

**COUNCIL PLAN & RISK REGISTER
QUARTERLY UPDATE OCTOBER TO DECEMBER 2023**

SUMMARY AND RECOMMENDATIONS:

This report sets out the performance monitoring information of the Council Plan for the third 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. The report also includes an update on the Council's key strategies and plans that underpin and support 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 paper sets out performance monitoring information for the Council Plan and the Risk Register for the period of October to December 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 3 (31 December 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 3 last year (46.2% green/completed, 46.2% amber and 7.8% red).

3.2 The amber status project is Place 3 - Update the facilities at the crematorium in Aldershot. This is due to the fact that there are currently issues with procurement timescale for a new cremator.

3.2 Annex B sets out the Council's Business Performance during Quarter 3. 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 Cabinet to be updated on their progress, on 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 strategic and standing corporate risks have remained relatively unchanged during this period. There has been one risk reclassified from 'escalated service' to 'standing corporate' to better reflect its nature.
- 5.2 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.
- 5.3 The Council's risk management policy and arrangements continue to receive good 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. The policy and arrangements are currently in review and proposals to update them are expected to be finalised during the next risk cycle. The public version of the risk register contains information that is redacted due to its sensitive nature. These redacted risks are now made available to Cabinet in a separate document. The full risk register can be made available to Portfolio holders at any time in consultation with the appropriate risk owner/service lead.
- 5.4 The key strategic risks within v14.0 of the Corporate Risk Register (attached as annex 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. The educational attainment risk has been reviewed following the receipt of updated data as performance concerns are no longer limited to Secondary Schools.
- 5.5 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, those risks relating to the Council's capital projects have seen an increase in both the inherent and residual risk scores.

- 5.6 The risk relating to the overall financial stability of the Council has seen a decrease in the risk score for inherent, residual and target risk, with a reduction in the risk gap itself indicating the Council is tracking well against the target appetite.
- 5.7 The Council has appointed a permanent Section 151 officer and has appointed an experienced Financial Manager joining the team in February. It has also engaged an experienced interim senior technical accountant to focus on financial reporting. These changes have increased the strategic and technical capacity to manage the Council's finances and financial risk.
- 5.8 The financial stability of the council is dependent on a number of significant risks, being exposure to interest on borrowing, inflation of cost base, control of spend against approved budget plans and level of reserves available to manage one off shocks.
- 5.9 Significant due diligence has been completed on the Council's financial position and underlying internal and external drivers. Whilst the Council is experiencing financial challenges, this is specific to its ability to fund its borrowing costs. Management of external debt had been reported in previous quarters as significant risk for the Council to manage. This is no longer a risk, it is now an issue and a Financial Resilience Plan is being proposed. Internal financial controls are reliable, key risks are being managed and the Officer/Member working relationship is robust and constructive. Service costs within the Medium-Term Financial Strategy (MTFS) are in line with other local authority inflationary and expected service pressures. There is a robust financial resilience plan proposal being put to February Budget Council, and a further review of the MTFS at July Council.
- 5.10 Whilst the audit of the Council's accounts is not up to date, key balance sheet risks are managed to minimise the possibility of any adverse impact from an audit perspective.
- 5.11 The Council's escalated service risks are generally more transient in nature and expected to change quicker than others on the register. The risk regarding the property portfolio income has been reclassified as a standing corporate risk due to its long-term nature and potential impact.

6. Conclusion

- 6.2 Cabinet are asked to note the performance and risk reports for Q3 and review the risks set out in the Corporate Risk Register and the content of section 5 of this report.

Annex A – Council Plan Quarterly Monitoring Q3 2023/24
Annex B – Council Business Performance Q3 2023/24
Annex C – Key strategies and plans update – January 2024
Annex D – Corporate Risk Register (public items)
Annex E – Exempt Corporate Risk Register (confidential items)

**COUNCILLOR SUE CARTER
COMMUNITY 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

Sharon Sullivan, Policy Officer - 01252 398465, sharon.sullivan@rushmoor.gov.uk

Roger Sanders, Service Manager - Risk, Performance & Procurement – 01252 398809, roger.sanders@rushmoor.gov.uk

Peter Vickers, Executive Head of Finance and Section 151 Officer –
peter.vickers@rushmoor.gov.uk

Council Plan Quarterly Monitoring – Q3 2023/24

Date produced: January 2024



Key




Green - indicates that the activities are on course	Amber - flags up that achieving the activities is in question. <i>For example, this could be due to not meeting the original timescales.</i>	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	 No change	<p>There have been surgery-style sessions at the Council for Ukrainian families and hosts since October and two families have been supported into housing.</p> <p>There has been on-going cost of living support in this quarter and all warm hubs will be visited in January to identify needs and use.</p> <p>The soft launch of the Rushmoor Link Directory took place on 13th December and the public launch will be in January. The directory is now complete with ongoing updates needed. Branding and communications for the directory are in progress.</p>
People 2 - Support the creation of quality, new homes (Rushmoor Homes)	Green	 No change	<p>The Shareholder Report was approved by the Board.</p> <p>The Risk Log has been updated by the staff team and Board and audit work is being prepared by the council's Audit Manager.</p> <p>Planning approval was granted for the site at Redan Road, subject to s 106.</p> <p>Tendering of Pool and Redan Road sites in December indicate construction costs fall well within the parameters of those which have been modelled. Rent</p>



