

Rushmoor Borough Council - Corporate Risk Register - V8.0 06/07/22 (CABINET)

Risk Title	Risk Owner	Risk Type	Risk Description & Potential Outcomes	Inherent Risk Score	Inherent Risk Rating	Existing Controls / Mitigation	Residual Risk Score	Residual Risk Rating	Additional Mitigation Planned	Target Risk Score	Target Risk Rating
Strategic Risks (ST) - Total 8 Risks (+/- 0)											
Securing infrastructure investment	Karen Edwards	ST	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"	8	High	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	6	Medium	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) Continue to secure support from local stakeholders for projects - including residents, HCC and MP.	6	Medium
Decline in the retail sector/town centre uses and subsequent impact on town centres	Tim Mills	ST	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	9	High	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 e.g. culture and arts. Activity in both town centres to maintain/increase footfall.	6	Medium	Review of engagement with and ongoing provision of business support to Town Centre businesses. Role of the Aldershot Town Centre Task Force being reviewed. Article 4 directions to be confirmed once no intervention from SoFS seems apparent. Ensuring that Government support for business in the retail, hospitality and leisure sectors is distributed as swiftly as possible – Jan/ Feb 22.	6	Medium
Deteriorating economic conditions	Tim Mills	ST	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 rising inflation on the cost of living, supply chain issues, mismatch of labour supply and fuel shortages have slowed growth and are limiting the strength of the recovery, including on the high street. 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.	9	High	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 agreed in April 2022.	6	Medium	Procurement or revised package of business support to be delivered from September 2022 onwards. Regular business surveys. Consideration of best approach to Business Support element of SPF as part of development of Investment Plan. 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	6	Medium
Poor Educational Attainment - Secondary schools	Andrew Colver	ST	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.	9	High	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	6	Medium	Ongoing dialogue with headteachers of key educational establishments e.g. Farnborough 6th Form. Engaging with young people relating to skills, development and opportunities.	6	Medium
Poor Health Outcomes within Borough (e.g. obesity, mental health etc)	Andrew Colver	ST	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	12	High	Supporting Communities Strategy and Action Plan adopted Joint working with partners, particularly with the CCG, HCC and the PCNs with a range of initiatives and plans in place, or being developed. Projects to increase activity and inclusion in the Borough. CPE response group established. New recovery and service structure to be put in place. Identified as a priority for the Council. Executive Director is a member of the ICS Board.	6	Medium	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	6	Medium

Financial sustainability of public sector partners	Paul Shackley	ST	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.	9	High	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	6	Medium	Submission of Levelling Up Fund bid and preparation of UKSPF Investment Plan.	6	Medium
Demographic change	Rachel Barker	ST	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.	9	High	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)	6	Medium	Review census information and share widely across the Council and with partners so that trends and their implications are understood – May – July 2022.	3	Low
Changing external policy context	Rachel Barker	ST	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. The long-term picture with regard to recovery remains uncertain. Reputational risk if the Council is unable to sufficiently adapt to the changing environment.	12	High	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.	6	Medium	Continued engagement with County on County Deal and Devolution Agenda.	6	Medium

Standing Corporate Risks (SC) - Total 16 Risks (+/- 0)

Management of external debt - Interest rate/refinancing risk, access to capital finance	David Stanley	SC	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 BoE 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	12	High	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	9	High	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	4	Medium
Financial Sustainability	David Stanley	SC	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 Council does not have adequate reserves to mitigate financial risks June 2022 - Inflationary pressures and increase in PWLB/Other LA interest rates places additional pressure on the Council's finances in 2022/23. Little prospect of Government support	16	High	MTFS (February 2022) 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 2022/23 and assumed in MTFS CREP identified a number of savings opportunities Further challenge through STP budget setting process Provisional Local Government Finance Settlement for 2022/23 - rollover with additional funding £1m Challenge with engagement from SMs Balances and Reserves Strategy 2023/24 to consider how reserve balances will be maintained at adequate level. June 2022 - Cabinet report on High Risk budgets being considered on July 5th.	16	High	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 Reprioritisation of resources to ensure financial sustainability can be maintained. June 2022 - Further work planned for P1 Budget Monitoring and additional savings to be identified to mitigate risk	9	High
Threat of Cybercrime & Data Loss	Nick Harding	SC	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	16	High	Full remediation plan in place	12	High		12	High

