

**COUNCIL PLAN & RISK REGISTER  
QUARTERLY UPDATE JULY TO SEPTEMBER 2022/23**

**SUMMARY AND RECOMMENDATIONS:**

This report sets out the performance monitoring information of the Council Plan for the second quarter of 2022/23. The key activities and projects within the Council Plan which aim to deliver the Council's priorities which sit under the themes of People and Place. In addition to the key projects this report includes the Council Business Performance monitoring information, which are the key indicators and service measures used by the Council to monitor how the Council runs.

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

The Cabinet is asked to note the progress made towards delivering the Council Business Plan and Portfolio Holders are asked to work with the relevant Head of Service to improve performance where necessary.

**1. Introduction**

- 1.1 In February 2022 the Council agreed the updated three-year Council Plan with priorities which reflect the vision for Aldershot and Farnborough 2030 (Your future, your place - a vision for Aldershot and Farnborough 2030). This paper sets out performance monitoring information for the Council Plan and the Risk Register for the period of July to September 2022.

**2. Detail**

- 2.1 Refreshed and updated annually, the Council Plan provides a focus for the Council's activities and services by setting out the short to medium-term steps needed to realise longer-term vision and aspirations. The Council Plan outlines the council's priorities the next three years and, in particular, the key strategic projects that will contribute to achieving the Council's vision.
- 2.2 The priorities which reflect the vision for Aldershot and Farnborough 2030, 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:**

- Strong communities, proud of our area
- Healthy and green lifestyles
- Opportunities for everyone – quality education and skilled local workforce

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

**Priorities:**

- Housing for every stage of life
- Vibrant and distinctive town centres
- A thriving local economy - kind to the environment

### **3. Delivery of the Council Business Plan**

3.1 The Council Business Plan brings together the key activities/projects across the Council including those that sit under the Property, Major Works & Regeneration Programmes.

3.2 Annex A details the performance against the Council Business Plan for Q2. The current reported position reflects the shifts in the risks facing the Council (as set out in section 4 of this report) and increased demand for a number of Council services (as seen in Annex B). The Council Plan contains a variety of different projects across the themes of people and place and just over 50% of the projects reported an amber status at the end of Q2. A number of these projects (e.g. walking and cycling plan; facilities at Southwood Country Park and continuing to work towards the Council's aspiration of being carbon neutral) are reporting an amber status due to delays of between 1 – 3 months and can therefore have a reasonable level of confidence that they will be delivered in 2022/23 or be revised to a 'green' rating in due course. For those where this is not the case, these will be reviewed and discussed as part of the process to agree a refreshed Council Plan for 2023 -2026, taking account of the Council's current budget position (as set out in Report No. FIN2234).

3.3 Annex B sets out the Council's Business Performance during Quarter 2. The Council Business Performance monitoring information shows the key indicators and service measures used by the Council to monitor how the Council runs. It is expected that the Council's response rate to Freedom of Information requests will increase in the coming months. The rate had dropped over the summer following the resignation of the responsible member of staff but this vacancy has now been filled. Annex B also shows the latest available recycling rate in Rushmoor (April to June) was 44.1%. This is the highest recycling rate reported in Rushmoor.

3.4 A key pattern from the performance report (Annex B) is an increase in demand for the Council's core services through all access channels – notably housing,

council tax and benefits. The Council has played a key role in delivering Cost of Living Support through the energy rebate and food voucher schemes as well as continuing to deliver existing commitments under the Supporting Communities Strategy.

- 3.5 In addition to this increased demand for Council services, delivery continues against the **Savings and Transformation Plan** and Report No. FIN2234 details the ongoing and increased requirement to support this savings and transformation programme in the future.

#### **4. Council's Risk Register**

- 4.1 The risks to the Council continue to develop and change both more frequently and more significantly, particularly within the context of the stability of the UK's political and financial position. The cumulative impacts of interest rates, energy prices and the economy in general mean that not only do residents face a potentially challenging period through the winter of 2022/23, but some of those challenges will extend to the Council's own approach to a number of key priorities and the manner in which the Council may operate into the future. As a result, the Council continues to review the associated risks as the situation develops, particularly relating to finance. The latest Corporate Risk Register is presented at Annex C.
- 4.2 It must not be overlooked that other key risks such as information governance and cyber security continue to be high profile and high priority. The Council's cyber risk strategy continues to be developed in line with best practice and will be subject to both an internal audit and LGA 360 peer review during Q3 of 2022/23 to further enhance arrangements. Given the potential impact of power disruption in the coming months, work is also underway to ensure that any subsequent disruption to digital services are appropriately mitigated.
- 4.3 The key strategic risks within v9.0 of the Corporate Risk Register continue to be predominately 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, but there has been further development in the plans to mitigate them.
- 4.4 The Council's key standing corporate risks continue to be generally more operational in nature and relate to the work of the Council. Again, although all these have been updated, there have been no significant changes to this section of the register that need highlighting.
- 4.5 There have been a number of changes to the escalated service risk part of the register, with the removal of appropriately mitigated risks such as temporary accommodation and asbestos identification during construction projects. The main change has been the inclusion of a risk regarding the potential down time of the Council's website. Given the increasing importance of online presence and the information/services provided online, the IT team are expediting the review of our current position to ensure emergency arrangements remain appropriate.

## **5. Conclusion**

- 5.1 As outlined in the report demand on council services is increasing in key areas. Services are responding as best they can, and priorities continue to be delivered under difficult circumstances.