			<p>levels remain robust and an increase was agreed by Board of 5.7%</p> <p>The portfolio of Rushmoor sites has been re-valued by Carter Jonas to support the council and the company in its decision making related to property disposals.</p> <p>Whilst the council is working through the wider financial context and decisions on disposals/ transfers, the development programme is in a paused position. Work is prioritised on viability testing and securing planning permissions on most sites.</p> <p>The first Local Authority Housing Fund (LAHF) property has been let and a second is completed and will be ready to let in February 2024. The final property purchase expected to complete early in the New Year.</p>
People 3 - Progress the development of a new leisure centre and cultural hub in Farnborough	Green	 No change	<p>Levelling Up Fund approval received January 2023, the Royal Institute of British Architects (RIBA) Stage 0-2 activity complete and Cabinet approval received to confirm brief and RIBA3 and planning as well as approach to sustainability – full Passivhaus Certification (October 3rd and October 17th Cabinet reports).</p> <p>Levelling Up Fund MoU signed and the first payment has been received.</p> <p>A Community engagement event took place on the 22nd November and was very well attended. This created an opportunity to capture feedback on a range of areas including what activities people would like to see in the new cultural space and what we should be doing now to improve the offer in Farnborough.</p>
People 4 - Working with partners, encourage more residents to be active and have healthier lifestyles	Green	 No change	<p>The Steady and Strong classes have been delivered in Cove and the healthy walks commissioned via Rushmoor Voluntary Services is ongoing. There have been two walks organised (Aldershot Park and Southwood Country Park), with a further six planned in 2024.</p> <p>Work has been carried out with health partners and five schools in Rushmoor to reduce sugar intake and increase physical activity.</p> <p>Funding for Whole Systems Approach to obesity (£60K) is available for the Borough for projects which mitigate against obesity.</p>
People 5 – Support key business sectors and help people to access the opportunities that they offer	Green	 Improvement	<p>The Aerospace Research and Innovation Centre (ARIC) building is being used as teaching space and Farnborough Aerospace Consortium (FAC) will temporarily move back into the council offices from January 2024. A small task force has been established, which includes representation from the council, local businesses, universities and FAC, to help galvanise activity on jet zero and to help develop and promote the emerging jet zero cluster in the region. RBC's</p>

			Employment and Skills Officer is supporting a number of Employment and Skills Plans and developing a new plan with Farnborough Airport.
--	--	--	---

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	<p>The project is still expected to complete in July 2024.</p> <ul style="list-style-type: none"> Block E (including 18 “affordable” apartments) remains ahead of programme. The façade finishes are almost complete. All 2nd fix stage (includes dry lining and mist coat, kitchens, and tiling) is 90% complete. Blocks C and D (including 82 x private rented apartments, Rushmoor Homes) The brickwork is 65% complete overall. All 2nd fix stage ongoing to Levels 1-4 (there are 5 floors in total). Block S (student accommodation). This block has been prioritised in the programme to pull back in line with other blocks. It is anticipated the shopfronts for commercial unit CX14/16 in Block E will be delivered and installed in December.
Place 2 - Progress the regeneration of Farnborough town centre, including the civic quarter	Green	 No change	<p>The Rushmoor Development Partnership and Rushmoor Borough Council Regeneration Team are progressing the s106 and proposed planning conditions with the Local Planning Authority.</p> <p>Options are being explored regarding the disposal of various plots for delivery by 3rd parties although market conditions are not favourable. A key focus for the Project Team is de-risking the overall site. The team are in discussions with Homes England regarding potential grant funding to deliver the infrastructure work.</p>
Place 3 - Update the facilities at the crematorium in Aldershot	Amber	 Decline	<p>A Selection Question procurement process for the main construction contractor has been undertaken. Six submissions have been received and following evaluation, three will be offered the opportunity to participate in the Invitation to Tender (ITT) process. Dependent on the results of this process, the plan is to appoint a main construction contractor in February, enabling works to commence on site</p>

			<p>at Aldershot Crematorium in April 2024. However, these programme timescales are also dependent on the new cremator, which is a separate contract. There is a potential delay to timescales due to this dependency.</p> <p>Work continues at Redan Road and the focus of refurbishment activity has now moved to the waiting room and office area. The works are on track to be completed by February 2024.</p>
<p>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.</p>	Green	 No change	<p>Rushmoor continues to deliver its core events programme with large scale events over recent months including the Aldershot Christmas Cracker and Farnborough Frost Fayre. Additional cultural and arts activities have been added to these events including a community led samba drumming performance at the Aldershot Christmas Cracker. Also, Craft Fayres in Farnborough have seen the addition of live music and craft activities. With Hampshire Cultural Trust, Rushmoor is continuing to build relationships with arts organisations and partners and deliver on the key priority actions in the Rushmoor Cultural Strategy. UKSPF funding will support a number of proposed projects to help support heritage, cultural and arts activities. Rushmoor will also be bidding for additional Arts Council England funding to support arts and cultural development in Farnborough linked to the opening of the leisure and cultural hub.</p>
<p>Place 5 - Continue progress towards our goal of becoming a carbon neutral council by 2030 through reducing emissions in our facilities and operations</p>	Green	 No change	<p>In this quarter, the climate change school outreach programme has been successfully delivered to four schools in the borough and a final evaluation report has been given by Winchester Science Centre.</p>

