

**CABINET  
21 NOVEMBER 2023**

**COUNCILLOR SUE CARTER  
DEMOCRACY, STRATEGY AND PARTNERSHIP  
PORTFOLIO HOLDER  
REPORT NO. ACE2308**

**KEY DECISION? NO**

**COUNCIL PLAN & RISK REGISTER  
QUARTERLY UPDATE JULY TO SEPTEMBER 2023/24**

**SUMMARY AND RECOMMENDATIONS:**

This paper sets out the performance monitoring information of the Council Plan for the second quarter of 2023/24. 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 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.

Factors that could affect the future delivery of the Council Plan and impact on the Council's Business Performance have been identified in the Council's Risk Register. This report also highlights any significant changes to the 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 July to September 2023.

**2. Detail**

- 2.1 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 for 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:**

- 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 2 (30 September 2023). At this time, 90% of projects/activities are on track and one (10%) has an amber status. No projects have a red status. This is an improvement on quarter 1 (80% green and 20% amber) and quarter 2 last year (38% green, 54% amber and 8% red).

3.2 During quarter 2 the following projects have moved from an amber status to a green status and are now on track:

- 'People 3 - Progress the development of a new leisure centre and cultural hub in Farnborough
- Place 2- Progress the regeneration of Farnborough town centre, including the civic quarter

- 3.3 The amber status project is People 5 - supporting key business sectors and help people to access the opportunities that they offer. Due to the presence of Reinforced Autoclaved Aerated Concrete (RAAC) at the Farnborough College of Technology, the rooms and facilities at Aerospace Research and Innovation Centre (ARIC) are currently being used as teaching space.
- 3.4 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. This document will continue to evolve over time, to focus on the key data needed to assess how the Council is running.

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

- 4.1 The Council's key strategic and standing corporate risks have remained relatively unchanged during this period. There has been one additional risk of significance added to the standing corporate register – and that is for the Leisure and Cultural Hub Major Project.
- 4.2 As was seen in the last quarter those risks directly relating to the UK economy, particularly high interest rates, continue to be impacted by the recent developments in that risk environment.
- 4.3 The Council's risk management policy and arrangements continue to receive strong engagement from all services. Risks are routinely considered and discussed at both a service level and amongst senior management. The risk management system as a whole continues to be an effective tool for risk identification and mitigation.
- 4.4 A new feature in the risk register has been included on this cycle, and that is the introduction of trend arrows against each risk score. This will assist in tracking risk changes in the short term.
- 4.5 Plans are still in place to further update/strengthen the Corporate Risk Management Policy later in 2023/24, particularly on the matter of risk appetite. As part of the longer-term updates to the policy and arrangements, consideration is also being given to tracking longer term trends for each risk.
- 4.6 The key strategic risks within v13.0 of the Corporate Risk Register (attached as appendix C) 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.
- 4.7 The inherent risk score for securing infrastructure investment has increased, but with a decrease in the residual risk score as a result of the work of the Council the risk gap overall has been reduced.
- 4.8 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. As a result of the continued challenging economic conditions in the UK, the residual risk score for the management of external debt has increased. A new risk relating to the leisure and cultural hub has been added to the register. The risk gap is considered low at this time, with work taking place in order to source external funding opportunities in order to further mitigate the risks.

- 4.9 The Council's escalated service risks are generally more transient in nature and expected to change quicker than others on the register. This quarter has seen two risks removed; loss of tenants/income and FOI statutory deadlines. One additional risk has been escalated this quarter, and that is the absorption of the LEP functions into the County Council.

## **5. Conclusion**

- 5.1 Cabinet's views are sought on the performance made towards delivering the Council Business Plan during July to September 2023.
- 5.2 Cabinet are asked to discuss the Corporate Risk Register and the content of section 4 of this report.

Annex A – Council Plan Quarterly Monitoring Q2 2023/24

Annex B – Council Business Performance Q2 2023/24

Annex C – Corporate Risk Register

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

### **BACKGROUND DOCUMENTS:**

Council Plan April 2023 to March 2026

### **CONTACT DETAILS:**

Rachel Barker, Assistant Chief Executive – 07771 540950

[rachel.barker@rushmoor.gov.uk](mailto:rachel.barker@rushmoor.gov.uk)

Sharon Sullivan, Policy Officer - 01252 398465, [sharon.sullivan@rushmoor.gov.uk](mailto:sharon.sullivan@rushmoor.gov.uk)

Roger Sanders, Corporate Risk Manager – 01252 398809,

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

## Council Plan Quarterly Monitoring – Q2 2023/24

Date produced: October 2023



### Key




|  |   |  |   |
|--|---|--|---|
| <b>Green</b> - indicates that the activities are on course | <b>Amber</b> - flags up that achieving the activities is in question. <i>For example, this could be due to not meeting the original timescales.</i> | <b>Red</b> - shows that we have not been able to achieve or achieve elements of the activities | <b>Blue</b> – 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       | <br>No change | <p>The online information directory (the Rushmoor Directory) is due to be launched at the beginning of 2024 and is currently being tested.</p> <p>The council is attending a Warm and Welcome Event in October and the cost of living support available across the Borough, will be shared and promoted.</p> <p>A successful Ukrainian Independence Day Event was held in August and from late September surgeries (by appointment) for Ukrainian residents will be offered to provide focussed support for individual issues.</p> |
| People 2 - Support the creation of quality, new homes (Rushmoor Homes)            | Green       | <br>No change | <p>Planning approval has been granted, subject to S106, for the site at Pool Road which is now being prepared for transfer. Five other sites have been through the pre- application process with some detailed design changes being made following advice.</p> <p>Cambridge Road has been let to a household via an RBC housing options referral.</p> <p>A revised valuation for Rushmoor Homes Limited (RHL) has been received for the transfer of Union Yard for RHLs purposes to check business plan assumptions. In</p>        |

|   |       |  |  |
|---|-------|--|--|
|   |       |  | <p>light of this the company is ready to instruct solicitors to draft heads of terms, likely after January 2024 Cabinet (a desktop revaluation will take place prior to transfer) and subject to agreement of valuation with the Council.</p> <p>The first RHL owned/ managed Local Authority Housing Fund property has completed and will be tenanted on 8<sup>th</sup> October.</p>  |
| People 3 - Progress the development of a new leisure centre and cultural hub in Farnborough           | Green | <br>Improvement | <p>The design brief has been finalised and now includes Council office accommodation and full design team are appointed. Subsidy control issue now resolved through confirmation of Council borrowing and MoU signed and returned. Project Board mobilised and familiarisation and first meeting have taken place. At Cabinet on the 3 October 2023 the next steps for the project were agreed.</p>  |
| People 4 - Working with partners, encourage more residents to be active and have healthier lifestyles | Green | <br>No change   | <p>The Healthy Walks co-ordinator has been recruited, this is an 18 month post hosted by Rushmoor Voluntary Service. Walking volunteers are being recruited and walks promoted. There was a low uptake for the Lido Pupil Premium project and Places for People will consider for next year. Wider systems approach to obesity fund launched and promoted to all stakeholders and wider partners. The Council is working with health partners and Headteachers around healthy weights and activity. The Energise Me toolkit is available for schools as a resource and there is the introduction of PE kit days and Active Maths in some primary schools to encourage increased activity. The Rushmoor Directory (mentioned in People 1) will include health and wellbeing information, via public health and Frimley ICS.</p>   |
| People 5 – Support key business sectors and help people to access the opportunities that they offer   | Amber | <br>Decline   | <p>Teaching at Farnborough College of Technology has been significantly impacted by the discovery of RAAC concrete in the main college building. The rooms and facilities at Aerospace Research and Innovation Centre (ARIC) are now being used as teaching space in the short term with Farnborough Aerospace Consortium (FAC) looking for alternative accommodation. The council is supporting both the College and FAC to manage this disruption.</p> <p>Work commissioned by the EM3 LEP, supported by the council, on the jet zero cluster is nearing completion. This will inform the development of a proposition on the investment potential of Farnborough and the wider region.</p> <p>The vacant Employment and Skills Officer role has now been filled with renewed emphasis on how the council is supporting employment and skills outcomes through development projects.</p> |

