

**CABINET
10 AUGUST 2021**

**COUNCILLOR ADRIAN NEWELL
DEMOCRACY, STRATEGY AND PARTNERSHIP
PORTFOLIO HOLDER
REPORT NO. ACE2105**

KEY DECISION? NO

**COUNCIL BUSINESS PLAN
QUARTERLY UPDATE APRIL – JUNE 2021 (QUARTER 1)**

SUMMARY AND RECOMMENDATIONS:

This paper sets out the performance monitoring information of the Council Business Plan for the first quarter of 2021/22. There are 18 key projects within the Council Business Plan which aim to deliver nine priorities which sit under the themes of People and Place. In addition to the key projects this report includes the Council Business Performance monitoring information, which are the key indicators and service measures used by the Council to monitor how the Council runs.

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

The Cabinet is asked to note performance made towards delivering the Council Business Plan during April to June 2021 and the risks identified within the Corporate Risk Register in July 2021.

1. Introduction

- 1.1 In June 2021 the Council agreed the updated three-year Council Business Plan with nine priorities under the two themes of People and Place, which will help realise the vision for the borough (Your future, your place - a vision for Aldershot and Farnborough 2030). Although the updated Council Business Plan was agreed in June, work to deliver the priorities took place in the preceding months and this paper therefore sets out performance monitoring information for the Council Business Plan for the period of April to June 2021.

2. Detail

- 2.1 The Council Business Plan is a three-year plan, which will deliver nine priorities which 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:

- We will help improve the health and wellbeing of residents
- We will encourage volunteering and help people become more connected with their communities
- We will help residents and businesses become more sustainable - including reducing waste, recycling more and making sustainable transport choices like cycling
- We will provide high quality services that meet the needs of all our residents and businesses and in ways that do not exclude anyone

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

Priorities:

- We will continue to drive forward the regeneration of Aldershot and Farnborough town centres
- We will maintain and develop excellent leisure and community facilities
- We will work to grow the local economy in a green and sustainable way
- We will make sure that all council-led projects are designed and delivered in a green and sustainable way
- We will make sure that there are enough homes and types of housing provided in Aldershot and Farnborough

3. Delivery of the Council Business Plan

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

3.2 Annex A sets out the detailed progress this quarter against the key projects in the Council Business Plan at the end of quarter 1 (30 June 2021). At this time, 75% of live projects are on track (and therefore given a green status) and 25% have an amber status. The amber status highlights where some delays against expected timescales are being experienced but there is still confidence about the overall deliverability of the project in 2021/22. No projects have a red status at the end of Q1.

4. Council Business Performance

4.1 Annex B sets out the Councils Business Performance during quarter 1. The Council Business Performance monitoring information are the key indicators and service measures used by the Council to monitor how the Council runs.

4.2 This the first quarter this data has been included in this format, it is hoped the data and the presentation of the data will evolve over the next few quarters, to focus on what is the key data needed to assess how the Council is running. It is worth noting that in this Q1 report, data for the last quarter and this time last year reflects periods of lockdown. Key points to note this quarter include:

- Reception re-opened 12th April with the reconfigured service. Customers are seen by appointment only any other customers who present are redirected to online services or to contact services directly. In line with this approach and the Council's focus on digital technology to improve access to services for residents, the data shows that increasing numbers are accessing the council through the telephone, website, email and App.
- The number of missed bins reported is decreasing and the percentage of waste recycled, reused and composted has increased on the same period last year.
- There has been an increase in violence at work incidents and work-related accidents and incidents, potentially reflecting an increase in on-site activity and office attendance as lockdown was eased.
- Staff absence for short term sickness has increased slightly and staff turnover in quarter 1 was up in comparison to previous quarters

5. Rushmoor's Corporate Risk Register

Introduction

- 5.1 Risk management is of vital importance to all organisations to enable them to continue to be effective, sustainable and successful.
- 5.2 Risk is considered to be significant when the combination of the likelihood and potential consequences may prevent the Council from meeting its core objectives or performing its critical functions. Corporate risks at Rushmoor are managed through the activity as laid out in the Corporate Risk Management Policy.
- 5.3 Examples of corporate risk range from the introduction of new legislation or statutory duties, to the maintenance of the Council's financial position. There is also the potential for risk to present the opportunity for benefit as well as threats. An example of this may be the Council's approach to the acquisition of commercial properties for investment purposes where greater risk may be sought out or tolerated for the potential of greater reward.
- 5.4 Effective corporate risk management allows the Council to manage and take risks and seek benefit whilst appropriately mitigating against the potential negative outcomes.
- 5.5 Given the recent organisational and senior management changes, the opportunity was taken in Q4 2020/21 to further develop the Council's risk

management arrangements and refine them to ensure that they remain effective and sustainable into the future.