Council Business Performance

Quarter 3 2023/24

Points to note

- A small improvement in the percentage of invoices paid on time in Q3.
- The abandoned rate (7.4% in Q3) has improved from Q2 (11%). However, demand in Q3 was 20% lower than in Q2.
- At the end of Q3 there were 247 members of staff, which is the lowest number in 5 years.
- Freedom of Information response times in Q3 have dropped below 70% and management action is being taken to address this.
- Council Tax collection rates are slightly down on this quarter last year but this may be due to energy rebates inflating in the collection figure this quarter last year.
- Significantly fewer digital transactions in Q3 compared to previous years is caused by fewer reports of missed, lost, stolen, and damaged bins.
- Due to a reduction in Civil Enforcement Officers and absences, there has been a reduction in Penalty Charge Notices (PCNs) issued.
- Fly-tipping data added to the performance monitoring report.

Contents

Council wide indicators

- Corporate complaints (page 2)
- Health and safety (page 2)
- Paying externally issued invoices (page 3)
- Absence rate (page 3)
- Workforce data (page 3)
- Freedom of information requests (page 4)

Corporate customer contact indicators

- Walk-in customers (page 4)
- Calls to customer services (page 5)
- Demand via other access channels (page 5)
- Overall digital uptake (page 5)
- Website (page 5)
- Social media (page 6)
- Print Media (page 6)

Key Service Indicators

- Penalty Charge Notices (PCNs) (page 6)
- Fixed Penalty Charge Notices (FPN's) (page 7)
- Fly tipping (page 7)
- Waste and recycling (page 8)
- Homelessness (page 8)
- B&B costs (page 8)
- Housing Allocation Pool (page 8)
- Affordable housing competitions (page 9)
- Planning applications (page 9)
- Planning Appeals (page 9)
- Taxation (page 10)
- Benefits (page 10)
- Electoral Registration (page 11)

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			
4				75%			
DoT from last quarter (10*)	↓	DoT from this quarter last year (6)	↓	DoT from last quarter (60%*)	↑	DoT from this quarter last year (100%)	↓
Comment: three out of four complaints responded within the timescale of the policy. *Figures changed as two complaints have been added to the system that were received in Q2 but not added to the system, both of which are resolved but not within the policy time.							

Health and safety


Violence at work data - incidents				Rushmoor work related accident / incident data			
10				8			
DoT from last quarter (5)	↑	DoT from this quarter last year (6)	↑	DoT from last quarter (3)	↑	DoT from this quarter last year (5)	↑
Comment: There has been increase in verbal threats and abuse (both by telephone and in person) and one accusation of a physical assault on a Serco waste operative (no injury). The majority of the accidents/incidents were minor in nature and relate to Princes Hall; staff, members of the public and Panto performers.							

Paying externally issued invoices

% of invoices paid on time (within 30 days)	DoT from last quarter	DoT from this quarter last year
97.36%	↑ (96.49%)	↑ (94.7%)
Comment: An improvement in the percentage of invoices paid on time in this quarter.		

Absence rate

Working days lost due to sickness per FTE			Working days lost to short-term sickness per FTE		
1.37			0.62		
DoT from last quarter	↑	DoT from this quarter last year	↑	DoT from last quarter	↓



Year	Q1	Q2	Q3	Q4
2020-21	1.01	0.7	1.24	0.45
2021-22	1.51	1.14	1.44	0.38
2022-23	1.71	1.46	1.05	0.99
2023-24	1.06	0.94	0.87	1.37

Comment: There were 49 sickness episodes in Q3 and 303 working days lost. The most common reason for sickness episodes was Cold, Cough, Flu. The most common reason for sickness days was other known causes & 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	6	4.05%		
Leavers	10	DoT from last quarter (2.78%)	↑	DoT from this quarter last year (3.32%)
			↑	
		DoT from last quarter (4.76%)	↑	DoT from this quarter last year (5.54%)
			↑	
Comment: At the end of Q3 there were 247 members of staff, which is the lowest number in 5 years.				

Freedom of information requests

Number of requests received				% responded to on time (one month behind)			
162				68%			
DoT from last quarter (162)	↔	DoT from this quarter last year (108)	↑	DoT from last quarter (72%)	↓	DoT from this quarter last year (50%)	↑
Comment: Freedom of Information response times in Q3 have dropped below 70%, management action is being taken to address this.							

Corporate customer contact indicators

Walk-in customers

Number of walk-in customers									
2,487									
DoT from last quarter (2,884)				↓	DoT from this quarter last year (2,883)				↓
Number of walk-in customers each quarter					Quarterly breakdown of walk-in customers for high demand services				
Comment: During Q3 reception there were 2487 walk-in customers and in Q3 22/23 there were 2883. This is a drop of 14%.									
There are a large number of non-Rushmoor Council enquires. For Q3 this remained the same as Q2 at 34% looking for service with HCC, CA, RVS, the police or housing associations. A further 18% are handing in or collecting paperwork from us and 15% are visitors to RBC for pre-arranged appointments. 10% are seen by an officer from another service, such as licencing, planning or building control.									