**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       | <br>No change     | Building works are continuing: <ul style="list-style-type: none"> <li>Block E, (including 18 “affordable” apartments), façade finishes are 90% complete - all 2nd fix stage (includes dry lining and mist coat, kitchens, and tiling) is 65% complete. It is anticipated a benchmark apartment (used for setting acceptable quality) will be ready for snagging mid-October.</li> <li>Blocks C and D (including 82 private apartments) - brickwork is ongoing from Level 5 and above. Block D truss roof complete. Joinery, internal doors, skirting, kitchens fittings plus 2nd fix electrical is ongoing up to Level 3.</li> <li>Block S (student accommodation) - brickwork is progressing well and overall 65% complete. All floor screeds including underfloor heating and ductwork are complete</li> </ul> |
| Place 2 - Progress the regeneration of Farnborough town centre, including the civic quarter         | Green       | <br>Improvement | Cabinet Paper was approved in August 2023, which requested capital funding to progress design for the Farnborough Civic Quarter masterplan, particularly the highways works, Plot D and Plot I. Conversations are ongoing regarding the disposal of various plots for delivery by 3rd parties.   |
| Place 3 - Update the facilities at the crematorium in Aldershot                                     | Green       | <br>No change   | Planning permission was granted for Aldershot Park Crematorium in July and planning permission was granted for the Chapel at Redan Road Cemetery in August. Cabinet approved funding for the scheme on 12 September 2023 and as the combined budget request for the main refurbishment at Aldershot and the refurbishment of the chapels at Redan Road Cemetery was higher than anticipated at the end of feasibility, final budget sign off was approved by full Council on 5 October 2023.   |
| Place 4 – Work with partners to deliver the Rushmoor Cultural Strategy and build on Rushmoor's rich | Green       | <br>No change   | With Hampshire Cultural Trust, the Council is continuing to build the cultural partnership and developing relationships with partners to deliver on the key priorities in the Rushmoor Cultural Strategy.  |

|   |       |  |   |
|---|-------|--|---|
| heritage to both increase community pride and the visitor economy.  |       |  | <p>The Council continues to deliver its core events programme with large scale events over recent months including Playfest and the Rushmoor Heritage Festival. During the Rushmoor Heritage Festival the council ran a number of events to promote the Aldershot and Farnborough heritage trails.</p> <p>The council has also supported events run by partners including 'Testchamber Live' (at the Farnborough Wind Tunnels) and Rushmoor Cultural Day. Planning is underway for events over Halloween and Christmas.</p> |
| Place 5 - Continue progress towards our goal of becoming a carbon neutral council by 2030 through reducing emissions in our facilities and operations | Green | <br>No change | <p>Eco Fair was held at Southwood visitor centre in September, with the aim of supporting residents to learn more about climate change, sustainable living, and how to reduce their own personal carbon footprints. The fair also hosted a big tree giveaway. Work on the Carbon Footprint for 2022/23 is underway.</p>   |



# Council Business Performance

Quarter 2 2023/24

## Points to note

- Call abandon rate is lower this quarter at 11.3% and the average call handle time has increased to 6 minutes and 33 seconds.
- There was a reduction in number of website sessions for Q2 in comparison to the same quarter last year, this was mainly due to people not viewing the lido page (page views on our lido pages down by more than 90%). However, Southwood Country Park and the car boot sales had large increases in page views in comparison to last year's Q2.
- The Q1 2023/24 recycle rate was 44.1% which is highest quarterly rate and the same as Q1 2022/23

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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 |   |                                       |   |
|--|---|-------------------------------------|---|--|---|---------------------------------------|---|
| 8  |   |                                     |   | 75%  |   |                                       |   |
| DoT from last quarter (12)   |  | DoT from this quarter last year (5) |  | DoT from last quarter (78%)                  |  | DoT from this quarter last year (60%) |  |
| Comment: Six out of eight complaints responded within the timescale of the policy. |   |                                     |   |  |   |                                       |   |

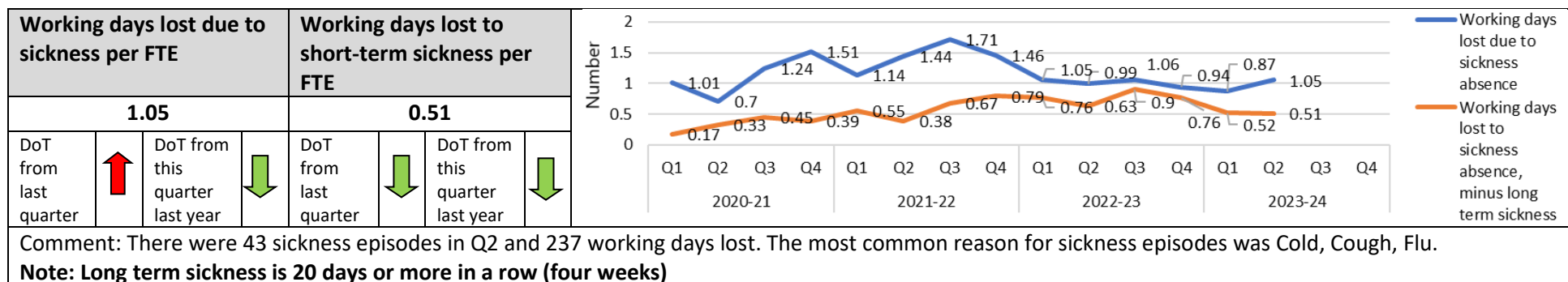
### Health and safety

| Violence at work data - incidents |  |                                     |  | Rushmoor work related accident / incident data |   |                                     |  |
|-----------------------------------|--|-------------------------------------|--|--|---|-------------------------------------|--|
| 5                                 |  |                                     |  | 3  |   |                                     |  |
| DoT from last quarter (9)         |  | DoT from this quarter last year (9) |  | DoT from last quarter (3)                      |  | DoT from this quarter last year (2) |  |





### Paying externally issued invoices

| % of invoices paid on time (within 30 days) | DoT from last quarter   |         | DoT from this quarter last year   |          |
|---|---|---------|---|----------|
| 96.49%                                      |  | (96.25) |  | (93.89%) |