New Risk Register Format

- 5.6 In order to ensure that key risks are assessed, managed and recorded appropriately, the Corporate Risk Register format has been updated and is maintained for the Council by the Corporate Risk Manager. The risk register has been attached as Annex C.
- 5.7 This register is a living document, receiving regular ongoing updates from Officers. As such, further actions may have taken place since the time of printing that are not reflected in the version provided.

The register is split into three parts, as follows:

Strategic Risks (SR)

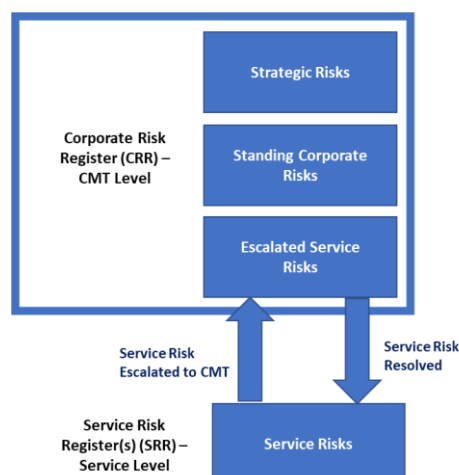
These risks will tend to be long term in nature and are likely to be outside the direct control of the Council, for example the local economy, employment or obesity levels. Therefore, they will be unlikely to sit within a Service Risk Register.

Standing Corporate Risks (SC)

These may be considered a single point of failure for the Council, and in most cases, although the Corporate response may be managed by a single Service, they will be cross cutting and long term in nature. Standing Corporate risks will tend to remain on the Corporate Risk Register for longer periods of time, if not indefinitely. Examples of these may be the Council's financial position or compliance with data protection legislation, both of which have a wide impact and involvement from across the Council, but are generally overseen or managed by one service.

Escalated Service Risks (ES)

These risks are likely to be those that by virtue of the severity of the potential outcome and/or inadequate controls may be considered a single point of failure for the Council, rather than a threat to a single Service. It could also include those risks that are newly identified and have little or no mitigation or controls in place. These risks will tend to be operational and arise, be resolved and then be removed from the register.



Governance

- 5.8 Heads of Service discuss their Service Risk Registers with their teams at least monthly, to ensure that they are effectively managed.
- 5.9 The Assistant Chief Executive will report risk to the Council's Corporate Management Team at least every two months to ensure Heads of Service, Executive Directors and the Chief Executive remain aware of the key risks to the Council and the measures being put in place. This also serves as the method by which consistency of approach is maintained across the Council.
- 5.10 The Assistant Chief Executive will also report the risk to elected members via two routes; to Corporate Governance, Audit and Standards Committee on an annual basis so that they can review the effectiveness of the policy and to Cabinet on a quarterly basis as part of performance reporting.

Key Risks

- 5.11 The key strategic risks continue to be mostly related to areas that the Council cannot directly influence, including the ongoing impact of Covid-19 and the potential for further disruption in the future. These will continue to be monitored closely in order that the Council can respond to any changes.
- 5.12 The Council's key standing corporate risks are however more operational in nature and relate to the work of the Council. The Council's financial sustainability continues to be a high impact risk with an associated high-risk score. There is activity underway to address and mitigate this risk, notably through the Cost Reduction and Efficiencies Programme.
- 5.13 The Council's Business Plan sets out an ambitious programme of work, particularly associated with the regeneration of Rushmoor's town centres. The standing corporate risk register identifies a number of risks associated with the delivery of the regeneration schemes and again recognises the importance of monitoring and managing these risks closely.
- 5.14 As expected, the Council's key risks in the category of escalated service risks vary greatly, in this period they have been reduced from 23 in April 2021 to 9 in June 2021. This has been partly due to the consolidation of risk and benchmarking the criteria for inclusion, but also due the very nature of these risks being shorter term in nature and so able to be removed once they have appropriate mitigation in place or have been eliminated.

