CABINET | **COUNCILLOR SUE CARTER**
8 AUGUST 2023 | **DEMOCRACY, STRATEGY AND PARTNERSHIP PORTFOLIO HOLDER**
KEY DECISION? NO | **REPORT NO. ACE2307**

COUNCIL PLAN & RISK REGISTER QUARTERLY UPDATE APRIL TO JUNE 2023/24

SUMMARY AND RECOMMENDATIONS:

This paper sets out the performance monitoring information of the Council Plan for the first quarter of 2022/23. The key activities and projects within the Council Plan which aim to deliver the Councils priorities which sit under the themes of People and Place. In addition to the key projects this paper includes the Council Business Performance monitoring information, which are the key indicators and service measures used by the Council to monitor how the Council runs. This paper also includes an update on the Council's key strategies and plans that underpin the Council Plan.

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

The Cabinet is recommended to note the progress made towards delivering the Council Plan and consider the changes highlighted in the Corporate Risk Register.

1. Introduction

1.1 In June 2023 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 report sets out performance monitoring information for the Council Plan and the Risk Register for the period of April to June 2023. As it is the beginning of the 2023/24 year this report also includes an update on the Council's key strategies and plans which underpin the Council Plan.

2. Detail

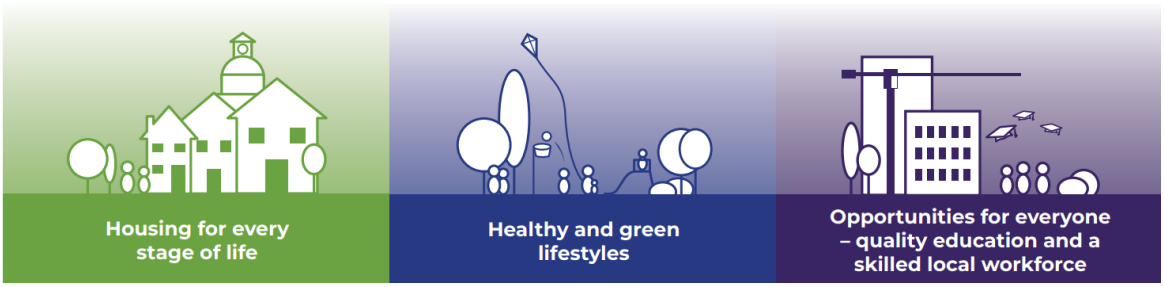
2.1 Refreshed and updated in 2023, the Council Plan provides a focus for the Council's activities and services by setting out the short to medium-term steps needed to realise longer-term vision and aspirations. The Council Plan outlines the council's priorities over a three period and in particular the 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:

- Housing for every stage of life
- 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:

- Strong communities, proud of our area
- Vibrant and distinctive town centres
- A thriving local economy - kind to the environment

3. Delivery of the Council Plan

3.1 There are 10 key activities/projects in the Council Plan and annex A sets out the progress against these at the end of quarter 1 (30 June 2023). At this time 80% of projects/activities are on track and two (20%) has an amber status. These are the leisure and cultural hub in Farnborough and the Farnborough town centre development including the civic quarter. No projects have a red status.

3.2 The leisure and cultural hub in Farnborough is currently amber. The project is in the process of being remobilised now the Levelling up Funding has been announced but an amber status is retained on the basis that Central Government is internally debating whether activities such as Council run leisure centres are economic and deemed a subsidy or simply part of local authority powers with limited effect on competition and therefore not a subsidy. Legal advice from Dept Business & Trade is that they believe leisure centres (even those run directly by Councils) are economic activities

and therefore must either comply with the terms of the Levelling Up Fund Subsidy Scheme or be referred to the Subsidy Advice Unit for consideration. There is an opposing argument that Council run leisure centres are delivering against published plans for investment in public well-being, that target wider economic groups than would be catered for by a private enterprise. This has meant a delay in signing up to the Memorandum of Understanding until the subsidy position can be confirmed by Government.

3.3 The Farnborough town centre development including the civic quarter is also amber. The Rushmoor Development Partnership is unable to take on the master developer role and the Council now needs to consider alternative delivery options to take the scheme forward, the Farnborough Town Centre regeneration report is being considered at Cabinet on 8 August 2023.

3.4 Annex B sets out the Council's Business Performance during Quarter 1. The Council Business Performance monitoring information show the key indicators and service measures used by the Council to monitor how the Council runs. This document will continue to evolve over time, to focus on the key data needed to assess how the Council is running.

4. Key strategies and plans update

4.1 The Council Plan 2023-26 draws upon and provides a link between a number of important strategic documents which inform and underpin much of the work of the Council. These strategies and plans sit outside the normal quarterly monitoring process and therefore it is important for Members to be updated on their progress, on at least a six-monthly basis.

4.2 Annex C is an update on the Council's key strategies and plans. This document includes information on those that have already been agreed or adopted (and therefore provides an update on implementation) and those that are currently being developed.

5. Council's Risk Register

5.1 The Council's key risks overall have remained relatively unchanged, no new or emerging risks have been identified that require escalation to the corporate risk register. However, those risks directly relating to the UK economy continue to be impacted by the changes being seen in that risk environment.

5.2 The Council's risk management policy and arrangements have continued to be embedded within the Council, with good engagement from all Services. Training and wider engagement with the Council's Corporate Management Team and Service Managers took place in July 2023, taking into account the findings of recently published Public Interest Reports. This again sought to improve awareness of the risk management system as a whole and to further strengthen the Council's position in effective risk recognition and mitigation.

Work with Audit has also taken place to further strengthen the Council's approach to risk appetite. As a result, the Corporate Risk Management Policy is expected to be significantly updated later in 2023/24. Risk appetite will be

discussed in greater detail when a new risk is added to the register or there is a significant change in a risk score.

5.3 The key strategic risks within v12.0 of the Corporate Risk Register (attached as appendix D) predominantly relate to areas that the Council often only has partial influence upon, 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 have been updates throughout in the plans to mitigate them. Inherent and residual risk scores increased for two risks related to the economic conditions, resulting in the residual RAG rating increasing to 'High' for the 'Securing infrastructure investment' and 'Decline in retail sector' risks. The residual risk rating for 'secondary education attainment' was also reviewed and as a result has moved from 'Medium' to 'High'.

5.4 The Council's standing corporate risks are generally more operational in nature and relate to the work of the Council. There has been an update of the mitigation measures in place/planned for the future in the majority of risks. Due to the change in the status of partnership arrangements, all risk scores have increased for 'Regen of town centres' and 'Civic quarter – Farnborough', resulting in the residual RAG ratings increasing to 'High' and the target risk scores increasing to 'Medium'.

5.5 The Council's escalated service risks are generally more transient in nature and expected to change quicker than others on the register. No new risks have been identified during this period.

5.6 It is important to note that recent changes in Government policy have resulted in the significant increase in risk score for the 'Changes to the immigration system' risk. Cabinet is asked to note this risk and the impacts and mitigations set out within the Corporate Risk Register.

6. Conclusion

6.1 Cabinet's views are sought on the performance made towards delivering the Council Plan during April to June 2023.

6.2 Cabinet are asked to note and review the risk set out in the Corporate Risk Register and the content of section 5 of this report.

