorities:</p> <ul style="list-style-type: none"> • 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
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People projects	BRAG	Direction of Travel	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	The collection of food waste during this quarter has continued to average over 60 tonnes per week. Planning and preparation for Phase 2 has taken place, with the roll out of the service completed to around 1,000 homes (there are 9,000 properties in Phase 2). Phase 2 will continue throughout 2022, however both Food Waste Recycling Advisors have resigned as of mid-April, so the focus will be on replacing that resource so that the roll out of Phase 2 is not delayed significantly.
People 2 - Enabling Food Partnerships and Food Hubs across Rushmoor in support of our communities	Green	 No change	The number of households visiting the store remains consistently high. Wider issues including fuel bills and mental health continue to be prevalent and discussions are ongoing to provide wider services on site. Recently approved

			funding from C4C will support the wider demand for support with utilities. Currently recruiting for a permanent store manager.
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 has reached over 35 hard to reach individuals. Work is continuing with the Primary Care Networks and the Council has identified organisations such as the Vine to support the delivery of NHS Health Checks and reduce health inequalities with more vulnerable members of the community.
People 4 - Further develop our work to help people into work through training and upskilling with a particular focus on young people	Green	 No change	Launched North Hants Employment Skills Zone, delivering interactive website and fortnightly drop-in sessions at Karuna Coffee shop. These provide dedicated support service for 18 – 24. Still working closely with Apprenticeship hub and college to promote and support apprenticeships in key areas. Looking to run large event possibly in September. In March the Council also delivered a job fair in partnership with Princes Mead Shopping Centre. This was Attended by over 20 employers and training providers and saw an increase in 1000+ footfall to the town centre.
People 5 - Engaging widely across all of our communities, building capacity, connecting people and promoting equality, diversity and inclusion in all that we do.	Amber	 Decline	Whilst good progress has been made over the last 12 months, work to implement actions from the Equality and Diversity Action Plan has slowed over the course of the last quarter due to resource pressures, including responses to Afghan and Ukrainian resettlement. April 2022 will mark 12 months since the Cabinet agreed the Equalities and Diversity Action Plan and a review at this point will take place so that priorities for 2022/23 can be identified as part of service planning. 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	The public consultation website for the Rushmoor Local Cycling and Walking Implementation Plan (LCWIP) should be up running at the end-of-May, beginning of June. The gathering and analysis the consultation results will begin at the end of the 6 weeks survey i.e. Mid-July, August. Completion is therefore now unlikely prior to 3rd Quarter or into 4th
People 7 - Improving facilities at Aldershot Crematorium	Green	 No change	The feasibility report has been received which confirms that a new build is not viable elsewhere on the existing site so explores a range of refurbishment /extension options. Further work is required to explore build-up of construction costs and overall business case position.

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	Funding secured for delivery of community garden co-ordinator. Wellness walks being developed in Farnborough. RBC supporting Be Healthy, Be You programme aimed at increasing physical activity and promoting improved healthy eating and weight loss.
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.	Green	 Improvement	The website project has remained on track, with the new website successfully launched on 10 May 2022.
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	Funding secured for delivery of community garden co-ordinator in partnership with RVS. Wellness walks being developed in Farnborough. RBC supporting Be Healthy, Be You programme aimed at increasing physical activity and promoting improved healthy eating and weight loss. Strategic 'Whole systems approach to Obesity' being developed with Public Health to tackle high obesity levels across the borough
Place projects	BRAG	Direction of Travel	Comment
Place 1 - Aldershot town centre's Union Yard regeneration scheme	Amber	 No change	Works underway to address party wall structure (35 – 39 High Street). Internal propping works completed and external works commenced w/c 07/03/2022. Timescales of approx. 9 - 12 weeks to conclude the works which will represent a delay to the contract programme and a consequential increase in budget. The Council is working Hill Partnerships Ltd to minimise this delay and mitigate additional costs as far as possible. Cabinet approved, in principle, the disposal of the 82 private units to Rushmoor Homes subject to further due diligence.
Place 2 - Civic Quarter regeneration scheme in Farnborough Place 3 - New leisure offer for Rushmoor, including plans for a new leisure centre for Farnborough	Green	 Improvement	<ul style="list-style-type: none"> • Developing a detailed business case prior to approval to proceed with design development. • Additional funding for next phase of delivery approved by Cabinet in March 2022. • Demolition is in progress and additional funding has been approved by Cabinet including further contingency for further asbestos finds should they occur.