Annex A – Council Plan Quarterly Monitoring Q2 2022/23

Annex B – Council Business Performance Q2 2022/23

Annex C – Corporate Risk Register

**COUNCILLOR SUE CARTER**  
**DEMOCRACY, STRATEGY AND PARTNERSHIP PORTFOLIO HOLDER**

### **BACKGROUND DOCUMENTS:**

Council Plan April 2022 to March 2025

### **CONTACT DETAILS:**

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



[roger.sanders@rushmoor.gov.uk](mailto:roger.sanders@rushmoor.gov.uk)



## Council Plan Quarterly Monitoring – Q2 2022/23

Date produced: October 2022

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










People key activities/projects	BRAG Status	Direction of Travel	Comment
People 1 - Roll out the second phase of our weekly food waste recycling service to households with shared bins	Green	 No change	Roll out is on track. At the end of quarter two there are approximately 2,300 properties remaining.
People 2 - Help people (especially young people) into employment through training, apprenticeships and upskilling	Green	 No change	The Youth Hub closed in August. However, work is continuing to support the unemployed via the website <a href="http://www.esznorthhants.org.uk">www.esznorthhants.org.uk</a> , which has been widened for all unemployed rather than just 18 – 24 year olds. This gives a platform to engage and deliver online training and if necessary be able to switch back to online job clubs. To compliment this work, a second Job Fair was held this quarter with DWP and Princes Mead Shopping Centre, over 300 job seekers attended. Apprenticeship uptake in the borough varies, a meeting is planned with the Apprenticeship co-ordinator to review engagement and plan further support.
People 3 - Develop a walking and cycling plan to encourage sustainable travel and to support our town centre regeneration plans	Amber	 No change	Consultation closed on 18 September 2022 and work is underway to review the responses and amend and prioritise routes for the consideration of the stakeholder group. As the consultation timetable was extended by Hampshire County Council the project may not be complete by December 2022.
People 4 - Develop a new leisure centre in Farnborough	Red	 Decline	Demolition delayed due to ground contamination and further asbestos finds but building is now fully demolished and site due to be handed back by mid-November. A small cost overrun is expected due to the additional asbestos and contaminants and will be reported in budget monitoring once final negotiations with the council's cost consultants and the contractor are complete. Business case in development but scope is

			subject to decision on Levelling Up Fund and affordability and wider capital considerations.
People 5 - Working with partners, encourage more residents to be active and have healthier lifestyles	Green	 No change	Physical Activity group established – focusing on getting more people active. Action plan being devised. Continued delivery of healthy walks – mapping exercise showing green spaces and clubs in Rushmoor complete and shared with social prescribers. Increase in health checks delivered at local community sites/partners sites.
People 6 - Support apprenticeships, research and innovation opportunities through the Aerospace Research and Innovation Centre (ARIC)	Amber	 No change	AIRC was formally opened by the Prime Minister Boris Johnson during the Farnborough International Airshow in July. This gave the facility considerable profile. ARIC was also promoted by the Council and FAC during the Airshow. FAC are now routinely using the facility for events and company meetings. FAC and EM3 LEP convened a round table on Jet Zero in September to explore how ARIC might be used to support developments in the aviation sector. Further conversations with business and partners are planned to scope out opportunities to align this agenda with the facility (and future funding opportunities) and ensure that the project is meeting its objectives in terms of apprenticeships, research and innovation.

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



Place key activities/projects	BRAG Status	Direction of Travel	Comment
Place 1a - Aldershot town centre's Union Yard regeneration scheme	Amber	 No change	Party wall works and piling works completed. The construction of Superstructure and Basement slabs progressing well. Target for completion 22/07/24. The council is in receipt of a draft Estate Management Strategy and officers are currently undertaking a review of the draft service charge schedule and apportionment across the scheme. Avison Young have approached UCA in relation to exploring a lease option for the student accommodation.
Place 1b - Update the facilities at the crematorium in Aldershot	Green	 No change	Review of Feasibility Study of refurbishment and rebuild options, has resulted in the recommendation to proceed with an in-house refurbishment approach. This will be presented to Cabinet in due course.

Place 2 - Progress the regeneration of Farnborough town centre, including the civic quarter	Amber	 No change	Outline planning application submitted on 25/02/2022. RDP engaging positively with Hampshire County Council on highways/sustainable transport matters that require approval ahead of planning determination. Further responses have been submitted in relation to ecology/biodiversity net gain. The impact of the above is that the planning determination and decision is likely to be delayed until November at the earliest.
Place 3 - Develop Southwood Country Park, including providing a new visitor centre and improving its access, environment and facilities	Amber	 No change	Despite a number of issues, the windows are now installed, final plastering is underway and cladding being installed. External landscaping has commenced. The order has been placed with SEE for an upgraded transformer, which is likely to take c.6mths to install. Work has started to appoint a new café operator but café is now unlikely to open before spring 2023 due to supply lead times. Hampshire County Council and Rushmoor Borough Council have agreed a way forward on the crossing and this is due to be implemented in November. Site clearance will commence in coming weeks with work starting on the playground mid-October.
Place 4 - Support the creation of quality, new homes (Rushmoor Homes)	Green	 No change	The RHL Business Plan was reviewed and remains robust and a further review will be undertaken in October as part of preparing the Business Plan for the next year. Refurbishment of Cambridge Rd has suffered delays due to the tight market and long lead times of contractors and is proceeding. Work on the projects across the proposed portfolio continues including engagement on future arrangements for Union Yard.
Place 5 - Progress an aerospace heritage project	Amber	 No change	Two Farnborough heritage trails will be tested by users in early October. Local volunteers have developed the routes as the first of five potential Farnborough Heritage trails. Funding has been sought from the South Western Railways Customer and Communities Improvement Fund to help enhance the heritage trails. The ongoing impact of the pandemic on the heritage sector is inhibiting commitment to new projects and an alternative approach to undertake a further piece of work to develop the project will potentially be pursued.
Place 6 - Continue progress towards our goal of becoming a carbon neutral council by 2030 through reducing emissions in our facilities and operations	Amber	 Decline	Work on the latest Council carbon footprint has been delayed but is expected to complete during November. Once this information is in place, the climate change action plan will be revised to reflect this. The Repair Café trial is commencing in November, to check operational arrangements. The intention is to open to the public on Saturday December 17th and thereafter will run every third Sunday of the month from January 2023. Rushmoor Voluntary Services are assisting the volunteers in setting up a Charitable Incorporated Organisation to allow the volunteers to run independently. The other actions planned are completed or are on target.





