

Rushmoor Borough Council - Corporate Risk Register v17.0 25/10/24 (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	Traget Risk Trend
Strategic Risks (ST) - Total 8 (+/- 0)														
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.	16	High	↔	Work with public and private sector infrastructure providers and funders.  Utilising UK Shared Prosperity Fund to assist with public realm improvements in Farnborough town centre.  Horizon scanning in relation to the levelling up agenda and its implications for Rushmoor.  Horizon scanning by Policy Team for future funding opportunities.	12	High	↔	Explore Regeneration and Growth Partnership arrangement with Hampshire County Council. Engage effectively with other opportunities to access Government funding.  Continue to secure support from local stakeholders for projects - including residents, HCC and MP.  Engage with utility providers with a view to understanding lead in times for additional capacity.	6	Medium	↔
Financial sustainability of public sector partners	Paul Shackley	ST	The financial sustainability of a wide group of public sector partners is negatively impacted, resulting in reduced service provision by all. In this scenario, the range and quality of services available to residents could be affected.  This could have negative repercussions for health, education, community outcomes and economic 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  Responses to relevant consultation documents (HCC budget consultations) and undertake further planning activity in light of proposals.	8	High	↔	Continued horizon scanning/monitoring of the broader policy context, particularly in the post general election period and following the budget in October 2024.	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 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.	9	High	↔	Partnership working with other organisations on 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.  Close working with business rates team on hardship and growth incentive reliefs to retain businesses and secure investment.	9	High	↔	Revised package of business support being delivered from September 2022 onwards:  Incuhive 1-1 business advice and support  SeedL - training hub  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 more significant negative impact on Farnborough and Aldershot town centres, and other district centres and therefore reduce the ability to deliver the Council Plan priority of delivering vibrant town centres. This could result in a significant number of empty retail units, a loss of facilities and amenities (e.g. high street banking) for residents and a possible increase in crime and anti-social behaviour.  A decline in the retail sector will also have an impact on business rates income for the Council.  Changes to Permitted Development Rights undermine Town Centre regeneration.  Store closures e.g. Body Shop, and chains such as Cineworld in financial difficulty, demonstrate the potential further retrenchment of the retail and hospitality sector.	9	High	↔	Programmes of town centre regeneration in both Aldershot and Farnborough which give consideration to future economic and social trends.  Dedicated resource within EPSH, working with retail sector and other partners to support town centre businesses.  Activity in both town centres to maintain/increase footfall e.g. cultural and arts activity	9	High	↔	Close engagement with and ongoing provision of business support to town centre businesses.  Work with police to tackle increased or perceived increase in ASB/Crime in the town centres.  Vibrant town centre events and additional markets/craft fayres planned.  Union Yard being completed.	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 communities strategy and action plan and emerging Young Peoples Plan.  Youth engagement item considered at PPAB in July and September 2024 and further engagement to take place before finalised later in 2024.	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.  Ongoing analysis of policy and budget announcements.	8	High	↔	Continued engagement with Government officials and other partners.  Retained capacity on PPAB work plan.	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> <p>ICB restructure and loss of NHS Place team will reduce capacity and support at place level to deliver local intervention programmes.</p> <p>HCC savings to potential impact health and well being of vulnerable residents</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>Targeted school Projects to include increased physical activity and reducing obesity in the Borough. Whole systems approach to Obesity with HCC</p> <p>Identified as a priority for the Council. Executive Director is a member of the ICS Board.</p> <p>Identify priority health outcomes for RBC with new PH - based on new JNSA data and adjust resources accordingly where possible.</p> <p>Refresh of SC Strategy to consider data and focus health objectives (1st Nov)</p> <p>Focused Projects incorporated within new Service Business Plan</p>	6	Medium	↔	<p>Review approach to resourcing (in conjunction with partners, in particular the ICS and HCC).</p> <p>Discussions with portfolio holder on ambitions and plans for delivery. Targeted projects in service plan to address inactivity.</p> <p>Working with Energise me and Public Health to identify additional resource opportunities</p>	6	Medium	↔
<b>Demographic change</b>	Rachel Barker	ST	<p>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.</p> <p>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.</p>	6	Medium	↔	<p>Community engagement work may identify some changes ahead of them being reported in data sets.</p> <p>Review and analyse publicly available datasets, alongside those held by the Council.</p> <p>Work with partners to understand trends that exist at a larger geography and potential implications (e.g. aging populations).</p> <p>Census information reviewed and shared widely across the Council and with partners so that trends and their implications are understood.</p>	4	Medium	↔	<p>Additional community engagement work planned in 2024/25 and 2025/26 which might help to identify any key trends.</p>	2	Low	↔