## Absence rate



## Workforce data

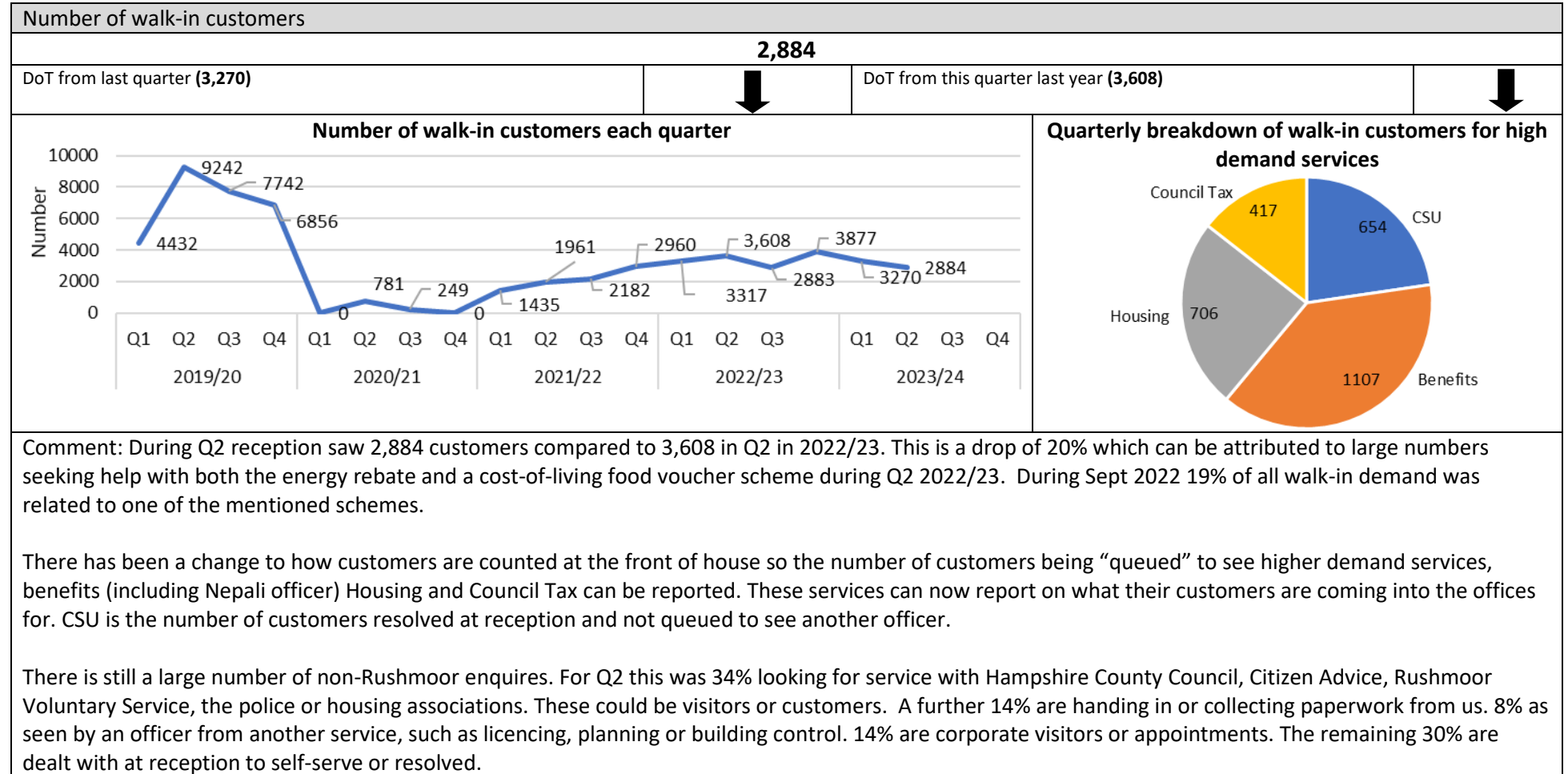
| Starters and leavers |   | Turnover                      |   |   |   | % of employees non-white (22.6% non-white groups in 2021 Census) |   |   |   |
|----------------------|---|-------------------------------|---|---|---|--|---|---|---|
| Starters             | 8 | 2.78%                         |   |   |   | 4.76%  |   |   |   |
| Leavers              | 7 | DoT from last quarter (4.37%) |  | DoT from this quarter last year (6.34%) |  | DoT from last quarter (4.37%)                                    |  | DoT from this quarter last year (5.22%) |  |

## Freedom of information requests

| Number of requests received |   |                                       |   | % responded to on time (one month behind) |   |                                       |   |
|-----------------------------|---|---------------------------------------|---|---|---|---------------------------------------|---|
| 162                         |   |                                       |   | 72%                                       |   |                                       |   |
| DoT from last quarter (167) |  | DoT from this quarter last year (131) |  | DoT from last quarter (73%)               |  | DoT from this quarter last year (37%) |  |

## Corporate customer contact indicators

### Walk-in customers



## Calls to customer services

| Number of calls   |   |  |   | Average wait time                     |   |   |   | Call abandoned rate           |   |   |   | Average call handle time              |   |   |   |
|---|---|--|---|---------------------------------------|---|---|---|-------------------------------|---|---|---|---------------------------------------|---|---|---|
| <b>16,774</b>   |   |  |   | <b>1 minute 45 seconds</b>            |   |   |   | <b>11.3%</b>                  |   |   |   | <b>6 minutes 33 seconds</b>           |   |   |   |
| DoT from last quarter (17,948)  | ↓ | DoT from this quarter last year (19,441) | ↓ | DoT from last quarter (2 min 15 secs) | ↓ | DoT from this quarter last year (1 min 36 secs) | ↑ | DoT from last quarter (15.6%) | ↓ | DoT from this quarter last year (10.8%) | ↑ | DoT from last quarter (6 min 15 secs) | ↑ | DoT from this quarter last year (1 min 36 secs) | ↑ |
| Comment: In the last quarter, the Customer Services have been offered 16,774 calls and answered 14,871 calls. This is a decrease of 2667 offered calls. Last year there was an unexpected demand during this period with energy rebate calls, cost of living food vouchers as well as changes to bin collections following the Queen's Funeral. The abandoned rate is consistent with the period last year, however last year proactive messaging to provide information to customers was used so that customers could resolve their enquiry without needing to speak with an advisor. Removal of this proactive abandonment the service would have had the call abandoned rate running at around 8%. |   |  |   |                                       |   |   |   |                               |   |   |   |                                       |   |   |   |






## Demand via other access channels

| Number of emails  |   |   |   | Number of enquires via app    |   |   |   | Number of enquires via webforms |   |                                       |   |
|---|---|---|---|-------------------------------|---|---|---|---------------------------------|---|---------------------------------------|---|
| <b>6,351</b>  |   |   |   | <b>1,520</b>                  |   |   |   | <b>790</b>                      |   |                                       |   |
| DoT from last quarter (5,815)   | ↑ | DoT from this quarter last year (5,438) | ↑ | DoT from last quarter (1,461) | ↑ | DoT from this quarter last year (1,156) | ↑ | DoT from last quarter (682)     | ↑ | DoT from this quarter last year (887) | ↓ |
| Comment: Of the web forms 724 were for Council Tax and 66 were for Environmental Health |   |   |   |                               |   |   |   |                                 |   |                                       |   |

## Website

| Website session  |   |  |   | Top three pages visited  |  |
|--|---|--|---|--|--|
| 123,911  |   |  |   | 1. Bin collection day finder (19,715)<br>2. Crematorium diary (6,863)<br>3. Aldershot lido (6,691) |  |
| DoT from last quarter<br>(154,161)   | ↓ | DoT from this quarter last year<br>(204,184) | ↓ |  |  |
| Comment: The reduction in number of sessions for Q2 in comparison to the same quarter last year was mainly due to the lido, with page views on our lido pages down by more than 90% (6.7k in Q2 2023/24 vs 69k in Q2 2022/23). However, Southwood Country Park had over 9 times the increase in page views from last year's Q2 (4.5k vs 0.4k). Interest in the car boot sales also increased by 90% in comparison to last year's Q2. |   |  |   |  |  |

## Social media

| Facebook  | Instagram  | Twitter  | LinkedIn  | Next Door   |
|---|--|--|---|---|
|  Followers: <b>12,470</b> (up 105)<br>Posts: <b>59</b><br>Reach: <b>313,818</b><br>Avg reach per post: <b>5,318</b><br>Engagements: <b>34,079</b><br>Engagement rate: <b>11%</b> |  Followers: <b>1,831</b> (up 65)<br>Posts: <b>60</b><br>Reach: <b>22,142</b><br>Avg reach per post: <b>369</b><br>Engagements: <b>637</b><br>Engagement rate: <b>3%</b> |  Followers: <b>5,830</b> (down 18)<br>Tweets: <b>126</b><br>Impressions: <b>56,000</b><br>Avg impressions per tweet: <b>447</b><br>Engagement rate: <b>2.4%</b> |  Followers: <b>2,006</b> (up 60)<br>Posts: <b>23</b><br>Impressions: <b>11,359</b><br>Avg reach per post: <b>494</b><br>Engagement rate: <b>9.1%</b> |  Service area size: <b>17,919 residents</b> (up 259)<br>Posts: <b>40</b><br>*Impressions: <b>25,427</b><br>Avg impressions per post: <b>635</b><br><small>*post views, daily digest clicks, and email notifications opened</small> |