Annex A – Council Plan Quarterly Monitoring Q1 2022/24
Annex B – Council Business Performance Q1 2022/24
Annex C – Key strategy and plans update – July 2023
Annex D – Corporate Risk Register

COUNCILLOR SUE CARTER
DEMOCRACY, STRATEGY AND PARTNERSHIP PORTFOLIO HOLDER

BACKGROUND DOCUMENTS:
Council Plan April 2023 to March 2026

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ANNEX A

Council Plan Quarterly Monitoring – Q1 2023/24

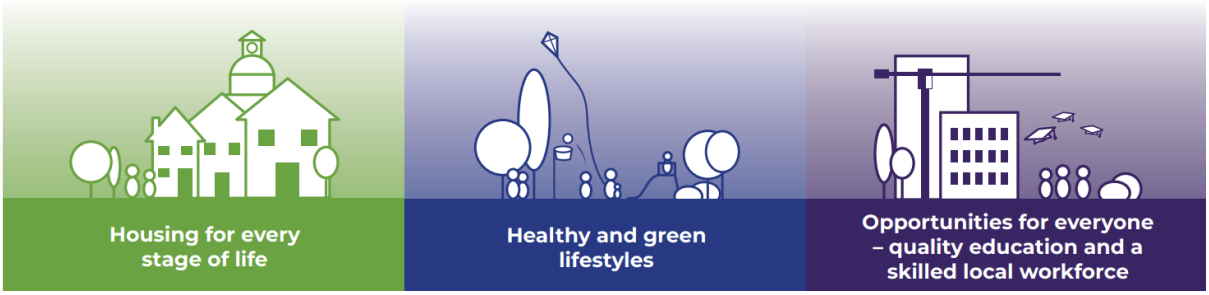
Date produced: July 2023

Key

Green - indicates that the activities are on course	**Amber** - flags up that achieving the activities is in question. *For example, this could be due to not meeting the original timescales.*	**Red** - shows that we have not been able to achieve or achieve elements of the activities	**Blue** – indicates that project has been completed

For key activities/project which sit within the Property, Major Works and Regeneration Programme colour coding for the overall project status is used.

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 -Work with public and voluntary sector partners to support our residents	Green	N/A new to quarterly monitoring	The Volunteer Recognition Event was held on the 8 June. The Rushmoor Directory (a dedicated 'external' webpage providing a range of detailed information about local services and activities available across Rushmoor), is on track for launch in September. The Homes for Ukraine support worker started in June to help support Ukrainian families settle in the local community.
People 2 - Support the creation of quality, new homes (Rushmoor Homes)	Green	⇄ No change	The Company's development programme is progressing well with pre app advice given for six sites during Q1 and planning applications expected to be made in Q2 & Q3. Cambridge Road refurbishment works are complete to budget and programme and the property is being rented. Preparation for the transfer of Union Yard is underway. Three new Directors have been appointed to the Board. Induction and Board training is planned for development project governance and financial modelling during Q2, Governance will be significantly strengthened to take the company forward.
People 3 - Progress the development of a new leisure centre and	Amber	⇄ No change	Levelling Up Fund approval received January 2023, work now underway to re-mobilise the project and complete outstanding activity required prior to

cultural hub in Farnborough			progressing design development. Appointment of key advisors to enable this activity is progressing and work is underway to optimise delivery programme.
People 4 - Working with partners, encourage more residents to be active and have healthier lifestyles	Green	No change	Children from Alderwood and Park Primary Schools on Pupil Premium have been given free access to Lido (currently scoping the potential to extend the programme to other schools). In partnership with the NHS, during July there will be a workshop with local Head Teachers to support increasing physical activity and encouraging healthy lifestyles. A Healthy Walks co-ordinator is currently being recruited.
People 5 – Support key business sectors and help people to access the opportunities that they offer	Green	N/A new to quarterly monitoring	The council is working directly with Enterprise M3 LEP on a study to examine the jet zero cluster across the region. A member of staff has been seconded to the LEP to directly support this work. The intention is to develop an evidence base and action plan that will support the growth of the cluster and businesses in Rushmoor. This includes strengthening the proposition for the ARIC building at Farnborough College of Technology. The council ran a Job Fair in Farnborough on 15 June. 40 business attended and footfall was higher than in previous years. The council is working with developers on six Employment and Skills Plans. A plan is also being developed which seeks to secure training and employment opportunities for residents during the redevelopment of Discovery Place, Farnborough.

People Council Plan key measures (these will be reported on again in quarter 4)–

- Increase in the range of housing across the Borough –
  Baseline 2021/22: In March 2022 there were 41,630 Council Tax properties in Rushmoor.
  Update 2022/23: In March 2023 there were 42,040 Council tax properties in Rushmoor.

- Decrease in % of working age population claiming benefits because of unemployment –
  Baseline 2021/22: In March 2022 3.0% of 16-64 year olds were claiming benefit principally for the reason of being unemployed
  Update 2022/23: In March 2023 2.7% of 16-64 year olds were claiming benefit principally for the reason of being unemployed

- Increase in % of physically active adults –
  Baseline 2021/22: In 2019/20 62.6% of adults in Rushmoor were physically active
  Update 2022/23: In 2020/21 61.6% of adults in Rushmoor were physically active

- Increase in residents that are satisfied with their life **– new to key measures**
  Baseline 2022/23: On a scale of 1 to 10, where 0 is 'not at all satisfied' and 10 is 'completely satisfied' the average score was 6.49 (respondents to the 2022 residents survey)

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 1 – Complete Aldershot town centre's Union Yard regeneration scheme	Green	⇄ No change	Building works are continuing: • Block E (including affordable housing) remains ahead of programme. All trades 2nd fix stage: dry lining and mist coat; kitchens; tiling; decorations which were due to commence on 23 September are already 32% complete. • Block C and D (private rented block) – 1st fix mechanical and electrical is complete to Levels 1-4. External brickwork is ongoing on Levels 2 & 3. • Block S (student accommodation) – The Metsec Steel Framing Solution (SFS) and windows are complete. Roof finishes, party walls, ductwork and underfloor heating are nearing completion. Disposal of affordable units to Vivid approved by both parties and now being progressed.
Place 2 - Progress the regeneration of Farnborough town centre, including the civic quarter	Amber	↓ Decline	Outline planning application was approved by Development Management Committee on the 22nd February 2023. The Rushmoor Development Partnership (RDP) has been asked to revisit the master developer role to determine whether the RDP or an alternative delivery partner will take scheme forward.
Place 3 - Update the facilities at the crematorium in Aldershot	Green	⇄ No change	Drawings for the crematorium have now been finalised and the planning application submitted. Work has commenced to understand the underlying tasks and activities required to get the temporary facility at Redan Road cemetery ready for operation by end January 2024.
Place 4 – Work with partners to deliver the Rushmoor Cultural Strategy and build on Rushmoor's rich heritage to both increase community pride and the visitor economy.	Green	N/A new to quarterly monitoring	Rushmoor is working together with partners to deliver the Rushmoor Cultural Strategy. New activity is being planned for the autumn to bring Rushmoor's cultural network together. Victoria Day was held on 10 June. The event featured representation from several National Portfolio Holder arts organisations, artists and community groups with the aims of providing residents with new cultural experiences, celebrating the community and supporting businesses. The Armed Forces Day 'Prom in the Park' was held on 24 June. Organised by Rushmoor Borough Council, in

			partnership with Aldershot Garrison, the event sought to celebrate the borough's connections with the army. Farnborough's Heritage Trails were launched on 20 June. An event was held at Farnborough College of Technology to mark the completion of the five routes which enable residents to engage with Farnborough's aviation heritage and rich history via an app.
Place 5 - Continue progress towards our goal of becoming a carbon neutral council by 2030 through reducing emissions in our facilities and operations	Green	↑ Improvement	A revised climate change action plan has been prepared and was approved by Cabinet in July 2023. The climate change school outreach programme has been rolled out to four schools across Rushmoor and the programme of delivery is on track. Work to calculate the Council's carbon footprint for 2022/23 will start later this year and will be published alongside an annual report on the Council's progress to reduce its carbon footprint.