Place 4 - Develop the environment and facilities at Southwood Country Park, including a new visitor centre	Green	↑ Improvement	Construction activity has continued and remains on schedule with the grass roof implementation to begin early May. Currently tracking within agreed budget. No major issues raised to date, albeit the windows, which were scheduled to arrive in April are now due mid-May so this will delay handover to Barons. Hampshire County Council are currently reviewing the crossing proposals, but formal response has not yet been received. The proposed playground and dog training area are in pre-app planning stage. Procurement activity has commenced using a standard framework approach with responses due end April.
Place 5 - Creating 57 new homes for private rent through Rushmoor Homes	Amber	↔ No change	The Business Plan for 22/23 to 27/28 was agreed by Council in February. The company is continuing to progress a number of schemes. The transfer of 12 Arthur St to the company was completed at the end of March and 2 of the 3 properties were let immediately with the final one due to be let in the first week of April.
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	↔ No change	An Aerospace Heritage Trail is under development which is targeted at the airshow. A range of options being explored to bring forward the main project given the issues within the sector
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	Farnborough Aerospace Consortium (FAC) will be moving from the council offices to ARIC in April 2022. This is an opportunity to promote ARIC to FAC's members and open the facility up to the wider business community. FAC events are being planned at ARIC. RBC are encouraging FAC's use of ARIC as a way to increase the visibility of the building to businesses and promote linkages between businesses and the college. RBC, FCoT and FAC will be coordinating their presence at Farnborough International Airshow 2022 and this includes promoting ARIC.

Council Business Performance

Quarter 4 2021/22

Points to note

- Covid has continues to affect some of the Council's key income streams over the past year. However, income from some key income streams has been better than expected.
- Target of 450 affordable homes completed in the past three years has been achieved
- The recycling rates shown are one quarter behind and the figure for Q3 is 40.8%, this figure is much higher than the previous quarter and the same quarter last year. Also, the amount of residual waste collected per household has dropped during Q3.
- Due to the increased workload of Customer Services the number of customer contacts via all access channels has increased, this has had a negative impact on call wait time and call abandoned rate.
- Council Tax collection rate has increased significantly due to resources being utilised to work on the recovery side of council tax and we are now almost back to pre-Covid collection rates
- Staff turnover has increased
- The last lockdown due to the pandemic was during Q4 2020/21, so some indicator comparison with this time last year should return to normal (or their new normal) from now on.

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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			
7				29%			
DoT from last quarter (4)	↑	DoT from this quarter last year (1)	↑	DoT from last quarter (25%)	↑	DoT from this quarter last year (0%)	↑
<p>Comment: Two out seven complaints responded within the timescale of the policy. It is not known if the other three complaints have been responded within the policy timescales.</p> <p>Overall, there have been 24 complaints in 2021/22. The service managers passed the most complaints to resolve were the service manager for Place (5 complaints) and the service manager for Housing (also 5 complaints). The largest three themes of the complaints were: issues with officers, either treatment by officers or conduct of officers (7 complaints), lack of responses/communication (5 complaints) and three complaints were planning application related.</p>							

Key income streams

The table below shows the income recorded on the Council's financial system for the 2021/22. Please note that these figures are subject to revision as part of the accounting arrangements for the end of the financial year. In some cases, income may be moved from one financial year to another (for example - invoices may have been raised in March 2022 for rental income relating to the period April to June 2022).

Key income stream	Original Budget 2021/22	Amount in 2021/22	% of budget in 2021/22	Head of Service assessment of position (RAG)	Comment
Buildings	2,268,670	2,634,488	116%	Green	Income shown for Investment Properties/Buildings reflects the amount invoiced to tenants during the financial year and shows the underlying rental income generated from investment properties and buildings. The net income received for the year is subject to accounting adjustments in respect of accruals and impairment and any outstanding debt. Given the challenging market and legislative protection for tenants is likely to be lower than the amounts shown in the table
Investment Properties	4,754,200	4,245,827	89%	Amber	
Princes Hall	714,000	757,947	106%	Green	Whilst pantomime sales were around 20% down due to the Omicron variant, income has been received from hosting a Vaccination Centre and from the Culture Recovery Fund grant
Building Control fees	220,500	247,271	112%	Green	Building Control fees continue to perform well with the Council maintaining its share of the market through excellent customer service.
Land Charges	100,000	112,989	113%	Green	
Car Parks	1,001,650	981,836	98%	Red	Although the figure is showing at 98% is it expected that after end of year adjustments (for example some of the income showing is for 2022/23 parking permits), the figure will be around 92% hence the red status. In 2021/22 there was a shortfall in PCN income due to reduction in car park usage and staff vacancies
On-Street Parking	782,500	680,494	87%	Red	Shortfall in PCN income due to reduction in on-street parking usage and staff vacancies
Crematorium	1,618,760	1,369,951	85%	Red	Cremations income ran 20% down for first seven months of the year but did pick up during Q3 & Q4. The downturn being addressed with recent chapel makeover and commission of feasibility study.
Planning fees	348,000	339,316	98%	Green	The drop off in larger applications towards the end of the year apart from the Civic Quarter which as an outline is relatively low value meant the Planning Fees were marginally below target.