Calls to customer services

Number of calls				Average wait time				Call abandoned rate				Average call handle time			
13,307				1 minute 5 seconds				7.4%				6 minutes 48 seconds			
DoT from last quarter (16,774)	↓	DoT from this quarter last year (15,121)	↓	DoT from last quarter (1 min 45 secs)	↓	DoT from this quarter last year (1 min 18 secs)	↓	DoT from last quarter (11.3%)	↓	DoT from this quarter last year (6.2%)	↑	DoT from last quarter (6 min 33 secs)	↑	DoT from this quarter last year (4 min 24 secs)	↑
Comment: In Q3, the Customer Services have been offered 13,307 calls and answered 12,317 calls. This is a decrease of 1,814 offered calls on the same period last year. The abandoned rate has improved from Q2 which was 11%.															

Demand via other access channels

Number of emails				Number of enquires via app				Number of enquires via webforms			
5,114				1,220				619			
DoT from last quarter (6,351)	↓	DoT from this quarter last year (4,658)	↑	DoT from last quarter (1,520)	↓	DoT from this quarter last year (580)	↑	DoT from last quarter (790)	↓	DoT from this quarter last year (773)	↓
Comment: Of the web forms 583 were for Council Tax and 36 were for Environmental Health											

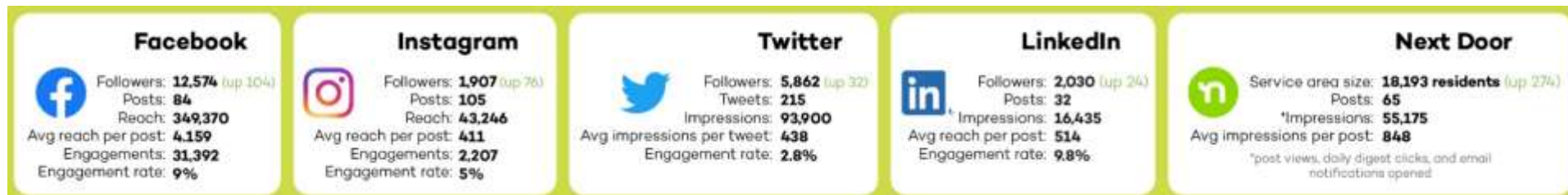
Overall digital uptake

% of transactions through digital services versus other channels (where a digital service is available)	DoT from last quarter	DoT from this quarter last year
76% of 5,958 transactions	↑ (73% of 7,338 transactions)	↑ (73% of 7,662 transactions)
Comment: Significantly fewer transactions in Q3 compared to previous years is caused by fewer reports of missed, lost, stolen, and damaged bins.		

Website

Website session				Top three pages visited	
129,151				1. Bin collection day finder (34,727) 2. Crematorium diary (6,785) 3. Council tax (6,240)	
DoT from last quarter (123,911)	↑	DoT from this quarter last year (134,235)	↓		
Comment: The number of sessions is slightly down on the figures for the same quarter as last year. 134,235 vs 129,151 (or 3.8%). The statistics from this quarter are using Google Analytics' newer 'engaged session' metric for measuring the number of sessions on the website. This is comparable with the metrics for sessions that we have used in previous quarters.					