Place Council Plan key measures (these will be reported on again in quarter 4)–

- Increase in residents' satisfaction with our town centres –
  Baseline 2021/22: 18.5% of residents very and fairly satisfied with town centres – creating good quality town centres (RBC resident survey 2021)
  Update 2022/23: This question is being asked in our 2023 summer resident survey

- Decrease in the % of vacant premises in our town centres –
  Baseline 2021/22: In April 2022 11% were vacant
  Update 2022/23: In March 2023 9.3% were vacant

- Increase in resident's participation in cultural and community events and activities **– new to key measures**
  Baseline 2022/23: 40.2% of respondents to the 2022 residents survey had attended community events or activities in their local area or town in the past year

- Reduction in the council's carbon footprint – **new to key measures**
  Baseline 2022/23: In 2021/22 Rushmoor's carbon footprint was 1,838.66 tCO2e (tCO2e = tonnes of carbon dioxide equivalent).

Council Business Performance

Quarter 1 2023/24

Points to note

- Due to an increase in violence at work incidents in main reception of the Council Offices, a security contractor has been on site since late April
- Customer Services indicators reflect a number of changes to Customer Services introduced at the start of April 2023. There has been an increase in abandoned rate to nearly 16% and call wait and call handling times have also increased.
- The benefit caseload has continues to drop slowly due to migration to Universal Credit
- The estimated recycling figure for 2022/23 now stands at 41.7%, which is slightly lower the estimated figure reported in Q4 (43%)
- Freedom of information response times continue to improve
- In the first quarter since control of on-street parking was handed back to Hampshire, 1,108 Penalty Charge Notices were issued, this was about 650 fewer than the previous quarter and this quarter last year.

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Key to Direction of Travel (DoT) arrows

Numbers have increased	Numbers have decreased	Numbers are the same	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			
9				78%			
DoT from last quarter **(12)**		DoT from this quarter last year **(4)**		DoT from last quarter **(100%)**		DoT from this quarter last year **(75%)**	
Comment: Seven out of nine complaints responded within the timescale of the policy.							

Health and safety

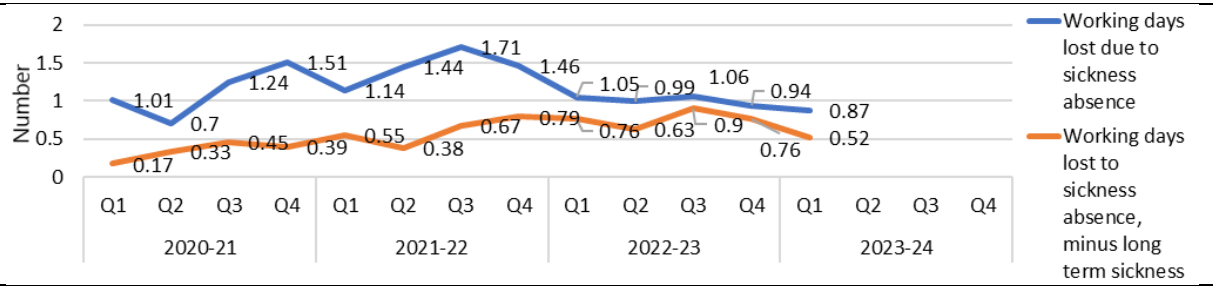
Violence at work data - incidents				Rushmoor work related accident / incident data			
9				3			
DoT from last quarter **(10)**		DoT from this quarter last year **(2)**		DoT from last quarter **(2)**		DoT from this quarter last year **(2)**	
Comment: Due to an increase in violence at work incidents in main reception of the Council Offices, a security contractor has been on site since late April							

Paying externally issued invoices

% of invoices paid on time (within 30 days)	DoT from last quarter	DoT from this quarter last year
96.25%	**(92.31%)**	**(96.68%)**

Absence rate

Working days lost due to sickness per FTE				Working days lost to short-term sickness per FTE			
0.87				0.52			
DoT from last quarter	⬇	DoT from this quarter last year	⬇	DoT from last quarter	⬇	DoT from this quarter last year	⬇



Comment: There were 34 sickness episodes in Q1 and 197 working days lost. The most common reason for sickness episodes was Gastrointestinal Problems. The most common reason for days lost was Anxiety, Stress, Depression. **Note: Long term sickness is 20 days or more in a row (four weeks)**

Workforce data

Starters and leavers		Turnover				% of employees non-white (22.6% non-white groups in 2021 Census)			
Starters	**11**	**4.37%**				**4.37%**			
Leavers	**11**	DoT from last quarter **(5%)**	⬇	DoT from this quarter last year **(9.77%)**	⬇	DoT from last quarter **(5.86%)**	⬇	DoT from this quarter last year **(6.1%)**	⬇

Freedom of information requests

Number of requests received				% responded to on time (one month behind)			
167				73%			
DoT from last quarter **(149)**	⬆	DoT from this quarter last year **(155)**	⬆	DoT from last quarter **(70%)**	⬆	DoT from this quarter last year **(62%)**	⬆

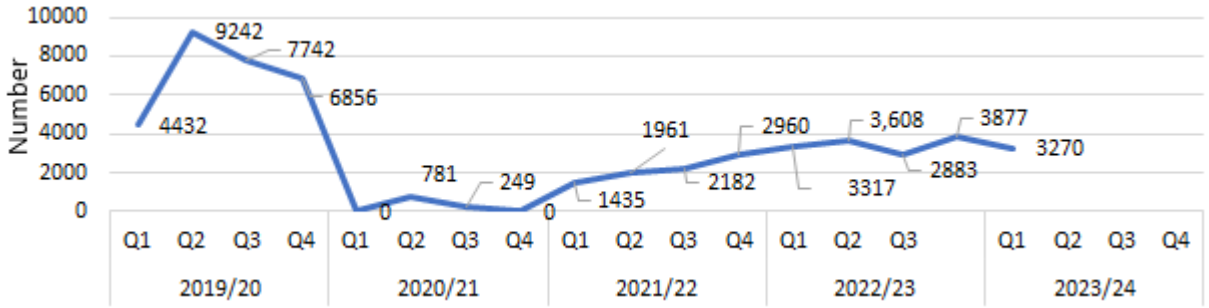
Comment: There has been a 3% increase in response times in Q1 compared with Q4 of 2022/23. This reflects the hard work from colleagues around the council prioritising responding to requests for information. Hopefully the response times will continue to improve over the coming months as there is work going on to deal with the outstanding and overdue FOIs.

Corporate customer contact indicators

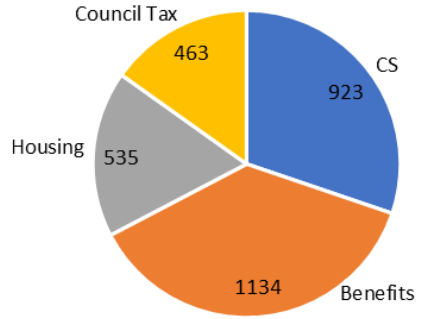
Walk-in customers

Number of walk-in customers			
3,270			
DoT from last quarter **(3,877)**	↓	DoT from this quarter last year **(3,298)**	↓

Number of walk-in customers each quarter



Quarterly breakdown of walk-in customers for high demand services



Comment:

Since the beginning of April 2023 reception has closed from 2pm and the impact of these changes are being closely monitored. During Q1 reception saw 3270 customers and when compared to the same quarter in 2022/23 this is only a 1.4% decrease in customers accessing services face to face. Evidence to date suggests that customers have adjusted to these new opening hours and now visit the Council during the new opening hours and the drop in visits can be attributed to a reduction in the number of 'casual visitors' e.g. customers handing in / scanning or collecting paperwork. Services remain able to make appointments to see customers outside of reception opening hours should it be needed and there is an intercom to provide a service to anyone who is presenting as homeless which rings through to customer services who can assess details and pass to a housing officer. This intercom also provides an access point should there be an appointment and the customer is unable to contact the officer.

There has been a change to how customers are counted at the front of house, so number of customers being "queued" can be reported on. These services can now report on what their customers are coming into the offices for. CS on the pie chart above is the number of customers resolved at reception and not queued to see another officer. Of the demand seen and resolved at reception 29% are non Rushmoor enquires / customers. This includes HCC, CA, RVS and the police. These could be visitors or customers. A further 20% are handing in or collecting paperwork from us. 13% are seen by an officer from another service,

such as licencing, planning or building control and 12% are corporate visitors or appointments. The remainder are dealt with at reception to self-serve or re-directed.