# Council Business Performance

Quarter 2 2022/23

## Points to note

- Council tax collection rates are improving
- Low number of Fols responded to on time during Q2, a new Information Governance Officer is now in place and work will be undertaken to ensure an improved response time by Q3.
- Drop in the percentage of undisputed invoices paid on time.
- There is a staff vacancy in the CSU and Q2 CSU call abandoned rate ran at 10.8%. However, around 25% of the abandoned calls were positively abandoned after a trail of pre-recorded messages during September.
- The number of walk-in customers has increased again during Q2. This increase can be attributed to customers seeking help with claiming their Council Tax Energy Rebate and cost of living food voucher scheme.
- The number of PCNs issued continues to be lower than previous years due to staff vacancies. Currently around 75% of the PCN income is from on-street parking violations.
- The recycling rate during Q1 (April to June) was 44.1%, this is the highest Rushmoor's recycling rate has ever been (the recycling rates shown are one quarter behind)

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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			
<b>5</b>				<b>60%</b>			
DoT from last quarter (4)		DoT from this quarter last year (8)		DoT from last quarter (75%)		DoT from this quarter last year (75%)	
Comment: During Q2, three of the five complaints were responded within policy time, one was not and the complaints record was not updated for one complaint.							

### Health and safety

Violence at work data - incidents				Rushmoor work related accident / incident data			
<b>9</b>				<b>2</b>			
DoT from last quarter (2)		DoT from this quarter last year (10)		DoT from last quarter (2)		DoT from this quarter last year (1)	

### Paying externally issued invoices

% of invoices paid on time (within 30 days)	DoT from last quarter		DoT from this quarter last year	
<b>93.89%</b>		(96.68%)		(96.65%)

### Absence rate

Working days lost due to sickness per FTE			Working days lost to short-term sickness per FTE															
<b>0.99</b>			<b>0.63</b>															
DoT from last quarter	↓	DoT from this quarter last year	↓	DoT from last quarter	↓	DoT from this quarter last year	↑											
<p>Comment: There were 53 sickness episode in Q2 and 150 working days lost. The most common reason for sickness episodes was Covid and Gastrointestinal Problems <b>Note: Long term sickness is 20 days or more in a row (four weeks)</b></p>																		

### Workforce data

Starters and leavers		Turnover				% of employees non-white (15.2% non-white groups in 2011 Census)			
Starters	<b>5</b>	<b>6.34%</b>				<b>5.2%</b>			
Leavers	<b>17</b>	DoT from last quarter (5%)	↑	DoT from this quarter last year (2.41%)	↑	DoT from last quarter (6.1%)	↓	DoT from this quarter last year (5.2%)	↔

### Freedom of information requests

Number of requests received				% responded to on time (one month behind)			
<b>131</b>				<b>37%</b>			
DoT from last quarter (155)	↓	DoT from this quarter last year (39)	↓	DoT from last quarter (62%)	↓	DoT from this quarter last year (63%)	↓
<p>Comment: Due to the post of Information Governance (IG) Officer being vacant over the summer there was slight delay in distributing FOIs resulting in some going overdue. New IG is now in place and work will be undertaken to ensure an improved response time by Q3.</p>							

## Corporate customer contact indicators

### Walk-in customers

<b>Number of walk-in customers</b>				Comment: During Q2 3,608 customers visited reception. This increase can be attributed to customers seeking help with claiming their Council Tax Energy Rebate and cost of living food voucher scheme. The food voucher scheme caused a large number of elderly residents, particularly from the Nepali community, who needed support with claiming the vouchers. 19% of all walk-in demand during September was for this help.  Non Rushmoor enquiries remain steady at 18% with residents looking for service with Citizens Advice, Hampshire County Council or other authorities. 8% were collecting or dropping off paperwork. A further 12% were corporate visitors attending meeting, interviews, or arriving contractors.  The services with the highest demand are Benefits, Housing and Council Tax.																																
<b>3,608</b>																																				
DoT from last quarter <b>(3,298)</b>	<b>↑</b>	DoT from this quarter last year <b>(1,961)</b>	<b>↑</b>																																	
<b>Number of walk-in customers each quarter</b>																																				
<table border="1" style="width: 100%; margin-top: 10px; border-collapse: collapse; font-size: small;"> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>4432</td> <td>9242</td> <td>7742</td> <td>6856</td> </tr> <tr> <td>2020/21</td> <td>0</td> <td>781</td> <td>249</td> <td>0</td> </tr> <tr> <td>2021/22</td> <td>1435</td> <td>1961</td> <td>2182</td> <td>2960</td> </tr> <tr> <td>2022/23</td> <td>3298</td> <td>3608</td> <td></td> <td></td> </tr> </tbody> </table>								Year	Q1	Q2	Q3	Q4	2019/20	4432	9242	7742	6856	2020/21	0	781	249	0	2021/22	1435	1961	2182	2960	2022/23	3298	3608						
Year	Q1	Q2	Q3	Q4																																
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### Calls to customer services