## Print media

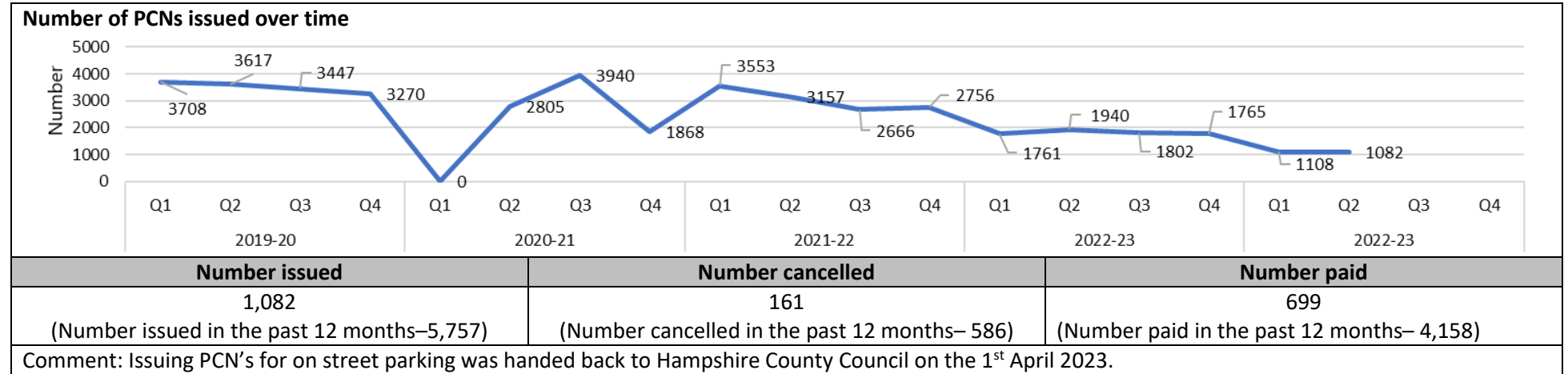
| Press releases            |   |                                      |   | Media enquires             |   |                                      |   |
|---------------------------|---|--------------------------------------|---|----------------------------|---|--------------------------------------|---|
| <b>5</b>                  |   |                                      |   | <b>15</b>                  |   |                                      |   |
| DoT from last quarter (8) | ↓ | DoT from this quarter last year (10) | ↓ | DoT from last quarter (28) | ↓ | DoT from this quarter last year (13) | ↑ |

## Overall digital uptake

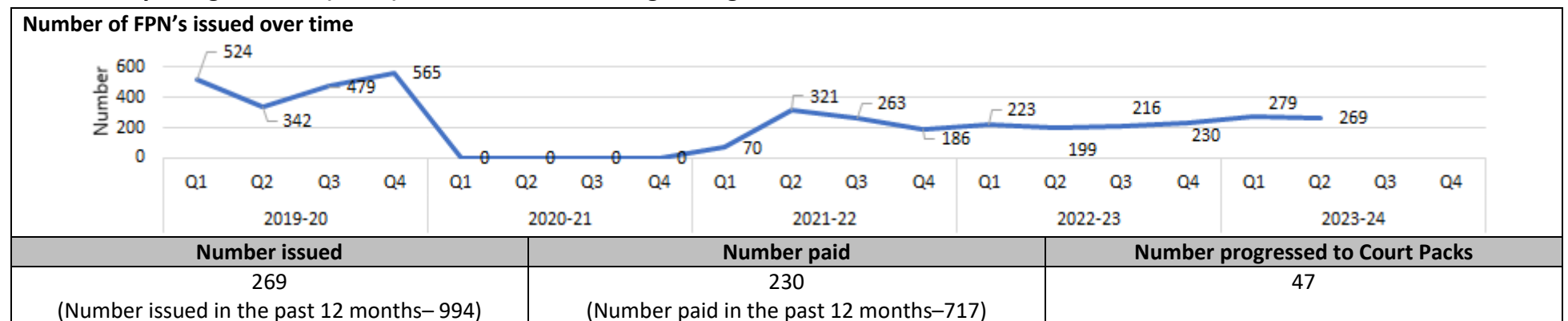
| % of transactions through digital services versus other channels (where a digital service is available)                         | DoT from last quarter            | DoT from this quarter last year  |
|---|----------------------------------|----------------------------------|
| <b>73% of 7,338 transactions</b>  | ↓<br>(77% of 8,561 transactions) | ↑<br>(72% of 7,744 transactions) |
| Comment: Fewer transactions in Q2 compared to previous years appears to be related to fewer garden waste subscription renewals. |                                  |                                  |

## Key Service Indicators

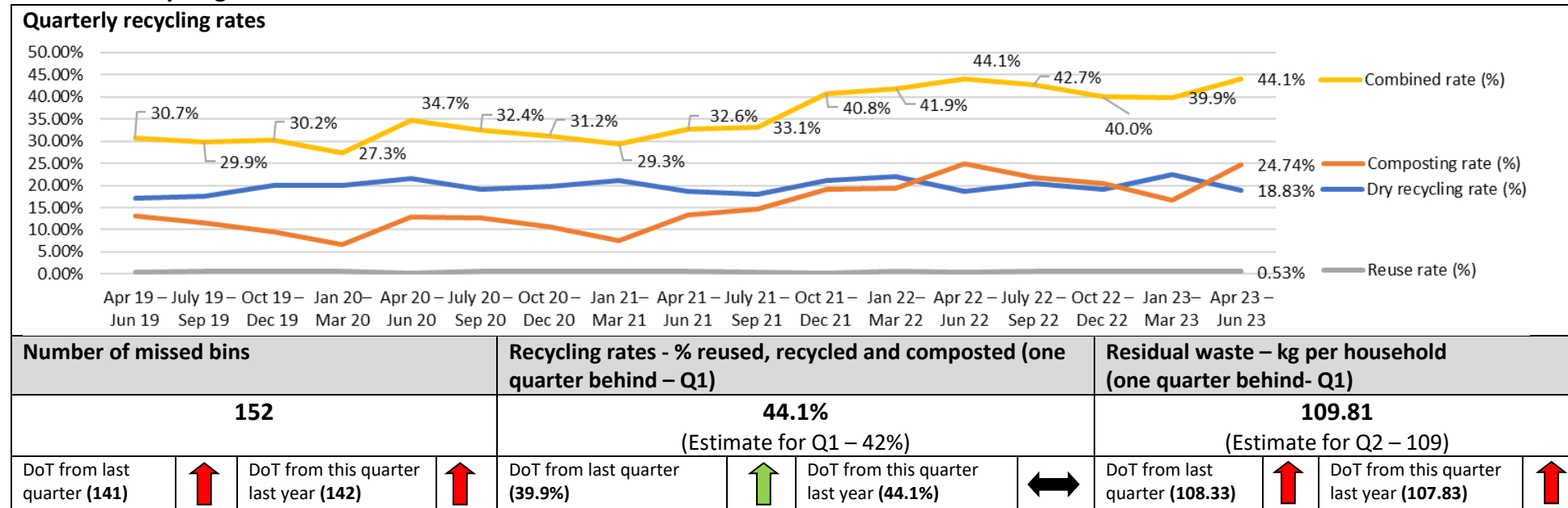
### Penalty Charge Notices (PCNs)