Markets and car boot sales	117,000	107,370	92%	Amber	Markets and car boots are still recovering from the effects of lockdown. Efforts are being made to increase the number of traders and improve what is on offer to the public. The car boot sale struggles to compete with larger outdoor competitors.
Green Waste	463,000	542,585	117%	Green	Demand was higher than predicted in 2021/22
Bulky Waste	68,400	118,149	173%	Green	Demand was higher than predicted in 2021/22
Hackney Carriage - Vehicle and Driver Licence	61,210	80,595	132%	Green	
Cemeteries	172,230	212,008	123%	Green	Demand for grave sales fluctuates year on year, and in 2021/22 was significantly above average.
TOTAL	12,690,120	12,430,830	98%		
Comment:					

Health and safety

Violence at work data - incidents				Rushmoor work related accident / incident data			
12				0			
DoT from last quarter (6)	↑	DoT from this quarter last year (5)	↑	DoT from last quarter (3)	↓	DoT from this quarter last year (0)	↔

Absence rate

Working days lost due to sickness per FTE			Working days lost to short-term sickness per FTE		
1.46			0.79		
DoT from last quarter	↓	DoT from this quarter last year	↓	DoT from last quarter	↑
	↓		↓	DoT from this quarter last year	↑

Year	Q1	Q2	Q3	Q4
2019-20	1.69	2.56	2.44	1.23
2020-21	1.01	0.7	1.24	1.51
2021-22	1.14	1.44	1.71	1.46

Comment: There were 58 sickness episode in Q4 and 365 working days lost. The most common reason for sickness episodes was Covid and the most common reason for days lost 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	12	6.41% (End of year figure 15.88%)				5.7%			
Leavers	18	DoT from last quarter (2.79%)	↑	DoT from this quarter last year (1.74%)	↑	DoT from last quarter (5.6%)	↑	DoT from this quarter last year	n/a
Comment: Staff turnover has increased this quarter with 18 members of staff leaving, this is partly due to quite a few Fixed Term Contracts coming to an end on 31/03/2022									

Paying externally issued invoices

% of invoices paid on time (within 30 days)	DoT from last quarter		DoT from this quarter last year		
94.56%		↓	(98.62%)	↓	(97.27%)

Freedom of information requests


Number of requests received				% responded to on time (one month behind)			
166				71%			
DoT from last quarter (141)	↑	DoT from this quarter last year (156)	↑	DoT from last quarter (76%)	↓	DoT from this quarter last year (82%)	↓
Comment: A total of 588 Freedom of information requests in 2021/2022							

Corporate customer contact indicators







Overall digital uptake

% of transactions through digital services versus other channels	DoT from last quarter		DoT from this quarter last year		
67%		↓	(76%)	↑	(65%)
Comment: There is a dip in digital uptake during Q4. This is because there is lower demand during Oct-Mar for the service with the highest overall demand and 2 nd highest digital uptake - Garden Waste. However, during Q3 there is addition demand for the Christmas Tree service, so the dip is only seen in Q4.					






Walk-in customers

Number of walk-in customers				Comment: During Q4, 2960 customers turned up at reception, this is up slightly from Q3 (2182), 19% presented with a non Rushmoor enquiry, looking for service with Citizens Advice, Hampshire County Council or other authorities. 13% were collecting or dropping off paperwork. A further 17% were corporate visitors attending meeting, interviews, welcoming new starters or arriving contractors (this is up from 13% in Q3). 1512 customers were actively seeking service from the Council, the highest services being benefits, housing and Council Tax
2,960				
DoT from last quarter (2,182)		DoT from this quarter last year (Reception was closed)	N/A	



Calls to customer services

Number of calls				Average wait time				Call abandoned rate			
18,044				50 seconds				4.1%			
DoT from last quarter (15,604)		DoT from this quarter last year (13,025)		DoT from last quarter (30 seconds)		DoT from this quarter last year (33 seconds)		DoT from last quarter (2.6%)		DoT from this quarter last year (2.8%)	
Comment: In the last quarter, the Customer Services have answered 17,308 calls. This is an increase of 42% on the same period this year (during Q4 last year it was particularly quiet as we were in a lockdown). Over past year work has moved into customer services, such as noise and further council tax calls. Also, in Q4 this year there was a two-week trial of Customer Services taking housing calls.											