Number of calls				Average wait time				Call abandoned rate				Average call handle time			
<b>19,441</b>				<b>1 minute 36 seconds</b>				<b>10.8%</b>				<b>4 minutes 43 seconds</b>			
DoT from last quarter <b>(19,595)</b>	<b>↓</b>	DoT from this quarter last year <b>(15,784)</b>	<b>↑</b>	DoT from last quarter <b>(1 minute 24 seconds)</b>	<b>↑</b>	DoT from this quarter last year <b>(33 seconds)</b>	<b>↑</b>	DoT from last quarter <b>(7.0%)</b>	<b>↑</b>	DoT from this quarter last year <b>(2.6%)</b>	<b>↑</b>	DoT from last quarter <b>(4 min 16 secs)</b>	<b>↑</b>	DoT from this quarter last year <b>(3 min 15 secs)</b>	<b>↑</b>
Comment: In the last quarter, the Customer Services have been offered 19,441 calls and answered 17,336 calls. This is an increase of 13% on the same period this year. Abandoned rate ran at 10.8% which is significantly higher than the previous year. Customer services have run at one member of staff down across the whole quarter (significant difficulty in recruitment) alongside having a team member out part time training with parking. During September Customer Services experimented with having message at the front of the phone lines with both the cost-of-living food voucher and bin collection changes following the Queens funeral. This causes people to abandon on hearing the information they need rather than coming through to an advisor. 413 customers positively abandoned within the food voucher message and 105 on the bin collection information.															

### Demand via other access channels

Number of emails			Number of enquires via app			Number of enquires via webforms					
<b>5,438</b>			<b>1,156</b>			<b>887</b>					
DoT from last quarter (5,598)	↓	DoT from this quarter last year (3,662)	↑	DoT from last quarter (1,238)	↓	DoT from this quarter last year (1,171)	↓	DoT from last quarter (852)	↑	DoT from this quarter last year (479)	↑
Comment: Of the web forms 762 were for Council Tax and 125 were for Environmental Health											






### Overall digital uptake

% of transactions through digital services versus other channels	DoT from last quarter	DoT from this quarter last year
<b>72%</b>	↓ (74%)	↓ (73%)

### Website

Website session				Top three pages visited
<b>204,184</b>				1. Aldershot Lido (72,990) 2. Bin collections (22,866) 3. Farnborough Airshow traffic information (10,126)
DoT from last quarter (165,777)	↑	DoT from this quarter last year (250,049)	↓	
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 <a href="#">Privacy and Electronic Communications Regulations</a> . 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.				

### Social media

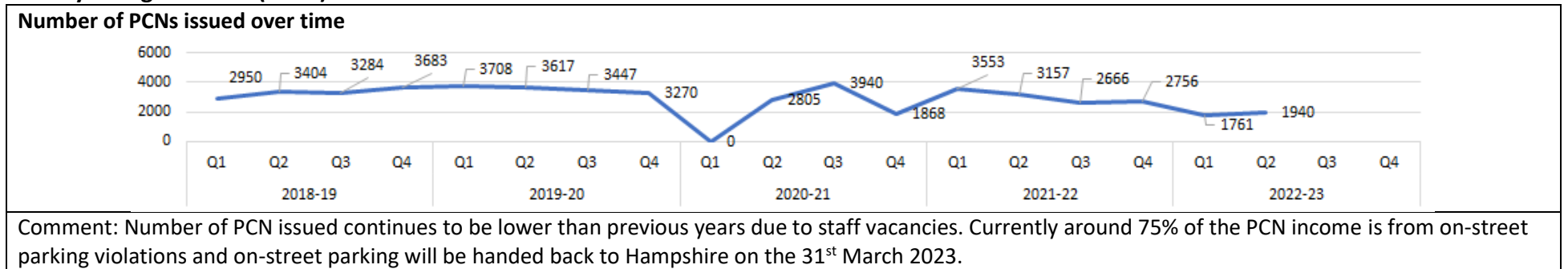
 <p><b>Facebook</b> Followers: <b>12,000</b> (up 164) Posts: <b>136</b> Reach: <b>710,538</b> Avg reach per post: <b>5,521</b> Engagement: <b>63,603</b> Engagement rate: <b>9%</b></p>	 <p><b>Instagram</b> Followers: <b>1,648</b> (up 32) Posts: <b>90</b> Reach: <b>27,194</b> Avg reach per post: <b>310</b> Engagement: <b>892</b> Engagement rate: <b>3.2%</b></p>	 <p><b>Twitter</b> Followers: <b>5,814</b> (up 36) Tweets: <b>286</b> Impressions: <b>107,800</b> Avg impressions per tweet: <b>377</b> Engagement rate: <b>2.7%</b></p>	 <p><b>LinkedIn</b> Followers: <b>1,633</b> (up 106) Posts: <b>19</b> Reach: <b>7,309</b> Avg reach per post: <b>384</b> Engagement rate: <b>6.9%</b></p>	 <p><b>Next Door</b> Service area size: <b>16,355 residents</b> (up 453) Posts: <b>66</b> *Impressions: <b>127,007</b> Avg impressions per post: <b>1,924</b> <small>*post views, daily digest clicks, and email notifications opened</small></p>
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**Print media**