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



## Waste and recycling



## Homelessness

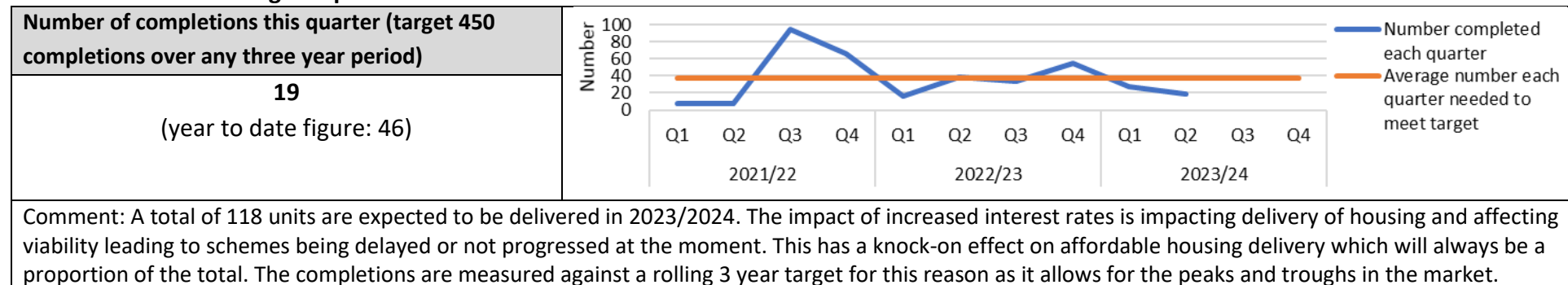
| Number of Homelessness enquires |   |                                       |   | Number placed in B&Bs      |   |                                      |   | B&B costs - gross               |   |   |   |
|---------------------------------|---|---------------------------------------|---|----------------------------|---|--------------------------------------|---|---------------------------------|---|---|---|
| 284                             |   |                                       |   | 20                         |   |                                      |   | £26,872 estimate                |   |   |   |
| DoT from last quarter (281)     | ↑ | DoT from this quarter last year (364) | ↓ | DoT from last quarter (14) | ↑ | DoT from this quarter last year (24) | ↓ | DoT from last quarter (£38,718) | ↓ | DoT from this quarter last year (£33,351) | ↓ |

## Housing Allocation Pool

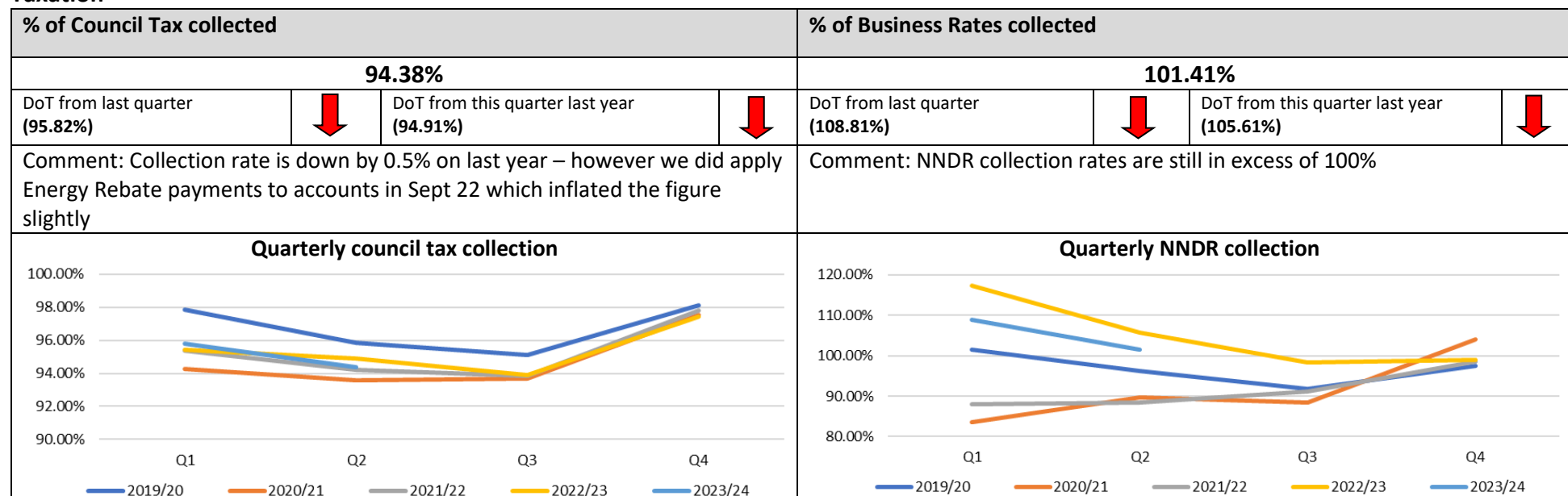
| Number added to pool this quarter |   |                                       |   | Number housed this quarter |   |                                      |   | Total number in the Housing Allocation pool |   |   |   |
|-----------------------------------|---|---------------------------------------|---|----------------------------|---|--------------------------------------|---|---|---|---|---|
| 146                               |   |                                       |   | 95                         |   |                                      |   | 1,864                                       |   |   |   |
| DoT from last quarter (126)       | ↑ | DoT from this quarter last year (162) | ↓ | DoT from last quarter (62) | ↑ | DoT from this quarter last year (34) | ↑ | DoT from last quarter (1,759)               | ↑ | DoT from this quarter last year (1,680) | ↑ |



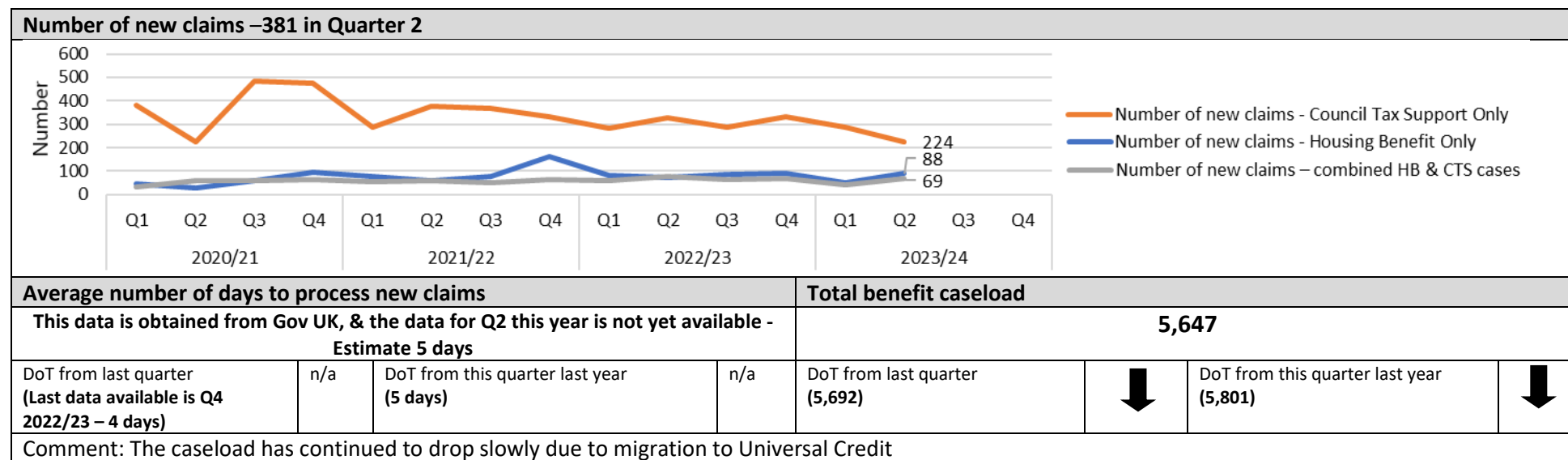
## Gross affordable housing completions



## Taxation



## Benefits



## 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%) |
|--|---|---------------------------------------|---|--|---|---|
| 283  |   |                                       |   |  |   |   |
| DoT from last quarter (340)  | ↓ | DoT from this quarter last year (236) | ↑ | 100%*  | 93%**   | 97.4%***  |
| Comment: * 2 of the 3 applications determined in the quarter were outside the statutory period however both were subject to agreed extensions of time and therefore are recorded as 'in time' **7 of the 14 applications determined in the quarter were outside the statutory period however 6 were subject to agreed extensions of time and therefore are recorded as 'in time' ***18 of the 77 applications determined in the quarter were outside the statutory period however 16 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%) |
|--|---------------------------------|-----------------------------------|
| 4  | 0<br>(1 decisions this quarter) | 0%                                |
| Details of Planning appeals allowed: no planning appeals allowed this quarter. |                                 |                                   |