**Standing Corporate Risks (SC) - Total 14 (+/- 0) 1 Not suitable for Public Register/Removed, 5 Redacted**

<b>Threat of Cybercrime &amp; Data Loss</b>	Ian Harrison	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.	12	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	High	↔
<b>Major Data Breach – non-technical (human and physical)</b>	Ian Harrison	SC	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.	8	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	6	Medium	↔
<b>PCI DSS compliance</b>	Peter Vickers	SC	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	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	4	Medium	↔
<b>Insufficient funding to proceed with projects</b>	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.</p> <p>A Financial Recovery Plan (FRP) has been developed to ensure that the Council can be on a sustainable footing over the medium term. A target for capital receipts has been established to assist with reducing the level of external borrowing and associated revenue implications.</p> <p>There will need to be sufficient headroom created to allow for further borrowing in the absence of external grant funding.</p>	12	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 further prioritisation, slowing and reprofiling of the programme</p>	4	Medium	↔
<b>Lack of employee alignment, engagement and development will reduce organisational performance</b>	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	↔	<p>Developmental activities:</p> <ul style="list-style-type: none"> <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>•eLearning platform for compliance and self-developmental training, with reminders when training due</li> <li>•Bespoke leadership development &amp; leadership development with partners, ongoing internal communications via Staff Live, Viva Engage, 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 employee engagement initiatives.	4	Medium	↔
<b>Leisure and Cultural Hub - Major Project</b>	Nick Irvine	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	↑

Financial Sustainability	Peter Vickers	SC	Cost of borrowing does not track within the assumptions built into the MTFS.  Resulting in additional unplanned financial pressure that will require additional mitigation to be identified.	12	High	↔	MTFS planning process identifies strategy to manage the impact of such an occurrence built into future spending plans.  Full review of the assumptions in the MTFS presented to February 2024 Full Council will be reported to July Full Council with an update on the action plan to bring costs back to a sustainable level, including use of reserves.  CIPFA have provided an independent review and due diligence on the capacity for the Council to deliver the required actions. Key findings are the actions taken by the Council are sound and further governance adjustments have been recommended for adoption.	12	High	↔	MTFS update due to Cabinet in November 2024 which will report on assumption updates. If additional mitigation strategy is required, permissions will be sought through committees as appropriate.	6	Medium	↔
Regeneration of town centres does not deliver economic, community and financial benefits - see major projects	Karen Edwards	SC	Anticipated project expenditure of circa £300m expected to require RBC borrowing / rental guarantees / external funding to fulfil.  High levels of public and political interest in both town centre major projects. Reputation for delivery will be tested. High intensity of resource required with many interdependent parts - leisure, civic, public realm, retail, hotel, highways etc Publicly, politically and financially RBC's regeneration interventions are deemed a failure negatively impacting the Council.	12	High	↔	Comprehensive regeneration programme governance process implemented. (Board meets 6-weekly)  Regular Cabinet and Member reporting  External due diligence engaged  External grant funding secured  Wider Town Centre Strategy for Farnborough completed and adopted by Cabinet in Summer 2022	12	High	↔	Further public/market engagement planned.  Programme / scheme viability to be reviewed regularly.  Seek further external grant funding to reduce Council financial exposure - Homes England / One Public Estate etc.  Engaging with the market/landowners to establish alternative delivery routes for Farnborough town centre schemes.	6	Medium	↔
Civic Quarter, Farnborough - Major Project	Nick Irvine	SC	Anticipated project expenditure of circa £250m expected to require RBC borrowing / rental guarantees / external funding to fulfil.  High levels of public and political interest in scheme.  Reputation for delivery will be tested.  Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.	12	High	↔	Comprehensive regeneration project governance process implemented - Capital Programme Board meets every 6 weeks Regular Cabinet and Member reporting. External due diligence engaged. Public engagement undertaken in September 2021. Outline Planning application approved (subject to s106) in February 2023. OPE funding of £1.75m secured to assist with early enabling works - demolition/utilities diversions. No commitment to further expenditure at this stage.	12	High	↔	Programme / scheme viability to be reviewed regularly.  Seek further external grant funding to reduce RBC exposure - Homes England / One Public Estate  Engage with the market/landowners to establish alternative delivery route including disposal that will reduce the financial risk to RBC.	4	Medium	↔
Union Yard, Aldershot - Major Project	Karen Edwards	SC	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.	9	High	↑	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	4	Medium	↑
Climate Change – Failure to deliver ambition for a carbon neutral Council by 2030.	Rachel Barker	SC	Risk of not delivering high profile organisational objective due to insufficient resources or lack of support because of other priorities  Climate Change officer funded until July 2025	9	High	↔	Development of an action plan and assessing resourcing requirements.  Arrangements to deliver projects with partners have been established.  Allocation of ringfenced resource to deliver project.  Projects incorporated within Service Business Plans as part of the Review of the Climate Change Action Plan.  Climate Change Action Plan 2023 - 26 agreed by Cabinet in July 2023. Development of Rushmoor Climate Community Group to engage residents in climate and environmental issues  Climate Change Strategy due March 2025.	6	Medium	↔	Discussions with portfolio holder on ambitions and plans for delivery  Reviewing opportunities for external funding to support on going officer costs.	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 - ongoing training programme refreshed annually. Members receive initial induction training by end of July in each civic year. 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. Governance arrangements reviewed during CIPFA and Peer Review Q2 2024/25. Recommendations call for independent review of arrangements which is to be commissioned early Q3 2024/25 from the Centre for Governance & Scrutiny.	6	Medium	↔	Continue to integrate risk management in corporate governance arrangements - continual improvement.  Review of Risk Management Policy and arrangements due to commence during Q3 2024/25, including exploration of a Risk Appetite Policy.  Ensure horizon scanning continues within sector. Noted continued relevance/importance in light of ongoing s114 activity in Local Government.	6	Medium	↔