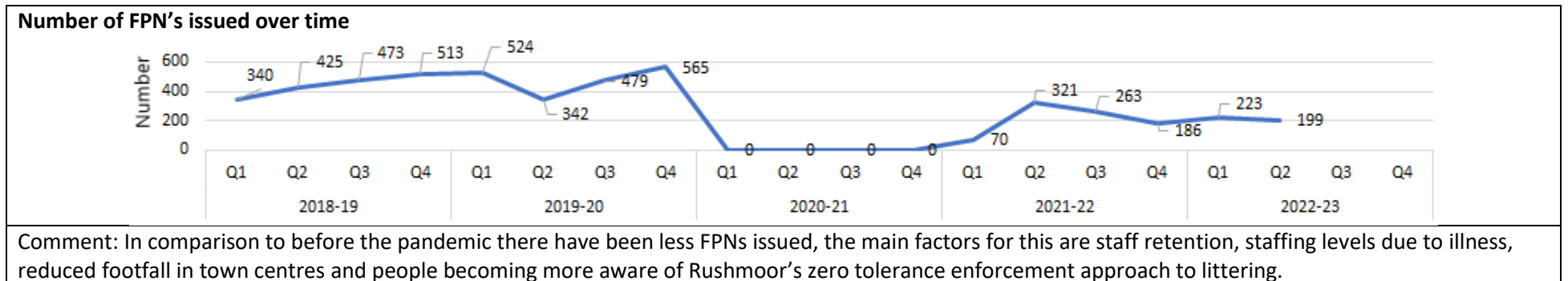
Press releases				Media enquires			
<b>10</b>				<b>13</b>			
DoT from last quarter (12)	↓	DoT from this quarter last year (17)	↓	DoT from last quarter (23)	↓	DoT from this quarter last year (22)	↓

**Key Service Indicators**

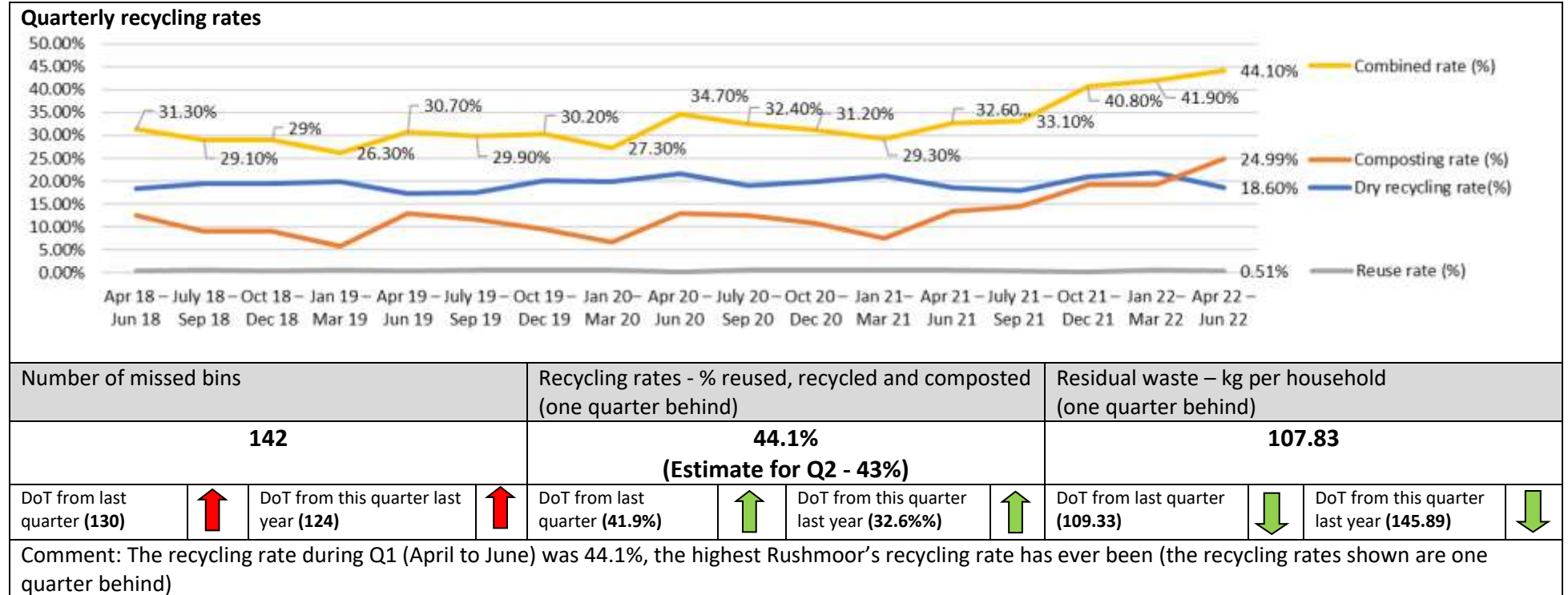
**Penalty Charge Notices (PCNs)**



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



## Waste and recycling



## Homelessness

Number of Homelessness enquires				Number placed in B&Bs				B&B costs - gross			
<b>364</b>				<b>24</b>				<b>£33,351 estimate</b>			
DoT from last quarter (313)	↑	DoT from this quarter last year (220)	↑	DoT from last quarter (14)	↑	DoT from this quarter last year (36)	↓	DoT from last quarter (£53,001)	↓	DoT from this quarter last year (£44,832)	↓

### Housing Allocation Pool

Number added to pool this quarter				Number housed this quarter				Total number in the Housing Allocation pool			
<b>162</b>				<b>34</b>				<b>1,680</b>			
DoT from last quarter (130)	↑	DoT from this quarter last year (102)	↑	DoT from last quarter (35)	↓	DoT from this quarter last year (91)	↓	DoT from last quarter (1,571)	↑	DoT from this quarter last year (1,572)	↑
Comment: 34 Housed (a further 37 properties have nominations but not yet housed)											

### Gross affordable housing completions

Number of completions this quarter (target 450 completions over any three year period)	
<b>38</b> (year to date figure: 54)	