### Electoral Registration

| % of registered properties (properties minus 'true' voids)   | DoT from last quarter | DoT from this quarter last year |
|--|-----------------------|---------------------------------|
| 86%  | ↔<br>(86%)            | ↔<br>(86%)                      |
| 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. |                       |                                 |



## Rushmoor Borough Council - Corporate Risk Register v13.0 25/10/23 (CABINET)

| Risk Title   | Risk Owner    | Risk Type | Risk Description & Potential Outcomes   | Inherent Risk Score | Inherent Risk Rating | Inherent Risk Trend | Existing Controls / Mitigation   | Residual Risk Score | Residual Risk Rating | Residual Risk Trend | Additional Mitigation Planned   | Target Risk Score | Target Risk Rating | Target Risk Trend |
|--|---------------|-----------|---|---------------------|----------------------|---------------------|--|---------------------|----------------------|---------------------|---|-------------------|--------------------|-------------------|
| <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                 | ↔                   | <p>Continued horizon scanning/monitoring of the broader policy context.</p> <p>Respond to HCC Budget consultation.</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.</p> <p>There is also a reputational risk if the Council is not seen to be adequately responding to economic changes or shocks.</p> | 12                  | 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>Strategic Economic Framework agreed in April 2022.</p> | 12                  | High                 | ↔                   | <p>Revised package of business support being delivered from September 2022 onwards:</p> <ul style="list-style-type: none"> <li>Invest to grow</li> <li>Incubative enterprise support</li> <li>SeedL - training</li> <li>LoCase - Low Carbon funding</li> </ul> <p>Regular business surveys to understand business needs.</p> <p>Business support element of UKSPF.</p> <p>Strategic Economic Framework implementation.</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.</p> <p>A decline in retail will also have an impact on Business Rates income for the Council.</p> <p>Changes to Permitted Development undermine Town Centre regeneration</p> <p>Announcements of CVAs by Wilko and Prezzo and store closures by Boots demonstrate the potential further retrenchment of major changes. Further bank closures.</p>   | 12                  | 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>   | 9                   | High                 | ↔                   | <p>Review of engagement with and ongoing provision of business support to Town Centre businesses.</p> <p>Role of the Aldershot Town Centre Task Force being reviewed.</p> <p>Article 4 confirmed however since this time SoS 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> <p>Increase in Farnborough markets/events. Enhance activity due to ownership of Meads and potential of union Yard</p> | 6                 | Medium             | ↔                 |
| <b>Poor Educational Attainment - Secondary schools</b>                                     | Rachel Barker | ST        | <p>Educational attainment at secondary education level continues to present challenges. This may have an impact on deprivation, unemployment etc. Impact on the area's local reputation. May impact on service demand.</p>  | 9                   | High                 | ↔                   | <p>HCC responsible for Education. RBC supporting role - Priorities set out in the Supporting Communities Action Plan – focus on increasing aspirations.</p> <p>Joint work on supporting families with Hampshire Children's Services</p>  | 9                   | High                 | ↔                   | <p>Ongoing dialogue with headteachers of key educational establishments e.g. Farnborough 6th Form.</p> <p>Engaging with young people relating to skills, development and opportunities in line with the supporting the communities strategy and action plan. Service Plans 23/24</p>  | 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>   | 16                  | 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>Poor Health Outcomes within Borough (e.g. obesity, mental health etc)</b>               | Rachel Barker | 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 ICS, HCC and the PCNs with a range of initiatives and plans in place or being developed.</p> <p>Projects to include increased physical activity and reducing obesity in the Borough.</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 ICS and HCC) and then overall approach to delivering the Council's ambitions (Q3 2023/24).</p>  | 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.<br><br>The long-term economic picture remains uncertain.<br>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.<br><br>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.<br><br>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.<br>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.<br>Review and analyse publicly available datasets, alongside those held by the Council.<br>Work with partners to understand trends that exist at a larger geography and potential implications (e.g. aging populations)<br><br>Presentation to CMT in April 2023 on census data.<br><br>Census information reviewed and shared widely across the Council and with partners so that trends and their implications are understood. | 4 | Medium | ↔ | CMT Services Managers session on census data and implications planned for Q3 2023.<br><br>RBC response to ONS consultation on future census arrangements to stress the importance of the census data - October 2023. | 2 | Low    | ↔ |