Social media

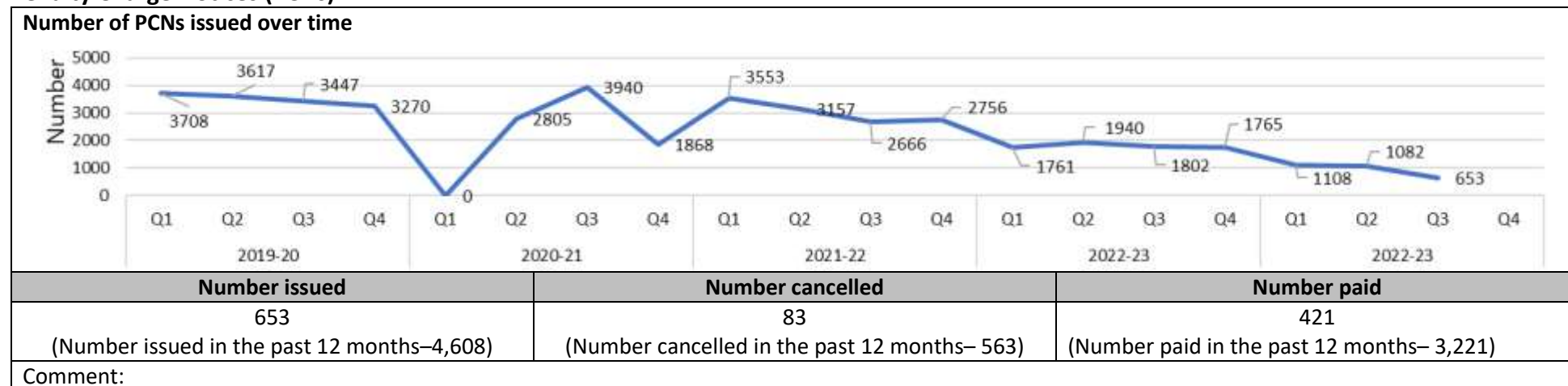


Print media

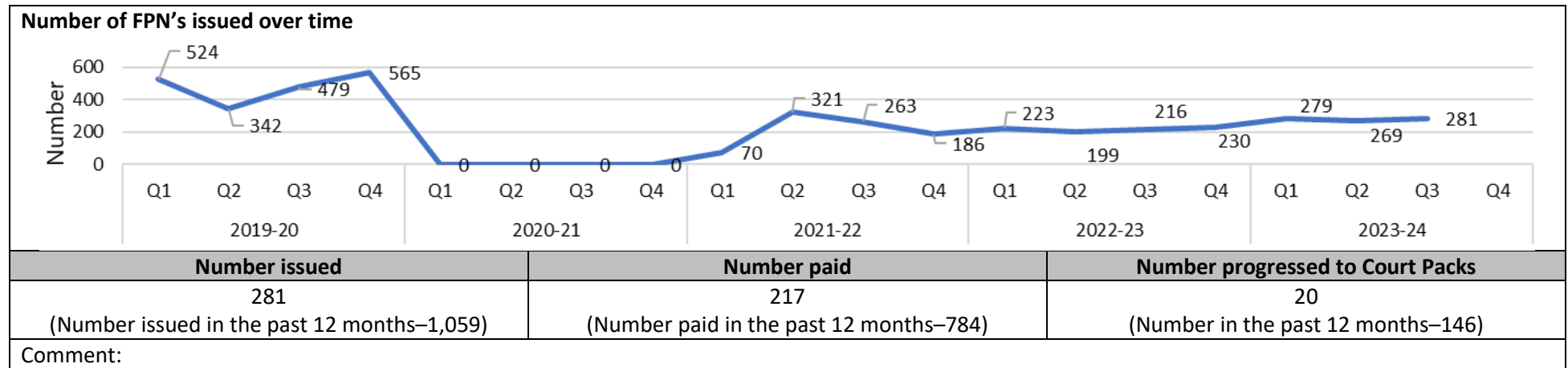
Press releases				Media enquires			
10				23			
DoT from last quarter (5)	↑	DoT from this quarter last year (2)	↑	DoT from last quarter (15)	↑	DoT from this quarter last year (14)	↑
Comment:							

Key Service Indicators

Penalty Charge Notices (PCNs)



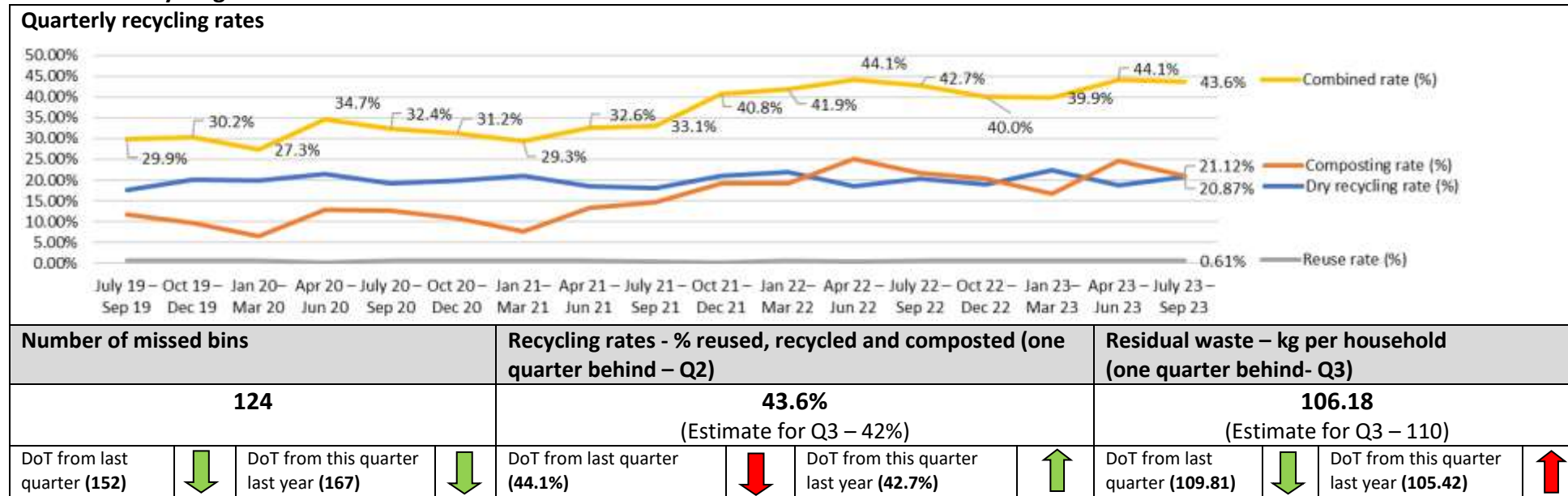
Fixed Penalty Charge Notices (FPN's) Issued for litter