Calls to customer services

Number of calls				Average wait time				Call abandoned rate				Average call handle time			
17,948				**2 minute 15 seconds**				**15.6%**				**6 minutes 15 seconds**			
DoT from last quarter **(18,127)**	↓	DoT from this quarter last year **(19,595)**	↓	DoT from last quarter **(1 min 33 secs)**	↑	DoT from this quarter last year **(1 min 24 secs)**	↑	DoT from last quarter **(8.9%)**	↑	DoT from this quarter last year **(7.0%)**	↑	DoT from last quarter **(5 min 7 secs)**	↑	DoT from this quarter last year **(4 min 16 secs)**	↑

Comment: A number of changes were implemented from 1 April 2023 and this data is being monitored closely as a result. Within this quarter, there have been changes to the services which customer services handle (with parking being added), changes to the Council's fees and charges and a reduction in staffing levels. Over this quarter, Customer Services have been offered 17,948 calls and answered 15,156 calls. This is a decrease of 1,647 offered calls (8%) with last year having high demand due to the energy rebate.

In addition to the monitoring of current service levels which will take place on an ongoing basis whilst the impact of these service changes stabilises, the customer services team is also investigating options to direct customers to alternative ways of accessing Council services through the use of pre-recorded messages.

Demand via other access channels

Number of emails				Number of enquires via app				Number of enquires via webforms			
5,816				**1,461**				**682**			
DoT from last quarter **(6,388)**	↓	DoT from this quarter last year **(5,598)**	↑	DoT from last quarter **(1,323)**	↑	DoT from this quarter last year **(1,238)**	↑	DoT from last quarter **(671)**	↑	DoT from this quarter last year **(852)**	↓

Comment: Of the web forms 567 were for Council Tax and 115 were for Environmental Health

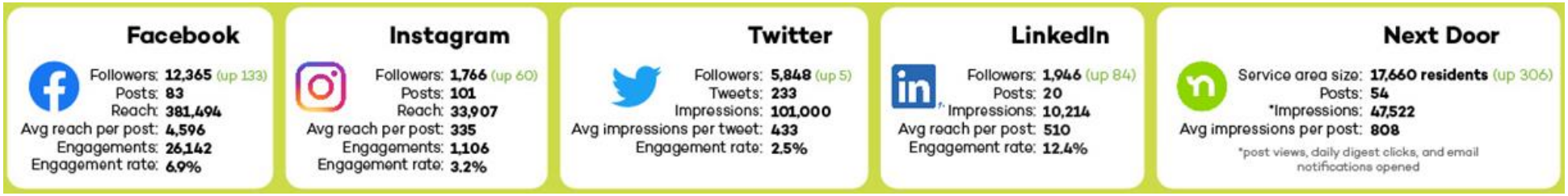
Overall digital uptake

% of transactions through digital services versus other channels (where a digital service is available)	DoT from last quarter	DoT from this quarter last year
77% of 8,561 transactions	↑ **(70% of 5,725 transactions)**	↑ **(74% of 6,667 transactions)**

Website

Website session				Top three pages visited
154,161				1. Bin collection day finder (24,426) 2. Election results (12,205) 3. Aldershot lido (9,237)
DoT from last quarter **(144,235)**	⬆	DoT from this quarter last year **(165,755)**	⬇	
Comment: There was a large reduction in number of sessions for June 2023 in comparison to June 2022 was principally due to the council tax energy rebate scheme running a year ago.				

Social media



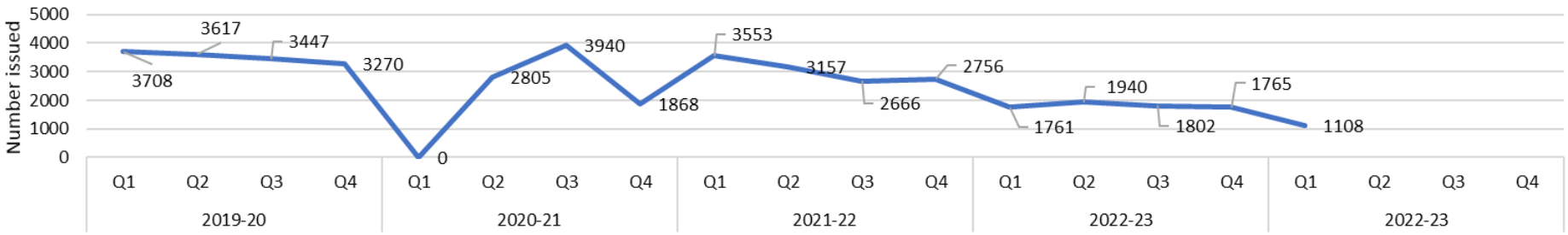
Print media

Press releases				Media enquires			
8				**28**			
DoT from last quarter **(9)**	⬇	DoT from this quarter last year **(12)**	⬇	DoT from last quarter **(11)**	⬆	DoT from this quarter last year **(23)**	⬆

Key Service Indicators

Penalty Charge Notices (PCNs)

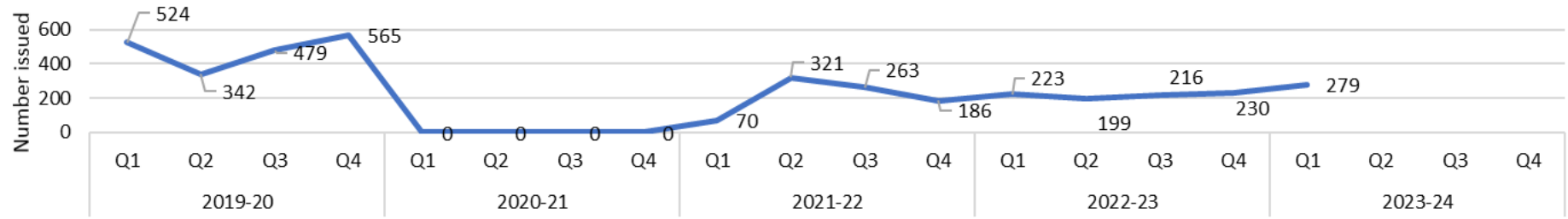
Number of PCNs issued over time



Number issued	Number cancelled	Number paid
1,108 (Number issued in the past 12 months– 6,615)	161 (Number cancelled in the past 12 months– 563)	997 (Number paid in the past 12 months– 4,960)
Comment: Issuing PCN's for on street parking was handed back to Hampshire County Council on the 1st April 2023.		

Fixed Penalty Charge Notices (FPN's) Issued for litter and dog fouling

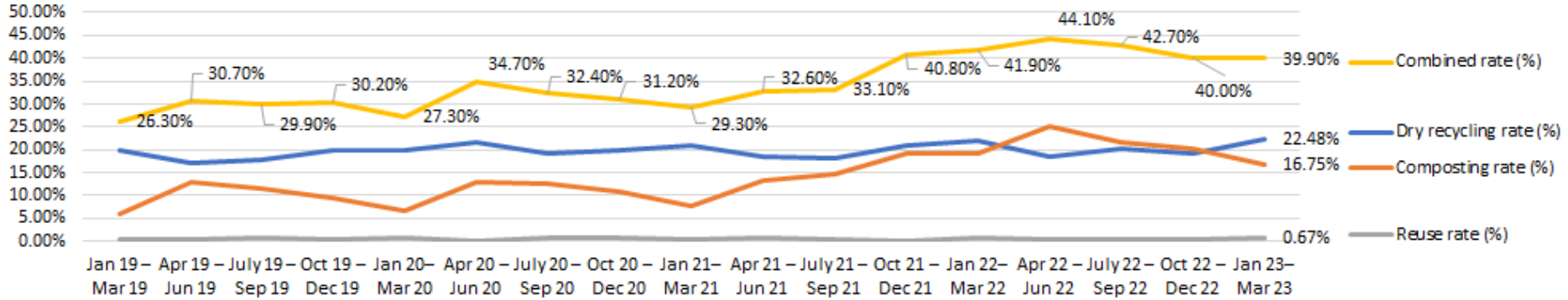
Number of FPN's issued over time



Number issued	Number paid	Number progressed to Court Packs
279 (Number issued in the past 12 months– 924)	184 (Number paid in the past 12 months–612)	39
Comment:		