**Standing Corporate Risks (SC) - Total 17 (+1) 2 not suitable for Public Register/Removed, 3 Redacted**

|   |               |    |  |    |      |   |   |    |      |   |  |    |        |   |
|---|---------------|----|--|----|------|---|---|----|------|---|--|----|--------|---|
| Financial Sustainability  | Peter Vickers | SC | Government funding declines putting financial sustainability at risk.<br>Business Rates base reduces due to lower economic activity<br>Council cannot afford to deliver services on current cost configuration.<br>Lack of engagement from officers and members with the financial challenge.<br>Savings Programme does not deliver required savings .<br>Poor decision making on financial commitments.<br>Decisions taken in isolation and do not form part of wider strategy.<br>Inflationary pressures and increase in PWLB/Other LA interest rates places additional pressure on the Council's finances<br>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.<br><br>The savings are monitored both through the normal quarterly monitoring process and more specific monitoring for high value/risk plans.<br><br>If any spending above budget is identified, mitigations will be identified and implemented.<br><br>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<br><br>Review income sources to maximise cashflow. Summer 2023.   | 9  | High   | ↔ |
| Threat of Cybercrime & Data Loss  | Ian Harrison  | SC | Threat of outside malicious forces attempting to breach RBC's network.<br>Breach could lead to data loss, loss of service(s) & potential unknown financial loss and possible enforcement action by the ICO.<br>Inability to operate in whole or in part until the breach is addressed<br>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<br>End user / insider risk of inadvertent actions that could result in cyber issue .<br><br>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)                                  | Ian Harrison  | 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 | ↔ | 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.  | 8  | High   | ↔ |
| Management of external debt - Interest rate/refinancing risk, access to capital finance | Peter Vickers | SC | The Council cannot commit to fund the programme of projects, within the regeneration and property programme.<br><br>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.<br><br>The recent increases in interest rates makes affordability of funding more challenging.   | 12 | High | ↔ | Secured some external grant funding to assist with bridging funding gaps.<br>Review of capital and investment position overall and mindful of CIPFA consultation on debt funding.<br>Ensuring finance colleagues are kept up to date with both current / forecast project spending and potential sales of assets.<br>A programme is being drafted to manage the wider financing needs and timing of receipts.   | 12 | High | ↑ | Seek additional grant funding to mitigate the risk to the Council.<br>Obtain detailed expert advice and carry out due diligence on major projects and capital commitments.<br>Consider joint ventures and other methods of delivery in order to share the risk/reward.<br>Continue to review financial position in order to determine capacity to support regeneration and property projects.<br>Review opportunities for receipts in the context of income received from these assets. Expedite actions to enable disposal of identified assets.<br>Work with members to establish priorities for commitment of available funding against regeneration programme<br>Consider the slowing of programme | 4  | Medium | ↔ |
| PCI DSS compliance  | Peter Vickers | SC | Council is not currently fully compliant with PCI DSS<br>Council is aware and has chosen not to be fully compliant - additional processing fee is paid but no further mitigation is in place<br>Council engaged QSA with review of current position and recommendation on future options   | 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. Due to the age profile there is a risk of losing knowledge and experience in coming years.   | 16 | High | ↔ | <ul style="list-style-type: none"> <li>Developmental activities:</li> <li>•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</li> <li>•My Learning e-platform for compliance and developmental training, with reminders when training due</li> <li>•Bespoke leadership development, ongoing internal communications via Staff Live, Yammer, People Portal, email, team meetings, 121s</li> <li>•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.</li> </ul>  | 8 | High   | ↔ | Review of corporate succession planning (2023)   | 4 | Medium | ↔ |
| Insufficient funding to proceed with projects   | Karen Edwards | SC | <p>The Council cannot commit to fund the programme of projects, within the regeneration and property programme.</p> <p>Failure to deliver the schemes as a result of a lack of funding and team resources will not meet the overarching strategy objective as stated in the Council Business Plan to deliver additional income or capital and regenerate our town centres.</p> <p>The recent increases in interest rates makes affordability of funding more challenging.</p>   | 16 | High | ↔ | <p>Secured some external grant funding to assist with bridging funding gaps.</p> <p>Review of capital and investment position overall and mindful of CIPFA consultation on debt funding.</p> <p>Ensuring finance colleagues are kept up to date with both current / forecast project spending and potential sales of assets.</p> <p>A programme is being drafted to manage the wider financing needs and timing of receipts.</p>  | 9 | High   | ↔ | <p>Seek additional grant funding to mitigate the risk to the Council.</p> <p>Obtain detailed expert advice and carry out due diligence on major projects and capital commitments.</p> <p>Consider joint ventures and other methods of delivery in order to share the risk/reward.</p> <p>Continue to review financial position in order to determine capacity to support regeneration and property projects.</p> <p>Review opportunities for receipts in the context of income received from these assets. Expedite actions to enable disposal of identified assets.</p> <p>Work with members to establish priorities for commitment of available funding against regeneration programme</p> <p>Consider the slowing of programme</p>  | 4 | 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>Comprehensive regeneration programme governance process implemented. (Board meets 6-weekly)</p> <p>Regular Cabinet and Member reporting</p> <p>External due diligence engaged</p> <p>External grant funding secured</p> <p>Wider Town Centre Strategy for Farnborough completed and adopted by Cabinet in Summer 2022</p>  | 9 | High   | ↔ | <p>Further public/market engagement planned.</p> <p>Programme / scheme viability to be reviewed regularly.</p> <p>Seek further external grant funding to reduce Council financial exposure - LEP / Homes England / High Street Fund etc.</p> <p>Engage with the market to establish a new development partner/delivery route.</p>  | 6 | Medium | ↔ |
| Civic Quarter, Farnborough - Major Project  | Nick Irvine   | SC | <p>Anticipated project expenditure of circa £250m expected to require RBC borrowing / rental guarantees / external funding to fulfil.</p> <p>High levels of public and political interest in scheme.</p> <p>Reputation for delivery will be tested.</p> <p>Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.</p>  | 9  | High | ↔ | <p>Comprehensive regeneration project governance process implemented - RBC Board meets monthly</p> <p>Regular Cabinet and Member reporting.</p> <p>External due diligence engaged.</p> <p>Public engagement undertaken in September 2021.</p> <p>Planning application approved (subject to s106) in February 2023.</p>  | 9 | High   | ↔ | <p>Programme / scheme viability to be reviewed regularly.</p> <p>Seek further external grant funding to reduce RBC exposure - LEP / Homes England / High Street Fund</p> <p>OPE funding bid for £2m submitted in March 2023 to assist with early enabling works - awaiting outcome.</p> <p>Engage with the market to establish a new development partner/delivery route.</p>   | 6 | Medium | ↔ |
| External Audit opinion  | Peter Vickers | 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 VFM 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> | 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> <p>Jan-22 Trainee Capital Accountant &amp; Junior Service Accountant recruited, which will boost teams resources to produce SoA and answer EY queries in a timely manner</p> <p>Property, Insurance &amp; Finance information with respect to properties is now aligned &amp; information now freely passes between property &amp; finance team</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>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)</p> | 4 | Medium | ↔ |

|  |                  |    |   |   |      |   |  |   |        |   |  |   |        |   |
|--|------------------|----|---|---|------|---|--|---|--------|---|--|---|--------|---|
| Loss of Accommodation/<br>Building (temporary &<br>permanent)  | Rachel<br>Barker | 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>Most staff are able to work from home in the event of the Council offices being unavailable, this is assuming IT isn't affected.</p> <p>Prince Hall could be set up as a temporary front of house service.</p>   | 6 | Medium | ↔ | Business continuity plan and IT Disaster recovery plan to be tested – NS/RS/AM   | 6 | Medium | ↔ |
| Climate Change – Failure to<br>deliver ambition for a carbon<br>neutral Council by 2030.   | Rachel<br>Barker | SC | Risk of not delivering high profile organisational objective due to insufficient resources or lack of support because of other priorities   | 9 | High | ↔ | <p>Development of an action plan and assessing resourcing requirements. This is kept under review.</p> <p>Allocation of ringfenced resource to deliver project.</p> <p>Projects incorporated within Service Business Plans as part of the Review of the Climate Change Action Plan.</p> <p>Climate Change Action Plan 2023 - 26 agreed by Cabinet in July 2023.</p>  | 6 | Medium | ↔ | Develop arrangements to deliver projects with partners.  | 6 | Medium | ↔ |
| Governance and Decision<br>Making – Not meeting statutory<br>deadlines. Legal challenge to a<br>high profile, or regeneration<br>related, or high value decision<br>made by the Cabinet,<br>Committees or under delegated<br>powers. | Ian<br>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>Independent Person recruited as a member of CGAS, offering independent oversight, particularly from an audit perspective.</p> <p>Constitution kept under review in liaison with a subgroup of CGAS (the Constitution working group). Training on decision making provided to CMT/Service Managers.</p> <p>There is a guidance note for Executive Decision Making.</p> <p>Timetables and reminders for deadlines provided by meeting administrators.</p> <p>Senior Managers deliver Corporate Induction on Constitution for staff.</p> <p>Training and development of CGAS members provided as part of annual suite of training.</p> <p>Change of membership/CGAS carried out following each electoral cycle.</p> <p>Members receive training by end of July in each civic year.</p> | 6 | Medium | ↔ | <p>Continue to integrate risk management in corporate governance arrangements - continual improvement.</p> <p>Ensure horizon scanning continues within sector.</p> | 6 | Medium | ↔ |