Fly-tipping -



Waste and recycling



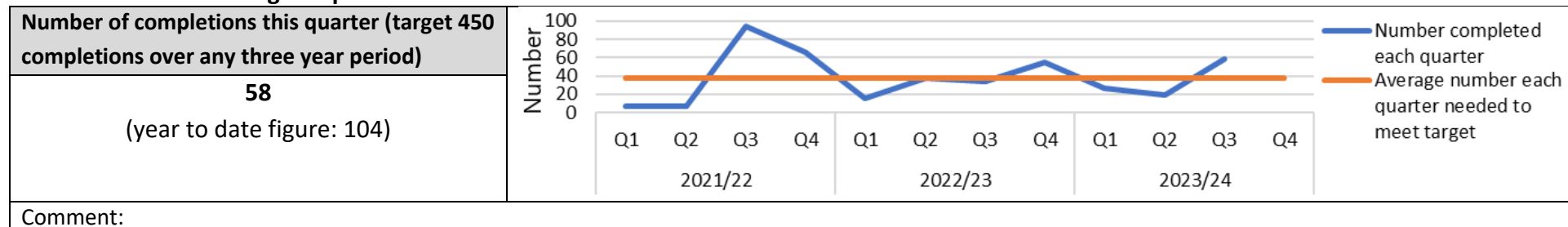
Homelessness

Number of Homelessness enquires				Number placed in B&Bs				B&B costs - gross			
251				31*				Data currently unavailable			
DoT from last quarter (284)	↓	DoT from this quarter last year (334)	↓	DoT from last quarter (20)	↑	DoT from this quarter last year (46)	↓	DoT from last quarter (£26,872 estimate)		DoT from this quarter last year (£36,326)	
Comment: *Severe Weather Protocol (SWEP) period was activated so increase in B&B placements.											

Housing Allocation Pool

Number added to pool this quarter				Number housed this quarter				Total number in the Housing Allocation pool			
149				47				1,950			
DoT from last quarter (146)	↑	DoT from this quarter last year (155)	↓	DoT from last quarter (95)	↓	DoT from this quarter last year (33)	↑	DoT from last quarter (1,864)	↑	DoT from this quarter last year (1,835)	↑
Comment: Due to an upgrade to the system the Pool will be closed to new applicants for two during Q4. 47 tenancies started, 35 households matched to properties but not yet commenced their tenancies.											

Gross affordable housing completions



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%)
185						
DoT from last quarter (283)	↓	DoT from this quarter last year (241)	↓	100%*	95%**	98%***
Comment: **3 of the 6 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' **11 of the 21 applications determined in the quarter were outside the statutory period however 10 were subject to agreed extensions of time and therefore are recorded as 'in time' ***6 of the 52 applications determined in the quarter were outside the statutory period however 5 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%)
2	1 (3 decisions this quarter)	33%
Details of Planning appeals allowed: The digital advertisement display at the Empire, High St, Aldershot was allowed. The Inspector considered that the advertisement would not appear unduly dominant, would not result in a proliferation of adverts, and conditions can be used to control the level of illuminance. The Inspector considered on this basis that the proposal would not result in harm to the Conservation Area.		

Taxation

% of Council Tax collected				% of Business Rates collected			
93.65%				95.64%			
DoT from last quarter (94.38%)	↓	DoT from this quarter last year (93.92%)	↓	DoT from last quarter (101.41%)	↓	DoT from this quarter last year (98.25%)	↓
Comment: the rate is a fraction below the same period last year due Energy Rebates being posted onto accounts in September 2022.				Comment: The figures are lower than where the Council would like but are skewed due to us holding large credits on accounts – if this wasn't the case, the collection rate would be consistent			
<p style="text-align: center;">Quarterly council tax collection</p>				<p style="text-align: center;">Quarterly NNDR collection</p>			

Benefits

Number of new claims															
<p>* there is currently an issue with the program that provides this data, so the information is not available</p>															

Average number of days to process new claims				Total benefit caseload			
This data is obtained from Gov UK, & the data for Q3 this year is not yet available - Estimate 4 days				5,595			
DoT from last quarter (Last data available is Q41 2023/24 – 4 days)	n/a	DoT from this quarter last year (5 days)	n/a	DoT from last quarter (5,647)	↓	DoT from this quarter last year (5,733)	↓
Comment: The caseload has continued to drop 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
87%	↑ (86%)	↓ (88%)
Comment:		

Key strategies and plans update – January 2024

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 was published as part of a Cabinet report in July 2023. A revised action plan was also 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. An annual report will update on the revised Action plan in March 2024.

- **Cultural Strategy**

The [Rushmoor Cultural Strategy](#) was approved by the Cultural Compact 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 (partnership) tasked with delivering the vision and the action plan.

The 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.

The council is working with a number of partners to enhance the cultural life of the borough. This includes bringing more cultural and arts activities into town centre events such as south Asian dance performers at Victoria Day and samba drumming at the Aldershot Christmas Cracker.

The Strategy is the foundation on which the council is scoping out the cultural elements of the Farnborough Leisure and Cultural Hub. It is also being used to inform bids for further funding from Arts Council England to support arts and cultural development.

- **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.

The Council is making good progress on most actions. A small number of projects are taking longer than expected and may not be delivered until 24/25.

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 in 2024.

- **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.

- **Housing and Homelessness Strategy**

The Housing and Homelessness Prevention Strategy 2023 - 2027 was approved at Cabinet on the 12 September 2023.

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 was agreed by Cabinet in September 2023 and Council in October 2023. Arrangements for its implementation and ongoing review are being put in place.

- **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 by spring 2024.

- **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 2024 to reflect the new procurement rules.

- **Strategic Economic Framework**

The [Strategic Economic Framework \(SEF\)](#) was approved by Cabinet in April 2022. It 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.

UK Shared Prosperity Fund (UKSPF) funding will be used to help deliver on the priorities and actions in the SEF. This includes measures to help businesses in Rushmoor's key sectors grow, project and initiatives to support town centre businesses and programmes to ensure that there are training, employment and education opportunities for all.

- **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 well-being and resilience of the community. It has 4 key priorities: Economic Hardship & Cost of Living, Physical and Mental Health, Connecting Communities and Young People.