Demand via other access channels

Number of emails				Number of enquires via app				Number of enquires via webforms			
5,351				1,281				1,183			
DoT from last quarter (5,333)		DoT from this quarter last year (2,856)		DoT from last quarter (870)		DoT from this quarter last year (1,331)		DoT from last quarter (903)		DoT from this quarter last year	n/a
Comment: Of the web forms 1,098 were for Council Tax and 85 were for Environmental Health noise and smoke											

Website

Website visits				Top three pages visited			
135,466				<ol style="list-style-type: none"> 1. Bin collections (16,230) 2. Council tax (7,850) 3. Crematorium diary (7,847) 			
DoT from last quarter (203,783)		DoT from this quarter last year (241,323)					
Comment: We have had a reduction in the number of sessions reported on our website. This reduction started this past December and is related to the work we have done to comply with the Privacy and Electronic Communications Regulations . These regulations mean that we needed to be clearer to our customers about what cookies are being set on our website and allow our customers to 'opt-in' to be able to share their usage statistics. We are currently monitoring how much this is affecting 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			
13				11			
DoT from last quarter (12)	↑	DoT from this quarter last year (9)	↑	DoT from last quarter (22)	↓	DoT from this quarter last year (28)	↓

Key Service Indicators

Penalty Charge Notices (PCNs)

Number issued				Number cancelled				Number paid			
2,756				260				2,190			
DoT from last quarter (2,666)	↑	DoT from this quarter last year (1,868)	↑	DoT from last quarter (160)	↑	DoT from this quarter last year (155)	↑	DoT from last quarter (2,181)	↑	DoT from this quarter last year (1,706)	↑
Comment: During Q4 last year there was a lockdown due to the pandemic.											

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

Number issued				Number cancelled				Number paid			
186				14				86			
DoT from last quarter (263)	↓	DoT from this quarter last year	n/a	DoT from last quarter (18)	↓	DoT from this quarter last year	n/a	DoT from last quarter (162)	↓	DoT from this quarter last year	n/a
Comment: Currently have 14 as cancelled but this is likely to increase to 18 and we have 86 as paid which is likely to increase to 135. During Q4 last year there was a lockdown due to the pandemic.											

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

Number issued				Number cancelled				Number paid			
31				25				6			
DoT from last quarter (19)		DoT from this quarter last year (7)		DoT from last quarter (11)		DoT from this quarter last year	n/a	DoT from last quarter (8)		DoT from this quarter last year	n/a
Comment:											

Waste and recycling

Number of missed bins				Recycling rates - % reused, recycled and composted (one quarter behind)				Residual waste – kg per household (one quarter behind)			
124				40.8%				113.44			
DoT from last quarter (213)		DoT from this quarter last year (146)		DoT from last quarter (33.1%)		DoT from this quarter last year (31.2%)		DoT from last quarter (144.42)		DoT from this quarter last year (144.36)	
Comment: The recycling rates shown are one quarter behind and the figure for Q3 is 40.8%, this figure is much higher than the previous quarter and the same quarter last year. During Q3 alternate weekly collection of general waste and weekly food waste collection started. Also, the amount of residual waste collected per household has dropped in Q3.											

Homelessness

Number of Homelessness enquires				Number placed in B&Bs				B&B costs - gross			
215				33				£48,226 estimate			
DoT from last quarter (216)		DoT from this quarter last year (116)		DoT from last quarter (25)		DoT from this quarter last year (41)		DoT from last quarter (£59,998)		DoT from this quarter last year (£56,659)	

Housing Allocation Pool

Number added to pool this quarter				Number housed this quarter				Total number in the Housing Allocation pool			
91				82				1,524			
DoT from last quarter (69)		DoT from this quarter last year (114)		DoT from last quarter (72)		DoT from this quarter last year (72)		DoT from last quarter (1,518)		DoT from this quarter last year (1,421)	
Comment: 82 housed (a further 50 properties have nominations but not yet housed)											

Taxation

% of Council Tax collected				% of Business Rates collected			
97.80%				98.5%			
DoT from last quarter (93.85%)	↑	DoT from this quarter last year (97.51%)	↑	DoT from last quarter (91.12%)	↑	DoT from this quarter last year (104.03%)	↓
Comment: Collection rate has increased significantly due to resources being utilised to work on the recovery side of council tax and we are now almost back to pre-Covid collection rates. End of year figure is 97.89%				Comment: Collection on Business Rates have been volatile during the year, but the team have been working hard to collect payments to achieve this figure & we are now back to the position we were in pre-Covid. End of year figure is 98.5%			

Benefits

Number of new claims – 552 in Quarter 4							
<p>The chart displays the number of new claims over eight quarters. The orange line (Council Tax Support Only) starts at approximately 380 in Q1 2020/21, drops to 220 in Q2, rises to 480 in Q3 and Q4, then drops to 280 in Q1 2021/22, rises to 380 in Q2, and ends at 320 in Q4. The blue line (Housing Benefit Only) starts at 50, rises to 100 in Q4 2020/21, and then rises to 180 in Q4 2021/22. The grey line (combined HB & CTS cases) remains relatively flat, starting at 50 and ending at 60 in Q4 2021/22.</p>							
Average number of days to process new claims				Total benefit caseload			
This data is obtained from Gov UK, & the data for Q3 or Q4 is not yet available Estimate 4-5 days				5,989			
DoT from last quarter	n/a	DoT from this quarter last year (6 days)	n/a	DoT from last quarter (6,090)	↓	DoT from this quarter last year (6,305)	↓
Comment: There has been a decrease of 316 claims in the past year (5%). The number of residents claiming CTS only has decreased by 38 from December 21 (10.4%), the number of residents claiming HB only has increased by 160 from December 21 (103%) – this increase is due to more applications from pensioners and supported/exempt accommodation residents.							