|  |               |    |  |   |        |     |  |   |        |     |  |   |     |     |
|--|---------------|----|--|---|--------|-----|--|---|--------|-----|--|---|-----|-----|
| Union Street, Aldershot - Major Project        | Karen Edwards | SC | <p>Anticipated project expenditure of circa £40m expected to require RBC borrowing / rental guarantees / external funding to fulfil.</p> <p>High levels of public and political interest in scheme.</p> <p>Reputation for delivery will be tested, particularly as the Council is undertaking development of the scheme.</p> <p>Financial modelling builds in assumptions relating to income that are yet to be secured by way of pre-lets. It also assumes certain rates of interest aligned to any borrowing.</p> <p>Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.</p> | 6 | Medium | ↔   | <p>External grant funding secured (£6.5m)</p> <p>Comprehensive regeneration project governance process implemented. (Board meets 2 monthly)</p> <p>Regular Cabinet and Member reporting.</p> <p>External due diligence engaged.</p> <p>Employers agent appointed to review and approve costs and specifications.</p> <p>Commercial advisors appointed to develop leasing strategy for commercial element of scheme</p> <p>Additional resource appointed (Development Manager) to oversee the scheme</p> <p>Entered into fixed price main JCT Design and Build contract with Hill Partnerships at end of October 2021.</p> <p>Engaged commercial advisors to assist with pre-let opportunities</p> <p>Estate Management company appointed</p> <p>Capital receipt from the affordable housing element of the scheme agreed and progressing</p> | 4 | Medium | ↔   | <p>Identify a management company to oversee student element of the scheme on behalf of the Council.</p> <p>Rushmoor Homes Limited to purchase the market rent units from RBC.</p> <p>Consider funding profile in order to best manage risk exposure.</p> | 2 | Low | ↔   |
| *NEW* Leisure and Cultural Hub - Major Project | Karen Edwards | SC | <p>Anticipated project expenditure of circa £68m expected to require RBC borrowing / income guarantees / external funding to fulfil.</p> <p>High levels of public and political interest in scheme.</p> <p>Reputation for delivery will be tested, particularly as the Council is undertaking development of the scheme.</p> <p>Financial modelling builds in assumptions relating to income that are yet to be secured.</p> <p>Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.</p>  | 6 | Medium | N/A | <p>External grant funding secured (£20m) through Levelling Up Fund. External funding to be fully utilised prior to a need for Council funding - anticipated in 25/26 onwards.</p> <p>Comprehensive cross-party regeneration project governance process implemented. (Board meets 2 monthly)</p> <p>Regular Cabinet and Member reporting.</p> <p>External due diligence engaged.</p> <p>Employers agent appointed to review and approve costs and specifications.</p> <p>Additional resource appointed to oversee the scheme through feasibility</p> <p>Further gateway sign off required before project is fully committed financially in mid 2024.</p>  | 4 | Medium | N/A | <p>External funding opportunities through additional grants</p>  | 2 | Low | N/A |

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

|  |               |    |   |    |      |     |  |    |        |     |  |   |        |     |
|--|---------------|----|---|----|------|-----|--|----|--------|-----|--|---|--------|-----|
| Failure to reprovide temporary accommodation                           | Tim Mills     | ES | <p>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 SSJ to continue market search.</p>                                  | 12 | High | ↔   | <p>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 SSJ to continue market search. Suitable property to replace NLL is now in place.</p>   | 9  | High   | ↔   | <p>Extended timescales with Grainger beyond end 2023 for at least one of the buildings.</p>  | 4 | Medium | ↔   |
| Changes to the immigration system                                      | Rachel Barker | ES | <p>Changes to the asylum system result in reduced levels of community cohesion.</p> <p>Increased service demand</p> <p>Associated funding position is complex and uncertain and may not meet demand.</p> <p>Proposals can come on stream swiftly and may cause pressure on resources.</p> | 12 | High | ↔   | <p>Close working with relevant teams across the Council (community, housing, comms, community safety) and with regular briefings to senior managers and portfolio holders.</p> <p>Close working with external stakeholders including police, SMP, County Council, Home Office and their provider Clear Springs</p>   | 12 | High   | ↔   | <p>Further discussions with SMP and Home Office to understand how new regional dispersal system will operate (Q2 and Q3 2023/24)</p> <p>Member and staff briefings taking place Q3 2023/24</p>   | 4 | Medium | ↔   |
| *NEW* LEP absorption into County leads to loss of services and funding | Tim Mills     | ES | <p>LEP will end 31/3/24 and will be a County responsibility. Potential diversion of funding to other purposes or areas</p>  | 12 | High | N/A | <p>Relationships with HCC and remaining LEP officers</p>   | 8  | Medium | N/A | <p>Enhance engagement with economic team at HCC</p>  | 4 | Medium | N/A |
| Reduced Income from Property Portfolio                                 | Tim Mills     | ES | <p>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.</p>  | 9  | High | ↔   | <p>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.</p> <p>Prudent budgeting on Meads and Property Budget and early securing of key rents allows room for level of deterioration</p> | 6  | Medium | ↔   | <p>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.</p> <p>Implementation of asset management system under way.</p> <p>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.</p> <p>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.</p> <p>Production of Asset Management Plan to enable 7 year forecasting including ensuring all reviews etc. are undertaken pro-actively and increased focus on debt management</p> | 6 | Medium | ↔   |

|  |               |    |  |   |        |   |  |   |        |   |   |   |        |   |
|--|---------------|----|--|---|--------|---|--|---|--------|---|---|---|--------|---|
| Financial System   | Peter Vickers | ES | <p>Integra Financial System is not able to support Council requirements</p> <p>Lack of knowledge and skills within Finance and IT</p> <p>Patch Management of Integra weak leading to unsupported release</p> <p>Lack of development of Integra system within RBC means not fit for purpose</p> <p>Poor engagement from RBC HoS/SM/BH</p> <p>Link to risk - inaccurate financial reporting</p> <p>Reliance on external support from CAPITA may be weakened with focus on CENTROS</p> <p>Alternative financial records are maintained by services bypassing Integra</p> <p>Current version of Integration due to be unsupported by Capita from 01/04/2024</p>  | 9 | High   | ↔ | <p>Finance and IT are able to maintain current system</p> <p>Systems Accountant in post since August 2022</p> <p>Project team established to review options.</p> <p>Capita conducting a BPR in October 2022</p> <p>Systems Accountant is reviewing access, procedures and associated documentation and the Chart of Accounts - all to improve the finance system</p> <p>Training given to staff outside of Finance throughout the OBB process (see above) and further training is planned.</p> <p>Systems Accountant &amp; two IT members booked onto a Capita training session for System administration. Finance &amp; 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</p> | 4 | Medium | ↔ | <p>Business Process Review with Capita likely to provide roadmap</p> <p>Additional resources bid or wider support from Digital Team</p> <p>Training and Development of existing team and IT staff to provide more detailed knowledge</p> <p>Further improvement of the system assigning dashboards to HoS/budget managers to assist management of budgets</p>   | 4 | Medium | ↔ |
| Changing priorities and outcomes from either RDP partner | Karen Edwards | ES | <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>  | 9 | High   | ↑ | <p>Members Agreement sets out conflict procedures and arbitration process.</p> <p>Regular meetings between partners scheduled at both Investment Team and Board level to discuss decisions.</p> <p>Projects are jointly developed and agreed via a project plan setting out project outcomes and expected financial position of both parties post development</p> <p>Portfolio holder is on the RDP Board (with Exec Director and CEx) and Council Members kept informed of progress and key decisions.</p>  | 6 | Medium | ↑ | <p>Opportunities for relationship building exercises and different working practices now that Covid restrictions have eased.</p> <p>Informal discussions at RDP Board level to consider business plan and where the RDP can add most value to both partners.</p> <p>Increase effort on bringing forward project plans swiftly for consideration following approval of outline planning for Civic Quarter.</p> | 1 | Low    | ↔ |
| Inaccurate reporting of financial position               | Peter Vickers | ES | <p>Financial reports to Cabinet provide inaccurate financial information leading to poor decision making</p> <p>Budget holders provide finance with either inaccurate forecasts or unrealistic estimates of future expenditure and income</p> <p>Budget holders do not engage with finance</p> <p>Budget holders unaware of budget and spend position</p> <p>Inflationary pressures not fully identified</p> <p>Remote working/working from home may make budget monitoring more difficult.</p> <p>Financial information held in Integra is not reviewed by budget holders</p> <p>Basis of forecasts/estimates does not take into account relevant financial information</p> <p>Decisions are made on income/expenditure that Finance are not made aware of</p> <p>Decisions are made on incorrect assumptions</p> <p>Decisions are taken on an ad-hoc basis without understanding or consideration of wider financial position.</p> | 6 | Medium | ↔ | <p>Financial Regulations</p> <p>Budget monitoring process and quarterly reporting</p> <p>BH access to Integra</p> <p>Finance team is almost at full complement enabling full review of transactions and support to BH</p> <p>Head of Finance provides additional High-Risk financial information to HoS</p> <p>OBB process resulted in budget training to staff outside the Finance Team</p>   | 6 | Medium | ↔ | <p>Regular updates with Executive Heads Of Service so issues can be escalated as required</p>   | 4 | Medium | ↔ |