- **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. Due to ongoing delays to the Levelling Up Bill which has only become an Act in December 2023, well beyond the anticipated timescale and consequent delays to any secondary legislation it has not been sensible to commence yet. A report was agreed by Cabinet in November 2023 determining that a full Local Plan Review was required. A further report will be brought to Cabinet once we have the necessary details from Government to confirm a timescale and approach.

- **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. Progress continues to be made in all 4 key areas against set out and evolving priorities including:

- **A positive culture enabling high performance:** Continued embedding of our Values and Behaviours including at Staff Live, Corporate Management/ Service Managers workshops and by recognising team and staff performance in the monthly Rushmoor Roundup! and at the end of the year event.
- **People are developed to realise their potential:** Further modules on the new eLearning System were launched providing mandatory learning and non-mandatory training modules. Delivery of awareness development sessions including neurodiversity and staff continued to access professional development sessions via SeedL.
- **The Council is an employer of choice:** Appointment of apprentices to roles and for some staff who have completed their apprenticeship programmes this has led to new permanent positions within the Council. Attended a careers fair at a local school promoting the interesting and diverse roles held at the Council.
- **Engaged people who feel valued and supported:** Wellbeing events held including a Men's Tea Break and lunchtime walk, menopause drop-in sessions and the signposting and sharing of relevant support resources. Analysis of Health & Wellbeing Survey results, including focus group outcomes, leading to the development of further employee support initiatives.

- **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.

The Council's 2023/24 projects are on track to be delivered in full before the end of the year. PPAB considered the proposed 2024/25 projects at [their meeting on the 29 November](#). Their recommendations will be included in a report to Cabinet in February 2024 alongside the proposed Council Budget.

Strategies and plans in development

- **Aldershot Town Centre Strategy**

A revised Aldershot Town Centre Strategy is due to go to Cabinet during 2024.

- **Car Parking Strategy**

The agency agreement for Rushmoor to provide on-street parking services on behalf of Hampshire was terminated by the County from 1 April 2023, and the transfer of these functions has been successfully completed. Revised internal administrative arrangements are now in place to deal with the back-office administration for Penalty Charge Notices, which are primarily undertaken by the Customer Services. From early 2024, a new team of Place Protection Officers will be in place with a remit of deterring and tackling issues of antisocial behaviour, environmental crime and parking violations. These new roles will incorporate the duties previously undertaken by the Civil Enforcement Officers (CEOs). Once the operational duties and priorities of these new roles have been established, a new parking strategy will be developed (Autumn 2024).

- **Communications and Engagement Strategy**

A communications plan for 2023/24 was shared with the Portfolio Holder in September 2023. This set out the team's communications activities and a campaign plan for the year ahead, based on the council's priorities and individual service plans. The Policy and Project Advisory Board is due to give an initial view on the direction of the new communications strategy at a meeting in 2024.

Rushmoor Borough Council - Corporate Risk Register v14.0 18/01/24 (CMT PUBLIC)

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
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.	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 and consumer confidence. Low business confidence is impacting on investment decisions inc. business lettings. 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 businesses and business networks. 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: Inclusive enterprise support SeedL - training Regular business surveys to understand business needs. Business support element of UKSPF. Strategic Economic Framework implementation.	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 large retail chains. 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	↔	Close engagement with and ongoing provision of business support to town centre businesses. Ongoing development of the Aldershot Town Centre Task Force. Work with police to tackle increased or perceived increase in ASB/Crime particularly in Aldershot More town centre events and markets planned. More activity at the Meads. Union Yard now being marketed.	6	Medium	↔
Poor Educational Attainment	Rachel Barker	ST	Educational attainment 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	9	High	↔	Ongoing dialogue with headteachers of key educational establishments. Engaging with young people relating to skills, development and opportunities in line with the supporting the communities strategy and action plan.	6	Medium	↔
Securing infrastructure investment	Nick Irvine	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.	12	High	↔	Work with public and private sector infrastructure providers and funders. Horizon scanning in relation to the levelling up agenda and its implications for Rushmoor. Horizon scanning by Policy Team for future funding opportunities.	6	Medium	↔	Engage effectively with the 'County Deal' processes and other opportunities to access Government funding, including UK Shared Prosperity Fund and the Levelling Up Fund. Continue to secure support from local stakeholders for projects - including residents, HCC and MP.	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 (Q3 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. 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, Strategy, and Transformation team 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.	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. Census information reviewed and shared widely across the Council and with partners so that trends and their implications are understood.	4	Medium	↔	None at this time	2	Low	↔

Standing Corporate Risks (SC) - Total 17 (+1 Moved from ES Register) 2 Not suitable for Public Register/Removed, 5 Redacted