Gross affordable housing completions

Number of completions this quarter (target 450 completions over any three year period)	
66 (end of year figure 174) (three year figure 465)	
Comment: Target achieved	

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%)
260						
DoT from last quarter (281)	↓	DoT from this quarter last year (244)	↑	100%	95%*	90.4%
Comment: *6 of 21 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%)
5	2 (4 decision this quarter)	50% (End of year figure 54.5%)
Details of Planning appeals allowed: Four appeal decisions were issued in the quarter, one in relation to a residential extension and one in respect of opening hours of a drive through restaurant, were allowed. For the year therefore the government target of 40% has been exceeded however this represents a small number of decisions (11 in total) of which 6 were allowed.		

Electoral Registration

% of registered properties (properties minus 'true' voids)	DoT from last quarter	DoT from this quarter last year
87.4%	↓ (88%)	↑ (88.5% - January)

Rushmoor Borough Council annual report 2021/22





















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



- In one of the biggest ever changes to our recycling service, we launched our new weekly food waste recycling service to homes in Aldershot and Farnborough, increasing our overall recycling rate, and also moved to fortnightly rubbish collections
- We set up a new community food store in Aldershot, run by a collective of people, organisations and businesses in and around Aldershot and Farnborough, who care about offering food support to those in need in a supportive way, whilst also reducing food waste
- During the pandemic and subsequent lock down we worked with others, including local doctors, health staff and Rushmoor Voluntary Services (RVS), to run vaccination clinics and testing sites. We continued working with Hampshire County Council and RVS to support those struggling, or being forced to self-isolate
- We once more successfully helped organise the Farnborough Winter Half Marathon, which was back to its traditional date in late January. More than 1,200 runners took part
- We launched six new heritage trails, giving residents and visitors to Aldershot the chance to find out all about the town's rich history through downloading a mobile app
- In partnership with Hart and Basingstoke and Deane councils, we successfully launched the North Hants Employment Skills Zone, a new employment support service targeting 18–24-year-olds. The service, consisting of drop in events and a website, aims to help young people disadvantaged by the impact of covid, find and maintain employment
- A sculpture celebrating the bravery of the first Gurkha VC recipient, First World War soldier, Kulbir Thapa, was unveiled in Princes Gardens, Aldershot
- We joined forces with five other local authorities to buy the much-loved Tice's Meadow nature reserve to protect it for future community use

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

- Following demolition and on-site clearance lasting several months, the council began construction work on the new £40 million Union Yard development in Aldershot town centre
- We began demolition work on Farnborough Leisure Centre shortly before Christmas, looking to complete by the end of the summer
- After consulting with local schools, groups and residents, we designed and built a new playground at Blunden Road in Farnborough
- Following a two-year absence because of the pandemic, we spent more than £100,000 on getting Aldershot Lido ready, including laying new Astro Turf around the poolside, installing a replacement water circulation pump and repairing the pool tank, in time for a summer opening
- We invited local people to give their views to help shape the future of Southwood Country Park in a public consultation on our plans, held over four weeks in October and November. We successfully obtained planning permission for a new visitor centre and café in December and began building work early in the new year
- Our Cabinet agreed to commission a feasibility study and business case for investment options to improve and modernise Aldershot Crematorium, including the option of a major refurbishment, or a new building
- The Princes Hall pantomime 'Dick Whittington' was met with excellent reviews from customers and critics alike with around 16,000 people attending over the three-week period
- Work began on the redevelopment of The Galleries, with the removal of the link bridge in Wellington Street and contractors also begun stripping out the interior of the former shopping centre.
- We awarded more than £9.3 million worth of rate relief to more than 600 businesses in Aldershot and Farnborough to help support them through the pandemic
- We held a public consultation on plans to introduce a new Public Space Protection Order (PSPO) in Aldershot town centre, which if approved, would give the council and the police a stronger hand in tackling antisocial behaviour.

Also in 2021/22 we...