Waste and recycling

Quarterly recycling rates



Number of missed bins			Recycling rates - % reused, recycled and composted (one quarter behind – Q4)			Residual waste – kg per household (one quarter behind- Q4)		
141			**39.9%** (Estimate for Q1 – 43%. Estimate for 2022/23 – 41.7%)			**108.33** (Estimate for Q1 – 111)		
DoT from last quarter **(124)**	↑	DoT from this quarter last year **(130)** ↑	DoT from last quarter **(40.0%)**	↓	DoT from this quarter last year **(41.98%)** ↓	DoT from last quarter **(110.49)**	↓	DoT from this quarter last year **(109.33)** ↓

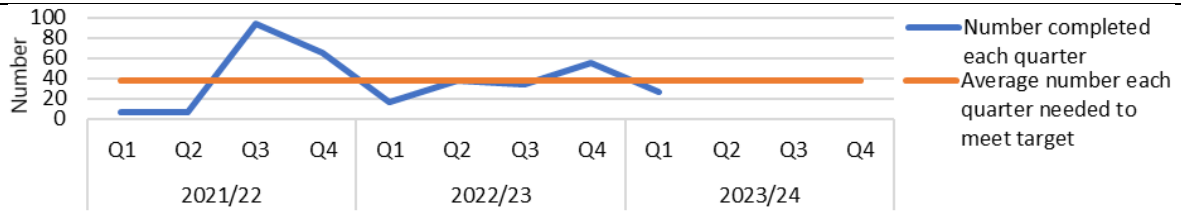
Homelessness

Number of Homelessness enquires			Number placed in B&Bs			B&B costs - gross		
281			**14**			**£27,749 estimate**		
DoT from last quarter **(304)**	↓	DoT from this quarter last year **(313)** ↓	DoT from last quarter **(27)**	↓	DoT from this quarter last year **(14)** ↔	DoT from last quarter **(£66,785 estimate)**	↓	DoT from this quarter last year **(£53,001)** ↓

Housing Allocation Pool

Number added to pool this quarter			Number housed this quarter			Total number in the Housing Allocation pool		
126			**62**			**1,759**		
DoT from last quarter **(205)**	↓	DoT from this quarter last year **(130)** ↓	DoT from last quarter **(53)**	↑	DoT from this quarter last year **(35)** ↓	DoT from last quarter **(1,688)**	↑	DoT from this quarter last year **(1,571)** ↑
Comment: 62 tenancies commenced in Q1 and 25 properties have nominations but residents have not yet moved in								

Gross affordable housing completions

Number of completions this quarter (target 450 completions over any three year period)	
27	

Planning applications

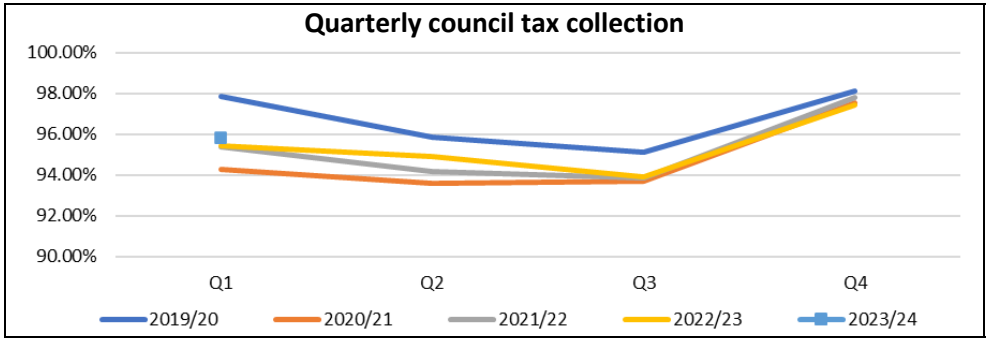
Number of planning applications this quarter				Major and small scale major Applications determined within 13 weeks (target 60%)	Minor (Non householder) Applications determined within 8 weeks (target 65%)	'Other' (Including Householder) Applications determined within 8 weeks (target 80%)
340						
DoT from last quarter (253)	↑	DoT from this quarter last year (225)	↑	100%	100%*	90.6%
Comment: * 10 of the 27 applications determined in the quarter were outside the statutory period however all were subject to agreed extensions of time and therefore are recorded as 'in time'						

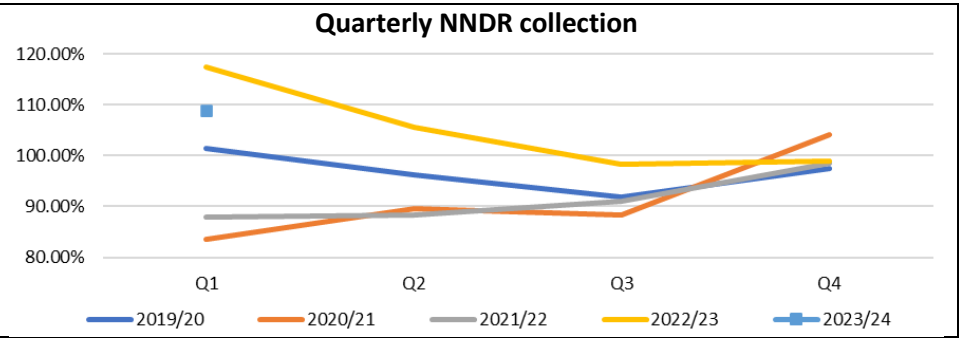
Planning Appeals

Number of planning appeals submitted	Number of appeals allowed	% of appeals allowed (target 40%)
1	**0** (2 decisions this quarter)	**0%**
Details of Planning appeals allowed: no planning appeal allowed this quarter.		

Taxation

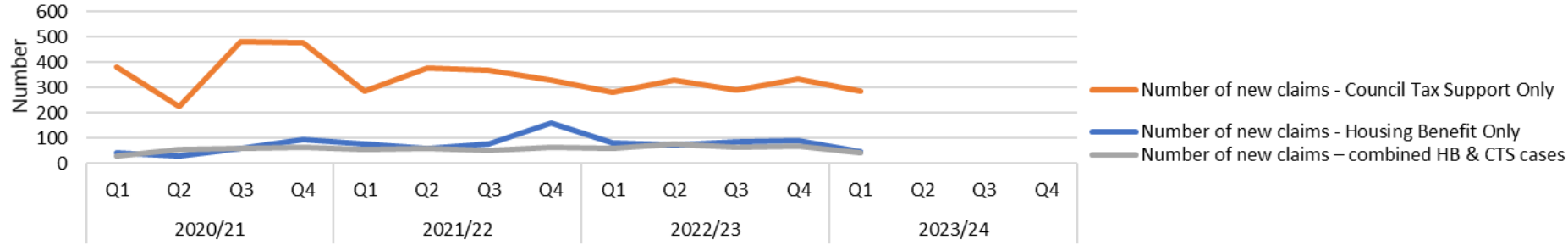
% of Council Tax collected				% of Business Rates collected			
95.41%				**108.81%**			
DoT from last quarter **(97.41%)**	↓	DoT from this quarter last year **(97.80%)**	↑	DoT from last quarter **(98.93%)**	↑	DoT from this quarter last year **(117.40%)**	↓
Comment: Collection rate is up by 0.4% on same point last year, although still down on pre-covid years				Comment: NNDR collection rates are always high at this time of year due to advance payments at the start of the year			





Benefits

Number of new claims –378 in Quarter 1



Average number of days to process new claims				**Total benefit caseload**			
This data is obtained from Gov UK, & the data for Q1 this year is not yet available - Estimate 5 days				**5,692**			
DoT from last quarter **(Last data available is Q3 2022/23 – 5 days)**	n/a	DoT from this quarter last year **(5 days)**	n/a	DoT from last quarter **(5,726)**	⬇	DoT from this quarter last year **(5,854)**	⬇
Comment: The caseload has continued to drop slowly due to migration to Universal Credit							

Electoral Registration

% of registered properties (properties minus 'true' voids)	DoT from last quarter	DoT from this quarter last year
86.3%	⬇ **(88.1%)**	⬇ **(86.3%)**
Comment: Please note that true voids were unable to be calculated at this time of year as we are undertaking the yearly canvass and the markers which identified true voids have been removed.		