6. Covid-19

- 6.1 The Performance reporting and Corporate Risk Register both refer to the impact that Covid 19 continues to have on the delivery of Council business and services. Much of this activity is now being delivered as 'business as usual' activity but changes can be swift and far-reaching in nature.
- 6.2 Local Covid-secure measures remain in place at the Council offices and will evolve and change in line with government and Health and Safety Executive Guidance. Staff will continue to work from home and work with managers is ongoing in relation to return arrangements.

6.3 Officers continue to meet on a weekly basis to review strategic and operational issues associated with Covid 19. It is expected that a small group of officers will continue to work on activity to support vaccination, testing and self-isolation over the next quarter and beyond. An example of this activity in Q1 2021/22 was the work of the Council to support 'surge testing' in May and June, this included ensuring that additional sites were made available, that translation services for the Nepali community were in place and that communications reached as many residents as possible.

7. Conclusion

7.1 Cabinet are asked to note performance made towards delivering the Council Business Plan during April to June 2021 and the risks identified within the Corporate Risk Register in July 2021.

COUNCILLOR ADRIAN NEWELL
DEMOCRACY, STRATEGY AND PARTNERSHIP PORTFOLIO HOLDER

BACKGROUND DOCUMENTS:

Council Business Plan April 2021 to March 2024

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Council Business Plan Quarterly Monitoring - Q1 2021/21

Date produced: 1st July 2021

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

Priorities:


- We will help improve the health and wellbeing of residents
- We will encourage volunteering and help people become more connected with their communities
- We will help residents and businesses become more sustainable - including reducing waste, recycling more and making sustainable transport choices like cycling
- We will provide high quality services that meet the needs of all our residents and businesses and in ways that do not exclude anyone





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





Priorities:

- We will continue to drive forward the regeneration of Aldershot and Farnborough town centres
We will maintain and develop excellent leisure and community facilities
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- We will make sure that all council-led projects are designed and delivered in a green and sustainable way
- We will make sure that there are enough homes and types of housing provided in Aldershot and Farnborough

People projects	BRAG	DoT	Comment
People 1 - The introduction of a food waste recycling service and helping residents reduce the amount of waste that they produce	Green	New to reporting	Cabinet agreed the introduction of food waste collection on 8 th June 2021. Preparations are going according to plan for a launch date of October 2021 and communications have commenced in Arena and social media. Currently advertising for two temporary Food Waste Recycling Officers to support roll out and continuing with the ongoing work around the Food Caddies and Liners.
People 2 - Enabling Food Partnerships and Food Hubs across Rushmoor in support of our communities	Green	New to reporting	The project is on track for the Community Store to open in Summer 2021. One satellite site (Park Community Larder) is on track to open in Summer 2021. The Charitable Incorporated Organisation application is in progress and registration is expected by Autumn 2021.
People 3 - New projects to support communities to recover from the pandemic. We will use a dedicated recovery fund established to support our most vulnerable residents	Green	New to reporting	Digital platform for Keep Well and Stay Connected Project created with content from eight partner organisations. The initial users have been identified and project went live at the end of June.