External Audit opinion	David Stanley	SC	<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>	12	High	<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>	12	High	<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>	6	Medium
Major Data Breach – non-technical (human and physical)	Nick Harding	SC	<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>	12	High	<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>	8	High	<p>Corporately follow-up to ensure staff are up to date with the mandatory training</p>	8	High
PCI DSS compliance	David Stanley	SC	<p>Council is not currently fully compliant with PCI DSS which may lead to data breach Fines and investigatory costs from regulator Lack of understanding of PCI DSS options Lack of knowledge and skills across IT, Finance to implement changes that mitigate</p>	12	High	<p>Full remediation plan in place</p>	8	High		4	Medium
Lack of employee alignment, engagement and development will reduce organisational performance	Belinda Tam	SC	<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. Increased risk of inability to recruit - and retain.</p>	12	High	<p>Development and implementation of People Strategy</p>	8	High	<p>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 Regular and ongoing engagement activities e.g. around savings/transformation and other priority areas. Further people engagement projects to be scoped.</p>	6	Medium
Loss of Accommodation/ Building (temporary & permanent)	Nick Harding	SC	<p>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)</p>	8	High	<p>Business continuity plan & IT Disaster recovery plans in place Contract with Daisy Recovery Services Ltd 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</p>	6	Medium	<p>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 - 2022 Condition survey review complete</p>	6	Medium
Insufficient funding to proceed with projects	Karen Edwards	SC	<p>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.</p>	12	High	<p>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.</p>	6	Medium	<p>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.</p>	4	Medium
Climate Change – Failure to deliver ambition for a carbon neutral Council by 2030.	Andrew Colver	SC	<p>Risk of not delivering high profile organisational objective due to insufficient resources or lack of support because of other priorities</p>	9	High	<p>Development of a plan and assessing resourcing requirements. This is kept under review Allocation of ringfenced resource Driven by Cabinet Member and Working Group Annual review of plans and inclusion in quarterly monitoring Establishment of Programme Officer and Apprentice Roles to deliver action plan support. System of targets and measures being established</p>	6	Medium	<p>Focus on the issues that make the most difference by identifying priority areas. Develop arrangements to deliver projects with partners. Incorporate projects within Service Business Plans as part of the Review of the Climate Change Action Plan.</p>	6	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.	Ian Harrison	SC	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.	9	High	Governance Group meets weekly to consider more complex decision-making matters including Interests and Member engagement. Delegated decision making is monitored by the Governance Group. Strengthening of the governance arrangements with improvements to understanding, learning and development for Members on the CGAS committee. Recruitment of Independent Person (Audit). Constitution kept under review and training on decision making provided to CMT/Service Managers. There is a guidance note for Executive Decision Making. Timetables and reminders for deadlines provided by meeting administrators. Support Corporate Induction on Constitution for staff	6	Medium	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 planned for CMT and Service Managers (JS to co-ordinate arrangements in consultation with DS/procurement 2022/23)	6	Medium
Regeneration of town centres does not deliver economic, community and financial benefits - see major projects	Karen Edwards	SC	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.	9	High	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	4	Medium	Further public/market engagement planned. Wider Town Centre Strategy commissioned for Farnborough Programme / scheme viability to be reviewed regularly. Seek further external grant funding to reduce Council financial exposure - LEP / Homes England / High Street Fund etc.	4	Medium
Union Street, Aldershot - Major Project	Karen Edwards	SC	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.	6	Medium	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. 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 Entered into main JCT Design and Build contract with Hill Partnerships at end of October.	4	Medium	Engage commercial advisors to assist with pre-let opportunities Currently soft market exercise to identify a management company to oversee student 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 Engaging the market to confirm end user for the affordable housing element of the scheme	2	Low
Civic Quarter, Farnborough - Major Project	Karen Edwards	SC	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.	6	Medium	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.	4	Medium	Programme / scheme viability to be reviewed regularly. Seek further external grant funding to reduce RBC exposure - LEP / Homes England / High Street Fund	2	Low
Political Ambitions & Resources	Paul Shackley	SC	Political ambitions exceed organisational capacity and resources resulting in priorities not being delivered and day to day services becoming poor	4	Medium	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.	2	Low	Continued use of "all member" briefings using TEAMS to update and keep all elected members briefed	2	Low
Change in Political Leadership/Control at the Council	Paul Shackley	SC	New administration changes overall policy direction of Council Main risk to Organisational Objectives - which in turn may have impact on major projects etc.	2	Low	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.	2	Low		2	Low

Escalated Service Risks (ES) - Total 9 Risks (+1)

Escalating building costs as well as materials and skilled labour shortages will increase costs and cause delays to projects	Karen Edwards	ES	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.	16	High	Specialist construction advisors have been engaged to support the projects and this includes cost consultants	12	High	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	8	High
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Reduced Income from Property Portfolio	Tim Mills	ES	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.	12	High	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.	9	High	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.	6	Medium
Financial System	David Stanley	ES	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 Poor engagement from RBC HoS/SM/BH 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	9	High	finance and IT are able to maintain current system ICE Programme has identified Integra/Financial system as requiring modernisation	9	High	Business Process Review with Capita Systems Accountant post – successful recruitment Additional resources bid or wider support from Digital Team	4	Medium
Failure to reprove temporary accommodation *NEW*	Tim Mills	ES	Failure to reprove temporary accommodation leads to increased street homelessness with significant impact on Town Centres, much poorer outcomes for homeless people, increased costs for the Council through use of Bed and Breakfast and reputational damage due to impacts on individuals and towns	12	High	Temporary Accommodation project seeking to identify, purchase and repurpose accommodation to replace North Lane Lodge and Clayton Court. Partner to provide turnkey solution identified and in place. Surveyor retained to continue market search.	9	High	Seek to extend timescales with Grainger beyond end 2023 for at least one of the buildings	4	Medium
Inaccurate reporting of financial position	David Stanley	ES	Financial reports to Cabinet provide inaccurate financial information leading to poor decision making Budget holders provide finance with either inaccurate forecasts or unrealistic estimates of future expenditure and income Budget holders do not engage with finance 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	6	Medium	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	6	Medium	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	4	Medium
Changing priorities and outcomes from either RDP partner	Karen Edwards	ES	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.	9	High	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.	4	Medium	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	1	Low
Failure to identify the full extent of asbestos risk as part of property and major works programme	Karen Edwards	ES	number projects have identified additional costs attributable to the removal of asbestos These include Farnborough Leisure Centre and Union Yard	9	High	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.	4	Medium	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	2	Low