ANNEX C

Key strategies and plans update – July 2023

The Council Plan 2023-26 draws upon and provides a link between a number of important strategic documents which inform and underpin much of the Council's work. These strategies and plans sit outside the normal quarterly monitoring process and therefore it is important for Cabinet to be updated on their progress, at least on an annual basis.

This update on the Council's key strategies and plans, this includes those that have already been agreed or adopted and those that are currently being developed.

Strategies and Plans

- **Climate Change Action Plan 2020-2030**

  The original Action Plan 2020-2030 was approved in November 2020 and since that date over two-thirds of the actions have been progressed. The Council has completed work to calculate its carbon footprint for 2021/22 and this is published as part of a Cabinet report in July 2023. A revised action plan was presented to Cabinet in July 2023 for approval. The revised action plan contains twelve actions and has been developed in light of the latest carbon footprint.

- **Cultural Strategy**

  The Rushmoor Cultural Strategy and was approved by the Cultural Compact (partnership) on 27 June 2022 and endorsed by Rushmoor Borough Council's Cabinet in October 2022. In taking the Cultural Strategy forward the Council is working closely with Hampshire Cultural Trust, Arts Council England, Hampshire County Council and other public and private sector partners through a Cultural Compact tasked with delivering the vision and the action plan.

  The Rushmoor Cultural Strategy aims to maximise the role of the arts and culture in Rushmoor and reflects opportunities presented by the diversity and distinctiveness of the borough's places, communities and heritage.

  A Cultural Development Manager funded by the Arts Council and employed by Hampshire Cultural Trust is supporting the delivery of the strategy. The council is working with a number of National Portfolio Organisations (funded by Arts Council England to deliver cultural activity) and other partners to enhance the cultural life of the borough.

- **Customer, Digital & Technology Strategy**

  The Cabinet adopted the Customer, Digital & Technology Plan 2023/24 on the 6 June 2023. The plan sets out a direction of travel for the future, with a clear focus on how we will become a more modern, customer focussed organisation. It sets out several activities to deliver more accessible, efficient, and cost-effective services over the next twelve months.

  A longer term strategy is expected to be developed over the next few months for approval in 2024/25.

- **Equality, Diversity and Inclusion Action Plan**

  The Equality, Diversity and Inclusion Action Plan was approved by Cabinet in April 2021. The Action Plan set out the proposed action to be taken by the Council on a phased basis over three years, in response to the Equalities Peer Challenge.

  Whilst good progress has been made since the approval of the Equality, Diversity and Inclusion Action Plan, work to implement actions from the plan has slowed due to resource pressures, including responses to Afghan and Ukrainian resettlement.

  The Equalities and Diversity Action Plan had envisaged a number of actions being underpinned by Census Data and recent months have seen the publication of this data and this information will provide a foundation for the next phase of work which is due to commence later in 2023.

- **Farnborough Town Centre Strategy**

  The Cabinet adopted the Farnborough Town Centre Strategy on the 5 July 2022. As with most town centres across the country, Farnborough faces challenges which have accelerated following the pandemic and particularly through the lockdowns. The strategy is a high-level strategy which sets the overall direction of travel and work required to secure a sustainable and vibrant town centre for Farnborough through five key themes.

- **Green Infrastructure Strategy**

  The Cabinet adopted the Green Infrastructure Strategy on the 5 July 2022. The Green Infrastructure Strategy is evidence-based and shows how the Council will deliver commitments both in the Local Plan and in the Council's Plan 2022 to 2025. It provides a comprehensive review of the green infrastructure in and around the borough; identifies its strengths and weaknesses, as well as the opportunities and threats it faces. The strategy identifies 12 projects the council will work on over the next ten years to enhance it.

  The intention was, that following the adoption of the Green Infrastructure Strategy, potential projects will be tested for their feasibility and costed through the preparation of a Green Infrastructure Delivery Plan. Instead, due to the urgency relating to new obligations arising from the Environment Act 2021, need to identify new opportunities for the creation of Suitable Alternative Natural Greenspace (SANG) and opportunities arising from potential grant funding, resources have been focussed on the delivery of some of the projects identified in the Strategy.

  Work has now commenced on three of the projects, including the Carbon Reduction through Tree Planting Feasibility Project and the Biodiversity Net Gain Off-Site Scoping Project. A further two projects relating to the identification of Suitable Alternative Natural Greenspace (SANG) are current being scoped. Officers will review the progress of the projects on an annual basis and keep under review the need for Delivery Plan and/or update to the Green Infrastructure Strategy.

- **Joint Municipal Waste Strategy**

  The Joint Municipal Waste Management Strategy was adopted by Cabinet in February 2022. The new strategy has been developed collaboratively with Hampshire local authorities to reflect local and national changes since 2012 and to ensure the Project Integra Partnership is working to meet the requirements of the Environment Bill. It aims to deliver waste collection, treatment and disposal options that are best value financially, whilst minimising environmental impact. The Strategy will be implemented by a revised Inter Authority Agreement containing new financial arrangements. The inter-authority agreement is being amended by HCC following feedback from partner authorities and is due for approval in late Summer or Autumn.

- **Procurement Strategy**

  The Procurement Strategy 2020-2024 was adopted by the Cabinet in August 2020. The Procurement Strategy clearly defines the Council's strategic objectives and builds upon the National Procurement Strategy, and also incorporates legislation and best practice. The strategy is expected to be refreshed in late 2023 to early 2024 to reflect new procurement rules.

- **Strategic Economic Framework**

  The Strategic Economic Framework (SEF) was approved by Cabinet in April 2022. The Strategic Economic Framework seeks to grow and sustain Rushmoor's strong, resilient economy recognising however that people and businesses were impacted by the pandemic, are impacted by ongoing economic uncertainty and need support to grow and thrive.

  The Strategic Economic Framework has been used to inform the UK Shared Prosperity Fund Investment Plan (see below). Actions in the Framework are being delivered including measures to support local businesses such as 1-1 support from Incuhive, grants (externally funded) to support businesses reduce carbon emissions, business surveys and a monthly business newsletter (reaching over 2,000 businesses). The Strategy will be reviewed in autumn 2023 to ensure delivery of the actions remain on track.

- **Supporting Communities Strategy and Action Plan**

  The Cabinet approved the refreshed Supporting Communities Strategy and Action Plan for 2023 in January 2023. The Supporting Communities Strategy and Action Plan sets out the Council's approach, alongside key partners, to tackle inequality and deprivation and improve the well-being, strength and resilience of the community.

- **The Local Plan**

  The Council adopted the Rushmoor Local Plan on 21 February 2019. The plan provides the overarching spatial strategy for Rushmoor, guiding the location, scale and type of future development to 2032, as well as providing detailed development management policies. A report to Cabinet in January highlighted the recent publication on consultation to changes to the National Planning Policy Framework

and implications for the timescales for Local Plans. These mean that it is likely the Council will need to proceed under the current system and that this work would need to start earlier than envisaged. However due to ongoing delays to the Levelling Up Bill well beyond the anticipated timescale and consequent delays to any secondary legislation it is not sensible to commence yet. At the point the current bill becomes an Act and there is a clearer view on timescales a review of the approach will be needed.