### 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%)	
<b>236</b>						
DoT from last quarter (255)	↑	DoT from this quarter last year (236)	↔	<b>100%*</b>	<b>83.3%**</b>	<b>97.4%***</b>
Comment: * The sole case was determined outside the statutory period but subject to an agreed extension of time and therefore recorded as in time **6 of 18 cases were determined outside the statutory period but were subject to agreed extensions of time and therefore recorded as in time ***21 of 78 cases were determined outside the statutory period but 19 were subject to agreed extensions of time and therefore recorded as in time						

### Planning Appeals

Number of planning appeals submitted	Number of appeals allowed	% of appeals allowed (target 40%)
<b>3</b>	<b>0</b> (1 decision this quarter)	<b>0%</b>
Details of Planning appeals allowed: no planning appeal allowed this quarter		



## Taxation

% of Council Tax collected				% of Business Rates collected			
<b>94.91%</b>				<b>105.61%</b>			
DoT from last quarter (95.45%)	↓	DoT from this quarter last year (94.19%)	↑	DoT from last quarter (117.40%)	↓	DoT from this quarter last year (88.31%)	↑
Comment: Collection rates are improving on same quarter against the same period in the last pre-covid year and are now only 1% down.				Comment: NNDR collection rates are still high at this time of year due to advance payments at the start of the year.			
<b>Quarterly council tax collection</b>				<b>Quarterly NNDR collection</b>			

## Benefits

Number of new claims –476 in Quarter 2												
<ul style="list-style-type: none"> <li><span style="color: orange;">—</span> Number of new claims - Council Tax Support Only</li> <li><span style="color: grey;">—</span> Number of new claims – combined HB &amp; CTS cases</li> <li><span style="color: blue;">—</span> Number of new claims - Housing Benefit Only</li> </ul>												

Average number of days to process new claims				Total benefit caseload			
<b>This data is obtained from Gov UK, &amp; the data for Q4 last year and Q1 this year are not yet available - Estimate 4-5 days</b>				<b>5,801</b>			
DoT from last quarter (Last data available is Q4 – 4 days)	n/a	DoT from this quarter last year (4 days)	n/a	DoT from last quarter (5,854)	↓	DoT from this quarter last year (6,167)	↓
Comment: The HB & CTS caseload numbers continue to be affected by the move from Housing Benefit to Universal Credit – there continues to be a decrease in the HB caseload due to migration to Universal Credit, but an increase in CTS cases							

### Electoral Registration

% of registered properties (properties minus 'true' voids)	DoT from last quarter	DoT from this quarter last year
<b>86.3%</b>	↓ (86.8%)	↓ (86.4%)
Comment: % is slightly down, the same as in previous years, this is due to the start of the annual canvass.		

# ANNEX C

Rushmoor Borough Council - Corporate Risk Register v9.0 03/11/22 (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
<b>Strategic Risks (ST) - Total 8 (+/- 0)</b>											
<b>Financial sustainability of public sector partners</b>	Paul Shackley	ST	<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 outcomes 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>	12	High	<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>	8	High	Continued horizon scanning/monitoring of the broader policy context	6	Medium
<b>Securing infrastructure investment</b>	Karen Edwards	ST	<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>	12	High	<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>	6	Medium	<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.</p> <p>Continue to secure support from local stakeholders for projects - including residents, HCC and MP.</p>	6	Medium
<b>Decline in the retail sector/town centre uses and subsequent impact on town centres</b>	Tim Mills	ST	<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. 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.</p> <p>Changes to Permitted Development undermine Town Centre regeneration</p>	9	High	<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 e.g. culture and arts.</p> <p>Activity in both town centres to maintain/increase footfall.</p>	6	Medium	<p>Review of engagement with and ongoing provision of business support to Town Centre businesses. Role of the Aldershot Town Centre Task Force being reviewed.</p> <p>Article 4 confirmed however since this time SoFS has requested additional justification and consideration of modification.</p> <p>Work with police to tackle increased or perceived increase in ASB/Crime particularly in Aldershot</p>	6	Medium
<b>Deteriorating economic conditions</b>	Tim Mills	ST	<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.</p> <p>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.</p> <p>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>	9	High	<p>Partnership working with other organisations around support for the economy and local businesses.</p> <p>Engagement with Ward Councillors.</p> <p>Maintaining an understanding of local economic conditions – tracking economic indicators at a local level.</p> <p>Ensuring that key issues/events are escalated to CMT/ELT at the appropriate time.</p> <p>Ensuring that relevant Government support for business is distributed as swiftly as possible</p> <p>Strategic Economic Framework agreed in April 2022.</p>	6	Medium	<p>Revised package of business support being delivered from September 2022 onwards.</p> <p>Invest to grow Incubative enterprise support Seed1 - training LoCase - Low Carbon funding</p> <p>Regular business surveys next one in October 2022 to understand impacts of energy and other recent impacts.</p> <p>Consideration of best approach to Business Support element of SPF as part of development of Investment Plan.</p> <p>Strategic Economic Framework implementation</p>	6	Medium
<b>Poor Health Outcomes within Borough (e.g. obesity, mental health etc)</b>	Karen Edwards	ST	<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</p>	12	High	<p>Supporting Communities Strategy and Action Plan adopted</p> <p>Joint working with partners, particularly with the CCG, HCC and the PCNs with a range of initiatives and plans in place. or being developed.</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>Identified as a priority for the Council. Executive Director is a member of the ICS Board.</p>	6	Medium	<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>Development of long-term plans</p> <p>Programme of mental and physical health support to be developed for 2022</p> <p>Focus on Healthy lifestyles – linked to deprivation and work of the food partnership</p>	6	Medium