<p>People 4 - Further develop our work to help people into work through training and upskilling with a particular focus on young people</p>	<p>Green</p>	<p>New to reporting</p>	<p>A new scaled back application for the Youth Hub was resubmitted 15th June with the hope that this will be approved soon. During this quarter the Virtual Job Club supported 15 clients, of which, 4 found employment and 10 undertook training. The Apprenticeship hub has engaged with 12 employers and made 16 apprenticeship referrals. There are currently no apprenticeship starts but that is due to recruitment still being arranged.</p>
<p>People 5 - Engaging widely across all of our communities, building capacity, connecting people and promoting equality, diversity and inclusion in all that we do.</p>	<p>Green</p>	<p>New to reporting</p>	<p>Work to implement the first phase of actions from the Equality and Diversity Action Plan is making good progress since the Action Plan was approved by Cabinet in April 2021. A Cabinet Champion for Equalities has been appointed (Cllr Abul Choudhury) and mandatory training is now being rolled out to all Council staff, with over 100 staff having completed the training to date. Following a recommendation from the Peer Challenge team, a residents' survey was launched in June 2021 and there will be communications over the coming weeks to ensure that this reaches as many residents as possible.</p> <p>There has also been a focus on broadening the Council's engagement with minority communities within the Borough with a number of new relationships developed in recent months.</p> <p>The Action Plan is being delivered alongside existing activity which seeks to ensure that the Council engages widely across all its communities. In Q1, this work has largely focused on the continued response to Covid 19, working with Public Health organisations to communicate to residents on testing, vaccination and self-isolation and ensuring translation services are available at testing sites.</p>
<p>People 6 - Working with Hampshire County Council to develop a walking and cycling implementation plan to encourage sustainable travel and to support town centre regeneration</p>	<p>Green</p>	<p> No change</p>	<p>There have been delays in developing the Rushmoor Local Cycling and Walking Implementation Plan (LCWIP) against the original timescale set last year, which envisaged completion this summer. The programme is being updated and there will be information on current progress and next steps provided to the LCWIP Members Group in the next few weeks. At this time the focus is on completing the auditing of walking and cycling routes, so as to dovetail with development of the Farnborough Civic Quarter and</p>

			Aldershot Town Centre Strategy during the autumn, with public consultation on the initial LCWIP report to follow as soon as possible after that.
People 7 - Improving facilities at Aldershot Crematorium	Green	 No change	Development of outline business case for both major refurbishment or new build is underway and will be taken to Programme Board on 22nd July 2021.
People 8 - New projects to support health and wellbeing, in line with our Supporting Communities Strategy. Projects will include a repair café, men's shed project and the 'You Can Do It' campaign to encourage residents to get out and about and get active	Green	New to reporting	Projects on track. Joint Rushmoor Voluntary Services and Rushmoor Borough Council bid to Hampshire County Council's Get Going Grant to be submitted by August to support community gardens/mental health across the borough.
People 9 - Communicating and engaging with residents in a variety of ways including introducing a new website and increasing the take up of online services.	Amber	 Improvement	The website project continues with a view to a new website, with updated areas of service content being available in late 2021. The amber status reflects a risk to the timetable for delivery which may slip beyond 2021. This is due to the complexity of this project which requires input from a variety of different sources in order to deliver a successful new website which enables the increased take up of online services.
People 10 - Working with partner organisations to deliver projects to tackle health inequalities in the Borough, especially in our more deprived areas	Green	New to reporting	Projects on track -Test practitioner led mindfulness walk in Aldershot Park on the 30 June 2021
Place projects	BRAG	DoT	Comment
Place 1 - Aldershot town centre's Union Yard regeneration scheme	Amber	 No change	Demolition work continues on site, demolition has begun on the only remaining building, 38 – 46 Union Street. Currently this is 6 weeks behind schedule. The Council has gone out to procurement for the employer's agent. Delivery and finance due diligence has been extended to allow for a full review of the student accommodation provision, recommendations will be presented to Cabinet in July 2021. Deadline for expressions of interest for the affordable units was 18 June 2021.
Place 2 - Civic Quarter regeneration scheme in Farnborough	Amber	 No change	Cabinet approved to progress demolition of existing Leisure Centre June on the 8 June 2021. Assessment of existing office option prior to agreeing next steps for design development
Place 3 - New leisure offer for Rushmoor, including plans for a new leisure centre for Farnborough			

Place 4 - Develop the environment and facilities at Southwood Country Park, including a new visitor centre	Amber	 No change	The outline business case for progressing and went to Cabinet on 6 July 2021. Demolition is currently on hold as the new Visitor Centre and Café will look to use as much of the existing build as possible to reduce costs. Contractor procurement for footpath delivery now complete and work is in progress.
Place 5 - Creating 57 new homes for private rent through Rushmoor Homes	Green	 Improvement	During this quarter the first planning permission at 69 Victoria/3A Arthur St was obtained. Also the first transfer of a home to RHL occurred of 154 Ship Lane. The implementation of the scheme at 69 Victoria Rd/3A Arthur St is underway with the appointment of the professional team. Awaiting completion of legal agreements on 12 Arthur St, which is expected to be resolved in early Q2. Procurement of architects for the next group of schemes has been completed with the appointment of OSP and the long term Employers Agents procurement is underway.
Place 6 - Taking actions to bring forward the redevelopment of Block 3 of the Meads as part of the wider regeneration of Farnborough town centre		N/A	Project is currently being scoped and will be part of the Property, Major Works & Regeneration Programmes
Place 7 -Development of an aerospace heritage project with the County Council and key partners	Green	 No change	The report is in the process of being finalised and will be completed at the end of July/August as planned. Potential partner discussions are underway and it is hoped that after meetings in July it will be possible to confirm interest.
Place 8 - Working alongside Farnborough College of Technology's new Aerospace Research and Innovation Centre to support the aerospace industry through apprenticeship, research and innovation opportunities	Green	 No change	The Aerospace Research and Innovation centre is due to be completed in July 21 as planned followed by fit out of the building. We are working with the college to help them seek occupiers and to promote and launch the Centre.