- **The People Strategy**

  The People Strategy 2020-23 was approved by Cabinet in January 2021. It aims to ensure that the council has the right people with the right skills, attitude and behaviours going forward to deliver its priorities and turn ambitions into reality. Good progress continues to be made in all 4 key areas against set out and evolving priorities including:

  - **A positive culture enabling high performance:** Further embedding and identifying actual practices in the organisation and through surveys on our Values and Behaviours. "Show and tell" approach rolled out and delivered through staff live sessions and Staff Showcase highlighting the work that individuals and teams do. Working with teams as part of New Ways of Working, including facilitation of Reflective Practice group sessions.
  - **People are developed to realise their potential:** Workshops for Corporate Management Team/Service Managers have continued, building relationships and ways of working. Continued to support staff with professional development including supporting 11 members of staff gaining apprenticeship qualifications using funds from the apprenticeship levy. Designed and implemented a learning and development plan and took part in Learning at Work Week (5th Year). Ongoing opportunities for aspiring leaders through the Frimley Leadership Academy.
  - **The Council is an employer of choice:** Successfully recruited two further apprentices and supporting two T-Level placement students within IT/Digital. Flexible working arrangements used to support recruitment and retention of staff and the Pay and Reward Policy was refreshed.
  - **Engaged people who feel valued and supported:** Supporting managers and individuals with people changes. Wellbeing events and taking part in Mental Health awareness week which included the signposting and sharing of resources. Developed a Menopause Framework which was launched on International Women's Day. Launched the monthly Rushmoor Round up! staff newsletter. Opportunities provided for regular and timely feedback – Engage 24/7, Communications survey, Q&A survey, induction check-ins and Staff Live.

- **UK Shared Prosperity Fund Investment Plan**

  The UK Shared Prosperity Fund was announced in April 2022 and an Investment Plan detailing how Rushmoor Borough Council was submitted to Government by 1 August 2022. PPAB were briefed on the approach to develop the Investment Plan on 8 June 2022 and a draft of the plan went to Cabinet on 5 July 2022.

  Funding was confirmed by Government in December 2022 and the funding for 2022/23 was received in January 2023 with funding for 2023/24 expected imminently.

Strategies and plans in development

- **Aldershot Town Centre Strategy**

  A revised Aldershot Town Centre Strategy is due to go to Cabinet in autumn 2023.

- **Car Parking Strategy**

  The Council was served with notice to end the agency agreement for on-street parking functions on behalf of Hampshire County Council. The transfer of these functions has been successfully completed and effective from 1 April 2023. A new strategy will be developed in late 2023 to manage the Council's car parks in support of regeneration plans for the town centres.

- **Communications and Engagement Strategy**

  The Local Government Association's Health Check report was received in June 2022 and the relevant recommendations will be incorporated into a Communications Plan for 2023/24.

- **Housing and Homelessness Strategy**

  The Housing and Homelessness Strategy provides a comprehensive review of provision in the Borough and provides details of the Council's policies and action plan to address those key issues going forward. The new strategy has been drafted and agreed by SHLPG and is bring presented to Cabinet in September and Council in October 2023

ANNEX D

Rushmoor Borough Council - Corporate Risk Register v12.0 20/07/23 (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 (+/- 0)											
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 outcomes 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.	12	**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	8	**High**	Continued horizon scanning/monitoring of the broader policy context. Respond to HCC Budget consultation July 2023.	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.	12	**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. Strategic Economic Framework agreed in April 2022.	12	**High**	Revised package of business support being delivered from September 2022 onwards: Invest to grow Incuhive enterprise support SeedL - training LoCase - Low Carbon funding Regular business surveys to understand business needs. Business support element of UKSPF. Strategic Economic Framework implementation.	6	**Medium**
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"	16	**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	9	**High**	Engage effectively with the 'County Deal' processes and other opportunities to access Government funding, including UK Shared Prosperity Fund and the Levelling Up Fund. 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 Announcements of CVAs by Wilko and Prezzo and store closures by Boots demonstrate the potential further retrenchment of major changes. Further bank closures.	12	**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.	9	**High**	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 confirmed however since this time SofS has requested additional justification and consideration of modification. Work with police to tackle increased or perceived increase in ASB/Crime particularly in Aldershot Increase in Farnborough markets/events. Enhance activity due to ownership of Meads and potential of union Yard	6	**Medium**
Poor Educational Attainment - Secondary schools	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	9	**High**	Ongoing dialogue with headteachers of key educational establishments e.g. Farnborough 6th Form. Engaging with young people relating to skills, development and opportunities in line with the supporting the communities strategy and action plan. Service Plans 23/24	6	**Medium**

Poor Health Outcomes within Borough (e.g. obesity, mental health etc)	Rachel Barker	**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	12	**High**	Supporting Communities Strategy and Action Plan adopted Joint working with partners, particularly with the ICS, HCC and the PCNs with a range of initiatives and plans in place or being developed. Projects to include increased physical activity and reducing obesity in the Borough. 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 ICS and HCC) and then overall approach to delivering the Council's ambitions (Q2 2023/24).	6	**Medium**
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 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 Government officials and other partners. New Service structure to implemented from 1st July 2023	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.	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) Presentation to CMT in April 2023 on census data.	4	**Medium**	CMT Services Managers session on census data and implications planned for Oct 2023.	2	**Low**
Standing Corporate Risks (SC) - Total 16 (+/- 0) 2 not suitable for Public Register, 2 Redacted											
Financial Sustainability	Simon Little	**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. Inflationary pressures and increase in PWLB/Other LA interest rates places additional pressure on the Council's finances After a period of instability in Central Government, the current administration has put controlling inflation and deficit at heart of it's policies, although decisions on funding and deferring some of the difficult decisions on local authority funding has "kicked the can down the road"	16	**High**	The Savings and Transformation Programme, created through the CREP and OBB processes have created a budget which is balance for the next two financial years. The savings are monitored both through the normal quarterly monitoring process and more specific monitoring for high value/risk plans. If any spending above budget is identified, mitigations will be identified and implemented. Over the medium term announcements from Central Government, along with economic data are monitored and reported. This information will be built into future spending plans.	12	**High**	Additional review of spending plans into 2025/26 and 2026/27 to address the potential funding gap. Autumn 2023 Review income sources to maximise cashflow. Summer 2023.	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 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 End user / Insider risk of inadvertent actions that could result in cyber issue Non-managed IT presents a greater risk of data loss and fraudulent access without appropriate access and duties segregated	16	**High**	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	**High**	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	**High**
Major Data Breach – non-technical (human and physical)	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. LGA Peer Review undertaken in November 2022 to raise awareness	8	**High**	Corporately follow-up to ensure staff are up to date with the mandatory training Consider corporately centralising application admin function and associated resources into IT to avoid operational of staff outside of IT violating Segregation of Duties (SoD) otherwise an increased risk of data loss and/or fraudulent access Recommendations from LGA Peer review to training and awareness as well as a Cyber Incident Response Plan	8	**High**