<b>Poor Educational Attainment - Secondary schools</b>	Rachel Barker	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
<b>Changing external policy context</b>	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 economic picture 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. Continued engagement with Government officials.	6	Medium
<b>Demographic change</b>	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.	6	Medium	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 – Dec 2022	6	Medium

**Standing Corporate Risks (SC) - Total 17 (+1), 2 not suitable for Public Register, 2 Redacted**

<b>Financial Sustainability</b>	Ross Brown	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 October 2022 - Impact from mini-budget in September 2022 has pushed short and long-term interest rates up by 1%. Inflation at 9.9%. Government committed to financial envelope of CSR so looking for Govt.	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 SMEs 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. October 2022 - MTFS Update due at Cabinet in Nov 2022 with scenarios and credible plan. Review of in-year savings/STP to have a single, consistent savings approach.	12	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 October 2022 - Review of emerging Capital Programme to ensure revenue budget is not disturbed by future capital commitments. Development of new savings strategy using new methodologies.	9	High
<b>Threat of Cybercrime &amp; Data Loss</b>	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 Inability to source goods and services to manage IT estate due to pressure on world wide supply chain which could result in unsupported infrastructure/ software or inability to move forward	16	High	Redacted. Full remediation plan in place – details are not included in this report due to their sensitive nature.	12	High	Redacted. Full remediation plan in place – details are not included in this report due to their sensitive nature.	12	High
<b>Major Data Breach – non-technical (human and physical)</b>	Nick Harding	SC	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.	12	High	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.	8	High	Corporately follow-up to ensure staff are up to date with the mandatory training	8	High

<p><b>Management of external debt - Interest rate/refinancing risk, access to capital finance</b></p>	<p>Ross Brown</p>	<p>SC</p>	<p>Council debt portfolio (£100m as at 26/08/2022) 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 September 2022 to 2.25% - likely to increase further (Arlingclose estimates. 2.75%) Following the mini-budget on 23/09/2022 cost of UK Gilts has increased by around 1% which in turn feeds through into PWLB rates. Cost of borrowing likely to be 4% to 5% over coming months. 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>12</p>	<p>High</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 &gt;4.0%. Arlingclose advice 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>9</p>	<p>High</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>4</p>	<p>Medium</p>
<p><b>PCI DSS compliance</b></p>	<p>Ross Brown</p>	<p>SC</p>	<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>	<p>12</p>	<p>High</p>	<p>Redacted. Full remediation plan in place – details are not included in this report due to their sensitive nature.</p>	<p>8</p>	<p>High</p>	<p>Redacted. Full remediation plan in place – details are not included in this report due to their sensitive nature.</p>	<p>4</p>	<p>Medium</p>
<p><b>Lack of employee alignment, engagement and development will reduce organisational performance</b></p>	<p>Belinda Tam</p>	<p>SC</p>	<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>	<p>12</p>	<p>High</p>	<p>Developmental activities: •Annual Development Reviews May-Aug, with learning needs feeding into the corporate Learning and Development plan, and individual service L&amp;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>	<p>8</p>	<p>High</p>	<p>Continue development and implementation of People Strategy</p>	<p>6</p>	<p>Medium</p>
<p><b>Insufficient funding to proceed with projects</b></p>	<p>Karen Edwards</p>	<p>SC</p>	<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>	<p>16</p>	<p>High</p>	<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>	<p>16</p>	<p>High</p>	<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. Work with members to establish priorities for commitment of available funding against regeneration programme</p>	<p>4</p>	<p>Medium</p>

External Audit opinion	Ross Brown	SC	<p>inability to publish Statement of Accounts by statutory deadline</p> <p>Council is not able to secure an unqualified opinion of the financial statements</p> <p>Significant governance issues across the authority results in a qualified V/M opinion</p> <p>National position shows 76 audit opinions from 2019/20 audit have not yet been finalised (Q2 2021)</p> <p>90% of audit opinions for 2020/21 were not provided by the statutory date (Sept 2021)</p> <p>Inadequate record keeping or documentation to support key financial statements and accounting judgements</p> <p>External auditor recommendations are not considered by the Council</p> <p>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</p> <p>Property unable to find records or respond adequately to EY queries may lead to a limitation of scope opinion or a qualified opinion</p> <p>Council does not prioritise asset valuation work or responding to audit queries leading to EY to lose confidence in the authority.</p> <p>Oct 2022 - Opinion for 2019/20 likely in October 2022. Opinion for 2020/21 planned for December 2022. Start of 2021/22 audit tbc</p>	8	High	<p>Finance Manager in post and leading on Statement of Accounts production and liaison with EY</p> <p>Continued effort to recruit Capital Accountant and Principal Accountant (T&amp;T) to provide adequately resourced, qualified, experienced team</p> <p>FIP restructure identifies resource requirements within finance</p> <p>Review of Integra over longer-term to produce accounting information</p> <p>PSAA aware of local audit performance but remains difficult to address supply-side issues</p> <p>Audit opinion fatigue - gap between audit is required to ensure learning from previous year can be actioned</p> <p>Statutory deadlines extended for next 2 audit periods</p> <p>Delay in implementation of new Accounting Standards</p>	6	Medium	<p>Improved working/information sharing between finance and property given focus on PPE valuations</p> <p>Increase awareness at HoS and SM level around service responsibilities for final accounts</p> <p>Impact from 2019/20 onto 2020/21 and 2021/22 process</p> <p>EY Resourcing not improved</p> <p>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</p> <p>Improvement in management of information across the Council – Concerto, Property team, finance</p>	4	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</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>	8	High	<p>Business continuity plan &amp; IT Disaster recovery plans in place</p> <p>Contract with Daisy Recovery Services Ltd 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</p>	6	Medium	<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 complete</p>	6	Medium
Climate Change – Failure to deliver ambition for a carbon neutral Council by 2030.	Rachel Barker	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</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>System of targets and measures being established</p>	6	Medium	<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>	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	<p>Risk of non-compliance with legal requirements. Financial loss from costs of defending, or costs of halting development works.</p> <p>Reputational risk</p> <p>Risk of delay in delivering key organisational objectives.</p>	9	High	<p>Governance Group meets weekly to consider more complex decision-making matters including Interests and Member engagement.</p> <p>Delegated decision making is monitored by the Governance Group.</p> <p>Strengthening of the governance arrangements with improvements to understanding, learning and development for Members on the CGAS committee.</p> <p>Recruitment of Independent Person (Audit).</p> <p>Constitution kept under review and training on decision making provided to CMT/Service Managers. There is a guidance note for Executive Decision Making.</p> <p>Timetables and reminders for deadlines provided by meeting administrators.</p> <p>Support Corporate Induction on Constitution for staff</p>	6	Medium	<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.</p> <p>Training during 2022/23 to improve CGAS committee's oversight of corporate governance and audit matters and training offered for OSC.</p> <p>Training on Contracts and Financial Standing Orders for planned for CMT and Service Managers</p> <p>(JS to co-ordinate arrangements in consultation with DS/procurement 2022/23)</p>	6	Medium
Regeneration of town centres does not deliver economic, community and financial benefits - see major projects	Karen Edwards	SC	<p>Anticipated project expenditure of circa £300m expected to require RBC borrowing / rental guarantees / external funding to fulfil.</p> <p>High levels of public and political interest in both town centre major projects.</p> <p>Reputation for delivery will be tested.</p> <p>High intensity of resource required with many interdependent parts - leisure, civic, public realm, retail, hotel, highways etc</p> <p>Publicly, politically and financially RBC's regeneration interventions are deemed a failure negatively impacting the Council.</p>	9	High	<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>	4	Medium	<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>	4	Medium