 <p>Enable 23,206 people to vote in the elections on the 6th May 2021</p>	 <p>Received 985 homelessness enquires</p>	 <p>Housed 291 households through the Allocation Pool</p>	 <p>Customer services received 64,695 phone calls</p>
 <p>There were 838,635 visits to our website</p>	 <p>Received 588 Freedom of information requests</p>	 <p>12 members of staff completed the Councils Leadership Programme</p>	 <p>Customer services received 17,450 emails</p>
 <p>There were 3,035 social media posts/tweets/stories</p>	 <p>Supported over 6,000 households with the benefits we issue</p>	 <p>Received 1,071 planning applications</p>	 <p>Maintained 180 commercial and community properties</p>
 <p>Issued 12,135 Penalty Charge Notices</p>	 <p>174 affordable homes completed</p>	 <p>Collected 97.9% of Council Tax</p>	 <p>Collected 33,470 tonnes of waste (estimated)</p>
 <p>Issued 87 Fixed Penalty Notices for fly-tips and abandoned vehicles</p>	 <p>Issued 840 Fixed Penalty Notices for litter and dog fouling</p>	 <p>Collected 98.5% of Business Rates</p>	 <p>After the introduction of food waste collection, 42% of waste is now reused, recycled and composted</p>

 And supported 61 ducklings that hatched in the Council Offices court yards 

Rushmoor Borough Council

Corporate Risk Register

V7.0 18/05/2022 (Cabinet)

Part 1: Strategic Risks (ST)

Total 8 Risks (+/-0)

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	<p>Inability to attract infrastructure investment through the public and private sector to support priorities and projects identified in the Council Business Plan.</p> <p>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”</p>	<p>Work with public and private sector infrastructure providers and funders.</p> <p>Horizon scanning in relation to the levelling up agenda and its implications for Rushmoor.</p> <p>Horizon scanning by Policy Team for future funding opportunities</p>	<p>Engage effectively with the ‘County Deal’ processes and other opportunities to access Government funding, including UK Shared Prosperity Fund and the Levelling Up Fund (Q1 2022/23)</p> <p>Continue to secure support from local stakeholders for projects - including residents, HCC and MP.</p>	2	4	↔ High
Substantial decline in the retail sector/town centre uses and subsequent impact on town centres	Y	ST	TM	<p>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.</p> <p>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.</p> <p>A decline in retail will also have an impact on Business Rates income for the Council.</p> <p>Changes to Permitted Development undermine Town Centre regeneration</p>	<p>Programmes of town centre regeneration in both Aldershot and Farnborough which give consideration to future economic and social trends.</p> <p>Dedicated resource within economy team, working with retail sector and other town centre uses.</p> <p>Delivery of activity in both Town Centres to maintain/increase footfall</p>	<p>Review of engagement with and ongoing provision of business support to Town Centre businesses</p> <p>Article 4 directions to be confirmed once no intervention from SofS seems apparent</p>	3	2	↔ Medium

Demographic change	Y	ST	RB	<p>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.</p>	<p>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)</p>	<p>Review census information and share widely across the Council and with partners so that trends and their implications are understood – May – July 2022.</p>	3	2	<p>↔ Medium</p>
Deteriorating economic conditions	Y	ST	TM	<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. 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.</p>	<p>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 Strategic Economic Framework developed with Action Plan for approval Informal Cabinet – August 21 Consultation Nov – Dec 21 Cabinet April 22</p>	<p>Completion of current Business Support processes August 2022 and procurement of revised package of Business Support September 2022 onwards</p> <p>Consideration of best approach to Business Support element of SPF as part of development of Investment Plan</p>	3	2	<p>↔ Medium</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.</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>Ongoing dialogue with headteachers of key educational establishments e.g. Farnborough 6th Form.</p> <p>Engaging with young people relating to skills, development and opportunities.</p>	<p>3</p>	<p>2</p>	<p>↔ Medium</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..</p> <p>(EL/AC – underway)</p> <p>Development of long-term plans</p> <p>(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.</p> <p>2021/22</p>	<p>3</p>	<p>2</p>	<p>↔ Medium</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.</p> <p>This could have negative repercussions for health, education, community outcomes and economic identified in the Council Business Plan</p> <p>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>Members and Officers are well briefed on potential implications/risks arising from decisions taken by other public sector partners</p>		<p>2</p>	<p>3</p>	<p>↔ Medium</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>RB</p>	<p>Significant fast track change 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.</p> <p>The long-term picture with regard to recovery remains uncertain.</p> <p>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>Inflationary and cost of living pressures reflected in service risk registers</p>		<p>3</p>	<p>2</p>	<p>↔ Medium</p>

Part 2: Standing Corporate Risks (SC)

Total 16 Risks (+1)