Management of external debt - Interest rate/refinancing risk, access to capital finance	Simon Little	**SC**	Council debt portfolio (cannot be refinanced at affordable interest rates/within resources set aside in MTFS. Increase in Bank of England Interest Rate and Gilts leading to higher interest costs. Contraction of inter-authority lending market. Increased borrowing costs could reduce the scope of the capital programme. The increase could also reduce the resources available to fund other expenditure.	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 both some longer term borrowing and appropriate short term borrowing. Financial Strategy amended to reduce the need to borrow long term by the disposal of assets to generate capital receipts, which will be used to fund the capital programme. Arlingclose advise sought and gained. Continual review of debt portfolio and refinancing opportunities as part of BAU.	9	**High**	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.	4	**Medium**
PCI DSS compliance	Simon Little	**SC**	Redacted. Council is not currently fully compliant with PCI DSS.	12	**High**	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	8	**High**	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	4	**Medium**
Lack of employee alignment, engagement and development will reduce organisational performance	Belinda Tam	**SC**	A high performing organisation 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.	16	**High**	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, ongoing internal 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. Regular review of people engagement opportunities and attract, recruit and retention policies.	8	**High**	Review of People Strategy (2023) Review of succession planning (2023)	4	**Medium**
Insufficient funding to proceed with projects	Karen Edwards	**SC**	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. The recent increases in interest rates makes affordability of funding more challenging.	16	**High**	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 programme is being drafted to manage the wider financing needs and timing of receipts.	9	**High**	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. Expedite actions to enable disposal of identified assets. Work with members to establish priorities for commitment of available funding against regeneration programme Consider the slowing of programme	4	**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**	Comprehensive regeneration programme governance process implemented. (Board meets 6-weekly) Regular Cabinet and Member reporting External due diligence engaged External grant funding secured Wider Town Centre Strategy for Farnborough completed and adopted by Cabinet in Summer 2022	9	**High**	Further public/market engagement planned. Programme / scheme viability to be reviewed regularly. Seek further external grant funding to reduce Council financial exposure - LEP / Homes England / High Street Fund etc. Engage with the market to establish a new development partner/delivery route.	6	**Medium**
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.	9	**High**	Comprehensive regeneration project governance process implemented - RBC Board meets monthly Regular Cabinet and Member reporting. External due diligence engaged. Public engagement undertaken in September 2021. Planning application approved (subject to s106) in February 2023.	9	**High**	Programme / scheme viability to be reviewed regularly. Seek further external grant funding to reduce RBC exposure - LEP / Homes England / High Street Fund OPE funding bid for £2m submitted in March 2023 to assist with early enabling works - awaiting outcome. Engage with the market to establish a new development partner/delivery route.	6	**Medium**

External Audit opinion	Simon Little	**SC**	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 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.	8	**High**	Finance Manager in post and leading on Statement of Accounts production and liaison with EY Continued effort to recruit 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 Jan-22 Trainee Capital Accountant & Junior Service Accountant recruited, which will boost teams resources to produce SoA and answer EY queries in a timely manner Property, Insurance & Finance information with respect to properties is now aligned & information now freely passes between property & finance team	6	**Medium**	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 Planned implementation of Fixed Asset Module (FAM) within Integra should reduce pressure on staff surrounding changes to assets held by the Council (although short-term resource pressure will increase)	4	**Medium**
Loss of Accommodation/ Building (temporary & permanent)	Nick Harding	**SC**	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)	8	**High**	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	6	**Medium**	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 - 2023 Condition survey review complete - information included in future office move business case	6	**Medium**
Climate Change – Failure to deliver ambition for a carbon neutral Council by 2030.	Rachel Barker	**SC**	Risk of not delivering high profile organisational objective due to insufficient resources or lack of support because of other priorities	9	**High**	Development of an action plan and assessing resourcing requirements. This is kept under review. Allocation of ringfenced resource to deliver project. Projects incorporated within Service Business Plans as part of the Review of the Climate Change Action Plan.	6	**Medium**	Review action plan in order to focus on the issues that make the most difference by identifying priority areas (Q2 2023/24). Develop arrangements to deliver projects with partners.	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. Independent Person recruited as a member of CGAS, offering independent oversight, particularly from an audit perspective. Constitution kept under review in liaison with a subgroup of CGAS (the Constitution working group). 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. Senior Managers deliver Corporate Induction on Constitution for staff. Training and development of CGAS members provided as part of annual suite of training.	6	**Medium**	Continue to integrate risk management in corporate governance arrangements - continual improvement. Ensure horizon scanning continues within sector. Review change of membership/CGAS committee following elections on 4th May 2023. Work to take place to ensure continuity and that all members receive required training (by end July 2023/24)	6	**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 2021.	4	**Medium**	Engage commercial advisors to assist with pre-let opportunities Identify and appoint an Estate Management company. 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**

Escalated Service Risks (ES) - Total 8 (+/- 0 Total, 1 Removed 0 New)

Loss of tenants/ income	Tim Mills	**ES**	Current tenants in the council offices may wish to not use the council offices as office accommodation post pandemic and improvements in hybrid working which may cause a loss of income to the council. HCC & Police licenses to occupy the Council Offices expire in June 2023. If the license isn't renewed and/or both organisations decide to leave or reduce space this will have a significant financial implication. HCC have requested for significant reduction in desk space (need).	12	**High**	Ongoing communications with the council tenants to ensure compliance with measures and their future plans. Property are working with HCC to discuss changes. Trying to reduce the impact / loss of income. Discussions to include additional costings not being paid for by a tenant, on part utilised area.	12	**High**	Marketing planned to identify new tenants. Discuss options of using the 'floors' to reduce costs to the overall building.	9	**High**
Failure to reprovide temporary accommodation	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	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. Working with Mears and others to continue market search.	9	**High**	Implementation of a suitable property to replace NLL is progressing. Extended timescales with Grainger beyond end 2023 for at least one of the buildings.	4	**Medium**
Changes to the immigration system	Rachel Barker	**ES**	Changes to the asylum system result in reduced levels of community cohesion. Increased service demand Associated funding position is complex and uncertain and may not meet demand.	12	**High**	Close working with relevant teams across the Council (community, housing, comms, community safety) and with regular briefings to senior managers and portfolio holders. Close working with external stakeholders including police, SMP, County Council, Home Office and their provider Clear Springs	12	**High**	Further discussions with SMP and Home Office to understand how new regional dispersal system will operate (Q2 2023/24) Member briefings taking place Q2 2023/24	4	**Medium**
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 deteriorating economic conditions, downturn in the property market and changing consumer or business habits.	9	**High**	Establishment of a Capital Programme and Property Advisory Group (CPPAG) 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. Prudent budgeting on Meads and Property Budget and early securing of key rents allows room for level of deterioration	6	**Medium**	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. Production of Asset Management Planto enable 7 year forecasting including ensuring all reviews etc. are undertaken pro-actively and increased focus on debt management	6	**Medium**
Financial System	Simon Little	**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 Current version of Integration due to be unsupported by Capita from 01/04/2024	9	**High**	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 Systems Accountant is reviewing access, procedures and associated documentation and the Chart of Accounts - all to improve the finance system Training given to staff outside of Finance throughout the OBB process (see above) and further training is planned. Systems Accountant & two IT members booked onto a Capita training session for System administration. Finance & IT staff booked onto a Capita course for Integra's new reporting tool (which allows drill down) Xquery which will allow reports to support the Council services to be written	4	**Medium**	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 Further improvement of the system assigning dashboards to HoS/budget managers to assist management of budgets	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**
Freedom of Information - Statutory Deadlines	Sophie Thorp	**ES**	The Council has a duty to respond to Freedom of Information requests within the statutory time-frames. Two decisions have been received from the ICO relating to failure to respond within the statutory time-frames on 20th June 2022 and 1st March 2023. Risk of further decision notices and enforcement action/fines from the ICO. Risk to reputation.	12	**High**	Service Managers and Heads of Service alerted of FOI requests outstanding to ensure that they are actioned within the statutory timeframes.	6	**Medium**	Develop action plan. Including review of current systems for allocating FOI requests and see whether they can be made more robust/avoid any single points of failure (ST, by end Q2 23/24)	2	**Low**

Inaccurate reporting of financial position	Simon Little	**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 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	6	**Medium**	Financial Regulations Budget monitoring process and quarterly reporting BH access to Integra Finance team is almost at full complement enabling full review of transactions and support to BH Head of Finance provides additional High-Risk financial information to HoS OBB process resulted in budget training to staff outside the Finance Team	6	**Medium**	Improvement plans (see above) to Integra to provide user friendly/budget holder focussed reporting Further training on Integra use and budget training planned 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**