<b>Power cuts affecting Data Centre *NEW*</b>	Nick Harding	SC	Fuel shortages could result in power cuts during the winter period 2022/23. This means that the council would not have access to IT in the Council Offices or remotely should the data centre be affected. The Council Offices currently has no secondary/emergency power generation on site.	12	High	If power outages are for short periods this can be managed, although office accommodation would be unavailable. IT systems would also become unavailable - due to loss of power to the data centre beyond UPS capability. Cloud services not usually interrupted. Third party contract in place to provide portable generator, on call out basis, within approx. 3 hours subject to availability. Staff can work from home and meet via MS Teams etc, however if the data centre is not operational staff will be affected working from any location, including some critical systems and Office 365.	1	Low	Mobile diesel powered electrical generator being temporarily installed for the winter period (initially November 22 to end February 2023), with option to extend, specifically for data centre only. Facilities manager to liaise with tenants and Service Managers on contingency arrangements.	1	Low
<b>Union Street, Aldershot - Major Project</b>	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
<b>Civic Quarter, Farnborough - Major Project</b>	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

### Escalated Service Risks (ES) - Total 7 (-2 Total, 3 Removed 1 New)

<b>Escalating building costs as well as materials and skilled labour shortages will increase costs and cause delays to projects</b>	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
<b>Reduced Income from Property Portfolio</b>	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
<b>Failure to reprovide temporary accommodation</b>	Tim Mills	ES	Failure to reprovide 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. The economic climate causes increased demand and potential losses of landlords.	16	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. Working with Mears and others to continue market search.	9	High	Seek to extend timescales with Grainger beyond end 2023 for at least one of the buildings	4	Medium
<b>Website down time *NEW*</b>	Rachel Barker	ES	Council's website unexpectedly 'goes down' outside of office hours. Whilst systems are in place for key staff to be notified, there are no formal out of hours arrangements in place to investigate and resolve the issue which could result in the website being unavailable to residents for a number of days (if over a weekend or a bank holiday). This could be a particular challenge if there are planned service changes during this time or if the website is required to communicate key messages to residents.	16	High	Notification arrangements in place. Informal arrangements in place for issues to be resolved but these rely on the goodwill of staff.	9	High	Review approach with relevant services (IT, digital, comms and customer services) - November 2022	4	Medium

<p><b>Inaccurate reporting of financial position</b></p>	<p>David Stanley</p>	<p>ES</p>	<p>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  Inflationary pressures not fully identified  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  Decisions are taken on an ad-hoc basis without understanding or consideration of wider financial position</p>	<p>6</p>	<p>Medium</p>	<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</p>	<p>6</p>	<p>Medium</p>	<p>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)</p>	<p>4</p>	<p>Medium</p>
<p><b>Financial System</b></p>	<p>David Stanley</p>	<p>ES</p>	<p>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  Current version of Integration due to be unsupported by Capita from 01/04/2024</p>	<p>9</p>	<p>High</p>	<p>Finance and IT are able to maintain current system  Systems Accountant in post since August 2022  Project team established to review options.  Capita conducting a BPR in October 2022</p>	<p>4</p>	<p>Medium</p>	<p>Business Process Review with Capita likely to provide roadmap  Additional resources bid or wider support from Digital Team  Training and Development of existing team and IT staff to provide more detailed knowledge</p>	<p>4</p>	<p>Medium</p>
<p><b>Changing priorities and outcomes from either RDP partner</b></p>	<p>Karen Edwards</p>	<p>ES</p>	<p>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.</p>	<p>9</p>	<p>High</p>	<p>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.</p>	<p>4</p>	<p>Medium</p>	<p>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</p>	<p>1</p>	<p>Low</p>