Threat of Cybercrime & Data Loss	Ian Harrison	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)	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	↔
Leisure and Cultural Hub - Major Project	Karen Edwards	SC	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	16	High	↑	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	16	High	↑	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	4	Medium	↑
Management of external debt - Interest rate/refinancing risk, access to capital finance	Peter Vickers	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 - financing 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.	12	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	Peter Vickers	SC	Council is not currently fully compliant with PCI DSS which may lead to a data breach and withdrawal of service by the merchant acquirers handling credit card transactions resulting in a significant loss of a major channel for the public to transact with the council.	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	↔	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 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. In addition, build costs remain high and there are little to no incentives in the buyer's market e.g. help to buy to generate interest in development.</p>	16	High	↔	<p>Secured some external grant funding to assist with bridging funding gaps. Review of capital and investment position overall and mindful of CIPFA consultation on debt funding.</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>	12	High	↑	<p>Seek additional grant funding to mitigate the risk to the Council. Obtain detailed expert advice and carry out due diligence on major projects and capital commitments.</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 further prioritisation, slowing and reprofiling of the 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	↔
Union Street, Aldershot - Major Project	Karen Edwards	SC	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	9	High	↑	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	9	High	↑	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	2	Low	↔
Loss of Accommodation/ Building (temporary & permanent)	Rachel 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 & 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	↔	<p>Business continuity plan and IT Disaster recovery plan to be tested – NS/RS/AM</p>	6	Medium	↔
Climate Change – Failure to deliver ambition for a carbon neutral Council by 2030.	Rachel Barker	SC	<p>Risk of not delivering high profile organisational objective due to insufficient resources or lack of support because of other priorities</p>	9	High	↔	<p>Development of 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	↔	<p>Develop arrangements to deliver projects with partners.</p>	6	Medium	↔

Governance and Decision Making – Not meeting statutory deadlines. Legal challenge to a high profile, or regeneration related, or high value decision made by the Cabinet, Committees or under delegated powers.	Ian Harrison	SC	Risk of non-compliance with legal requirements. Financial loss from costs of defending, or costs of halting development works. Reputational risk. Risk of delay in delivering key organisational objectives.	9	High	↔	Governance Group meets weekly to consider more complex decision-making matters including Interests and Member engagement. Delegated decision making is monitored by the Governance Group. Strengthening of the governance arrangements with improvements to understanding, learning and development for Members on the CGAS committee. 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. Change of membership/CGAS carried out following each electoral cycle. Members receive training by end of July in each civic year.	6	Medium	↔	Continue to integrate risk management in corporate governance arrangements - continual improvement. Ensure horizon scanning continues within sector. Noted continued relevance/importance in light of recent s114 activity at NCC and associated governance weaknesses reported widely in the media.	6	Medium	↔
Reduced Income from Property Portfolio *(Moved from ES Register)	Tim Mills	SC	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 Plans to enable 7 year forecasting including ensuring all reviews etc. are undertaken pro-actively and increased focus on debt management	6	Medium	↔
Financial Sustainability	Peter Vickers	SC	Interest on borrowing is currently more than budget within the MTFS. Council cannot afford to deliver services on current cost configuration. The risk is therefore: Lack of engagement from officers and members with the financial challenge. Savings Program 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	6	Medium	↓	MTFS planning process identifies strategy to manage the impact of such an occurrence built into future spending plans. Detailed budget proposal presented to February 2024 Full Council with an action plan to bring costs back to a sustainable level, including use of reserves. CIPFA have been engaged to provide an independent review and due diligence on the capacity for the Council to deliver the required actions.	6	Medium	↓	Detailed action plan is being consulted on with officers and members prior to Full Council. Short term savings will be identified put in place from April 2024 to ensure in year savings target is achieved. Temporary external experienced financial management capacity will be recruited to support the Council in delivery of its financial recovery plan. Review of MTFS assumptions due to July 2024 Full Council.	6	Medium	↓
External Audit opinion	Peter Vickers	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 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 Council does not prioritise asset valuation work or responding to audit queries leading to EY to lose confidence in the authority.	4	Medium	↓	Finance team resourcing being addressed, Permanent Head of Service is in post, experienced finance manager recruited, year end technical closure capacity in place. Closure project plan in place Property, Insurance & Finance information with respect to properties is now aligned & information now freely passes between property & finance team	4	Medium	↓	Review of long terms skill capacity due to be completed in March 2024.	4	Medium	↔

Escalated Service Risks (ES) - Total 8 (-1 Total, 1 Moved to SC Register 1 New 1 Removed) 1 Redacted

New Major Planning Appeal (Airport)	Tim Mills	ES	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	High	N/A	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	9	High	N/A	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	6	Medium	N/A
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. North Lane Lodge has now been re provided and the council now needs to prioritise the re provision of Clayton Court by the end of 2024/25. In addition to the lease ending, the building is of poor quality.	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 SSJ to continue market search. Suitable property to replace NLL is now in place.	9	High	↔	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. Proposals can come on stream swiftly and may cause pressure on resources.	12	High	↔	Close working with relevant teams across the Council (community, housing, comms, community safety) and with regular briefings to staff and Members. Close working with external stakeholders including police, SMP, County Council, Home Office and their provider Clear Springs	12	High	↔	Attendance at relevant multi agency forums. Additional communications and community engagement work.	4	Medium	↔
LEP absorption into County leads to loss of services and funding	Tim Mills	ES	LEP will end 31/3/24 and functions will be a HCC responsibility. Potential diversion of funding to other purposes or areas. HCC less responsive to the economic needs of Rushmoor.	12	High	↔	Engagement with HCC and remaining LEP officers to ensure strong relationships.	8	Medium	↔	Enhance engagement with economic team at HCC	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 Exec Director and CE) and Council Members kept informed of progress and key decisions.	6	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 approval of outline planning for Civic Quarter.	1	Low	↔
Inaccurate reporting of financial position	Peter Vickers	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	↔