Reduced Income from Property Portfolio	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 CPPAG. Utilisation of asset management system to enable more targeted action. 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.  Updating of Asset Management Forecast of 7 year events including ensuring all reviews etc. are undertaken pro-actively and increased focus on debt management  Option to look at reserve funding on income profile, i.e. forecast income and budget income are different	6	Medium	↔
<b>Escalated Service Risks (ES) - Total 6 (+/- 0) 2 Redacted</b>														
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	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	9	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	9	High	↔
Failure to reprovide temporary accommodation	Tim Mills	ES	Failure to reprovide temporary accommodation leads to increased street homelessness with significant impact on Town Centres, much poorer outcomes for homeless people, increased costs for the Council through use of Bed and Breakfast and reputational damage due to impacts on individuals and towns.  The economic climate causes increased demand and potential losses of landlords. 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 2025. In addition to the lease ending, the building is of poor quality.  We also now have the challenge of other boroughs securing good quality temp in the borough therefore reputational risk of RBC not providing to meet its own demand in good quality accommodation.	12	High	↔	Temporary Accommodation project seeking to identify, purchase and repurpose accommodation to replace Clayton Court by end 2025	9	High	↔	Review of previous options and potential ways forward with Cabinet Oct 24	4	Medium	↔
Resettlement schemes and asylum seeker accommodation in the borough	Rachel Barker	ES	Resettlement of refugees and accommodation of asylum seekers in the borough may result in reduced levels of community cohesion and increased service demand.  These people may be destitute and have complex needs. The associated funding position is complex, uncertain, and may not meet demand.  Changes can happen swiftly and may cause short-term 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 contractors: Clear Springs, Finefair, and Crown Lodge Accommodation  Resettlement Programme Manager appointed and coordinating activity across the Council.  Attendance at relevant multi-agency forums.	12	High	↔	Reactive and proactive communications with public and local residents.  Continued discussions with Home Office regarding the need for funding package to be signed off  October 24 - Community Cohesion Working Group to meet and consider approach to recovery from unrest.	4	Medium	↔
LEP absorption into County leads to loss of services and funding	Tim Mills	ES	Potential diversion of any funding to other purposes or areas following the abolition of the EM3 LEP. HCC less responsive to the economic needs of Rushmoor.	9	High	↓	Active engagement with HCC to ensure the needs of Rushmoor's economy are realised including direct representation on the HPPB.	8	Medium	↔	Enhance engagement with economic development leads at HCC including via senior officers.	4	Medium	↔
Inaccurate reporting of financial position	Peter Vickers	ES	Financial reports to Cabinet provide inaccurate financial information leading to poor decision making.  Budget holders unaware of budget and spend position  Decisions are made on incorrect assumptions  Decisions are taken on an ad-hoc basis without understanding or consideration of wider financial position.	8	High	↔	Budget monitoring process and quarterly reporting appropriately resourced. Training and support provided to all budget managers. Financial forecast is reviewed by Head of Finance prior to publication.	6	Medium	↔	Finance team capacity and skills are currently under review. Prioritisation of financial management focus based upon risk assessment and materiality of numbers i.e. focus on high value aspects and most likely to go off track.  Clarity and transparency of reporting being improved.  Integrity of forecasts being reviewed ensuring correlation to assumptions in the budget, history of variances and experience in the current external environment.	4	Medium	↔
Changing priorities and outcomes from either RDP partner	Karen Edwards	ES	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.	6	Medium	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	1	Low	↔