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	N	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	↔ High
Financial Sustainability	Y	SC	DS	<p>Government funding declines putting financial sustainability at risk</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>Council does not have adequate reserves to mitigate financial risks</p>	<p>MTFS (February 2022) indicates scale of funding gap with regular updates to ELT and Cabinet</p> <p>Positive level of balances (CIPFA FR Index)</p> <p>Revised Savings Programme (CREP) already commenced with ELT sponsorship</p> <p>Council Tax increase maximised for 2022/23 and assumed in MTFS</p> <p>CREP identified a number of savings opportunities</p> <p>Further challenge through STP budget setting process</p> <p>Provisional Local Government Finance Settlement for 2022/23 - rollover with additional funding</p> <p>£1m Challenge with engagement from SMS</p> <p>Balances and Reserves Strategy 2023/24 to consider how reserve balances will be maintained at adequate level</p>	<p>Delivery of £3m of savings/cost reduction by 2023/24 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> <p>Transitional arrangements likely</p> <p>Reprioritisation of resources to ensure financial sustainability can be maintained.</p>	4	4	↔ High

<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>Wider Town Centre Strategy commissioned for Farnborough</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>↔ High</p>
<p>Loss of Accommodation/ Building (temporary & permanent)</p>	<p>N</p>	<p>SC</p>	<p>NH</p>	<p>The councils main building may be lost to natural causes, unforeseeable events of crisis, 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 also available on Resilience Direct</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 - 2022</p> <p>Condition survey review scheduled for April 2022.</p>	<p>2</p>	<p>4</p>	<p>↔ High</p>

<p>Union Street, Aldershot - Major Project</p>	<p>Y</p>	<p>SC</p>	<p>KE/NI</p>	<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. Financial modelling builds in assumptions relating to income that are yet to be secured by way of pre-lets.</p> <p>Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.</p>	<p>External grant funding secured (£6.5m)</p> <p>Comprehensive regeneration project governance process implemented. (Board meets 2 monthly)</p> <p>Regular Cabinet and Member reporting.</p> <p>External due diligence engaged.</p> <p>Employers agent appointed to review and approve costs and specifications.</p> <p>Commercial advisors appointed to develop leasing strategy for commercial element of scheme</p> <p>Additional resource appointed (Development Manager) to oversee the scheme</p> <p>Entered into main JCT Design and Build contract with Hill Partnerships at end of October.</p>	<p>Engage commercial advisors to assist with pre-let opportunities</p> <p>Currently soft market exercise to identify a management company to oversee student element of the scheme on behalf of the Council</p> <p>Rushmoor Homes Limited to purchase the market rent units from RBC. Consider funding profile in order to best manage risk exposure</p> <p>Engaging the market to confirm end user for the affordable housing element of the scheme</p>	<p>2</p>	<p>4</p>	<p>↔ High</p>
<p>Insufficient funding to proceed with projects</p>	<p>Y</p>	<p>SC</p>	<p>KE/TM</p>	<p>The Council cannot commit to fund the programme of projects, within the regeneration and property programme.</p> <p>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.</p>	<p>Secured some external grant funding to assist with bridging funding gaps.</p> <p>Review of capital and investment position overall and mindful of CIPFA consultation on debt funding.</p> <p>Ensuring finance colleagues are kept up to date with both current / forecast project spending and potential sales of assets.</p> <p>A capital and investment strategy is being drafted to consider the wider financing needs and timing of receipts.</p>	<p>Seek additional grant funding to mitigate the risk to the Council.</p> <p>Obtain detailed expert advice and carry out due diligence on major projects and capital commitments.</p> <p>Consider joint ventures and other methods of delivery in order to share the risk/reward.</p> <p>Continue to review financial position in order to determine capacity to support regeneration and property projects.</p> <p>Review opportunities for receipts in the context of income received from these assets.</p>	<p>3</p>	<p>4</p>	<p>↔ High</p>

External Audit opinion	Y	SC	DS	<p>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 Council cannot complete Annual Statement of Accounts by statutory deadline</p> <p>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.</p>	<p>Additional support from key interim staff over next 6-12 months Recruitment of Capital Accountant and Principal Accountant (T&T) 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 Statutory deadlines extended for next 2 audit periods Delay in implementation of new Accounting standards</p>	<p>Improved working/information sharing between finance and property given focus on PPE valuations Increase awareness at HoS and SM level around service responsibilities for final accounts Impact from 2019/20 onto 2020/21 and 2021/22 process EY Resourcing not improved No real prospect of significant improvement over short-term. Significant risk that 2020/21 audit opinion is not available Autumn 2022 with 2021/22 audit opinion being received after statutory deadline Improvement in management of information across the Council – Concerto, Property team, finance</p>	3	3	<p>↓ High</p>
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Civic Quarter, Farnborough - Major Project	Y	SC	KE/NI	<p>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.</p> <p>Reputation for delivery will be tested.</p> <p>Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.</p>	<p>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. Planning application submitted in March 2022 in order to establish development parameters for the site.</p>	<p>Programme / scheme viability to be reviewed regularly.</p> <p>Seek further external grant funding to reduce RBC exposure - LEP / Homes England / High Street Fund etc.</p>	2	4	↔ High
Climate Change – Failure to deliver ambition for a carbon neutral Council by 2030.	Y	SC	AC	<p>Risk of not delivering high profile organisational objective due to insufficient resources or lack of support because of other priorities.</p>	<p>Development of a plan and assessing resourcing requirements.</p> <p>Allocation of ringfenced resource</p> <p>Driven by Cabinet Member and Working Group</p> <p>Annual review of plans and inclusion in quarterly monitoring</p> <p>Establishment of Programme Officer and Apprentice Roles to deliver action plan support.</p>	<p>Focus on the issues that make the most difference by identifying priority areas.</p> <p>Develop arrangements to deliver projects with partners.</p> <p>Incorporate projects within Service Business Plans as part of the Review of the Climate Change Action Plan.</p>	2	3	↔ Medium
Major Data Breach – non-technical (human and physical)	N	SC	DPO	<p>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.</p>	<p>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.</p>		2	3	↔ Medium

<p>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.</p>	Y	SC	AC/IH	<p>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.</p>	<p>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. Recruitment of Independent Person (Audit). Constitution kept under review and training on decision making provided to CMT/Service Managers. Timetables and reminders for deadlines provided by meeting administrators. Support Corporate Induction on Constitution for staff</p>	<p>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 2022/23 to improve CGAS committee's oversight of corporate governance and audit matters and Training offered for OSC. Training on Contracts and Financial Standing Orders for CMT and Service Managers (JS to co-ordinate arrangements in consultation with DS/procurement)</p>	2	3	<p style="text-align: center;">↔ Medium</p>
<p>Lack of employee alignment, engagement and development will reduce organisational performance</p>	Y	SC	KE	<p>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</p>	<p>Development and implementation of People Strategy. Developmental activities: Annual Development Reviews May-Aug, with learning needs feeding into the corporate Learning and Development plan, and individual service L&D needs/CPD identified. My Learning e-platform for compliance and developmental training, with reminders when training due. Bespoke leadership development – Service/Corporate Manager and Corporate Management team – ongoing. Communications via Staff Live, Yammer, People Portal, email, team meetings, 121s</p>	<p>Regular and ongoing engagement activities e.g. around savings/transformation and other priority areas.</p>	3	2	<p style="text-align: center;">↔ Medium</p>

<p>Management of external debt - Interest rate/refinancing risk, access to capital finance</p>	<p>Y</p>	<p>SC</p>	<p>DS</p>	<p>Council debt portfolio (£100m as at 01/04/2022) 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 by Government with further clarification in August 2021 Council is unable to access PWLB borrowing due to non-compliance with lending rules Council does not consider 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 March 2022 to 0.75% 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 PWLB rates have been increasing since January 2022 and are above MTFS forecasts May 2022 – provisions in the Levelling Up and Regeneration Bill propose ministerial intervention powers on capital finance</p>	<p>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 PWLB Lending terms - compliance through TMS and Capital Strategy for 2022/23 Lending from other LAs is available but rates have increased from 0.10% to >1.10%. Arlingclose advise sought and gained Continual review of debt portfolio and refinancing opportunities as part of BAU Development of Asset Management plans including asset disposal to inform debt position MTFS (February 2022) included forecast of higher interest rates on debt Improved cashflow forecasting/future borrowing need tied to Union Yard contract sums Proactive monitoring of metrics to ensure financial risk is mitigated/contained</p>	<p>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) S151 leading management of capital programme to focus on peak debt, affordability and revenue impact of borrowing Target risk likely to remain high given current borrowing level and forecasts Divestment of commercial property assets</p>	<p>3</p>	<p>2</p>	<p>↔ Medium</p>
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PCI DSS compliance *NEW*	N	SC	DS	The Council is not currently compliant with all industry standards for receiving a small number card payments.	Council engaged QSA with review of current position and recommendation on future options		2	2	↑ Medium
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. 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.	Continued use of "all member" briefings using TEAMS to update and keep all elected members briefed.	1	2	↔ Low
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

Part 3: Escalated Service Risks

Total 7 Risks (+/-0)

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	
Escalating building costs as well as materials and skilled labour shortages will increase costs and cause delays to projects	Y	ES	KE/TM	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
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 now that Covid restrictions have eased. 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	↔ High

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	
Failure to identify the full extent of asbestos risk as part of property and major works programme	Y	ES	KE/TM	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
Reduced Income from Property Portfolio	Y	ES	TM/DG	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	↔ High

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>	Finance and IT are able to maintain current system ICE Programme has identified Integra/Financial system as requiring modernisation	Business Process Review with Capita Systems Accountant post – successful recruitment Additional resources bid or wider support from Digital Team	2	3	↓ Medium
Inaccurate reporting of financial position	Y	ES	DS	<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 ongoing financial impact from Covid-19</p>	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 Follow-through of revised budget monitoring process (as per April 2022 Cabinet Report)	3	2	↔ Medium

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	
				<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>Council places reliance on performance monitoring over financial reporting</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>