Council Business Performance

Quarter 1 2021/22

Points to note

- The number of missed bins reported is decreasing and the percentage of waste recycled, reused and composted has increased on the same period last year.
- Reception re-opened 12th April with the reconfigured service. Customers are seen by appointment only any other customers who present are redirected to online services or to contact services directly.
- In Q1 more PCNs have been issued, cancelled and paid this in comparison to last quarter but this is due to there being a lockdown in Q4 (2020/21) with shops and hospitality being closed, so fewer parking tickets were issued.
- There has been an increase in violence at work incidents and work-related accidents and incidents.
- Staff absence for short term sickness is slightly up and staff turnover in Q1 was up in comparison to previous quarters.
- The percentage of FoI requests responded on time is 58%, service managers have been asked to remind their staff this is important to make sure the FOIs are responded to promptly.
- Patrols to issue fixed penalty notices for litter recommenced in in May.
- There are currently no homeless residents in the borough as the “Everyone In” programme is still live.

Council wide indicators

- Corporate complaints
- Key income streams
- Paying externally issued invoices
- Health and safety
- Absence rate
- Workforce data
- Freedom of information requests

Corporate customer contact indicators





- Walk-in customers
- Calls to customer services
- Demand via other access channels
- Social media
- Print Media
- Website

Key Service Indicators

- Penalty Charge Notices (PCNs)
- Fixed Penalty Charge Notices (FPN's)
- Waste and recycling
- Housing Allocation Pool
- Homelessness
- B&B costs
- Taxation
- Benefits
- Affordable housing competitions
- Planning applications
- Planning Appeals
- Electoral Registration

Council wide indicators

Corporate complaints

Number of complaints				% of complaints responded within policy time			
5				50%			
DoT from last quarter (1)		DoT from this quarter last year (4)		DoT from last quarter (0%)* *1 complaint		DoT from this quarter last year (100%)	

Key income streams

Key income stream	Original Budget 2021/22	Amount in 2021/22 (Q1)	% of budget in 2021/22 (Q1)	Head of Service assessment of position (RAG)	Comment
Buildings	£2,268,670	£890,257	39.2%	Amber	Situation improving. Could be a dip in collection if occupants do not pay and cannot be pursued due to the extension of the Covid tenant protection until March 2022
Investment Properties	£4,754,200	£724,003	15.2%	Amber	
Princes Hall	£714,000	£162,536	22.8%	Red	Continuation of restrictions has delayed a full re-opening of venue. Ticket sales for Autumn shows are slow.
Building Control fees	£220,500	£74,228	33.7%	Green	The housing and construction market remains strong however there are predictions that there may be a slowdown later in the year. So, income position positive but too early to judge.
Planning fees	£348,000	£111,486	32.0%	Green	
Land Charges	£100,000	£26,881	26.9%	Green	Future income linked to housing market downturn may expect reduction in Q2,3,4
Car Parks	£1,001,650	£272,545	27.2%	Amber	Low Fines and FPN figures currently propped-up by early season tickets and permit sales.
On-Street Parking	£782,500	£153,680	19.6%	Green	
Crematorium	£1,618,760	£322,321	19.9%	Red	Number of cremations 20% down in first quarter
Markets and car boot sales	£117,000	£22,731	19.4%	Green	No concerns, income is as expected at this point in the year

Green Waste	£463,000	£220,256	47.6%	Green	No concerns, up on same time last year
Bulky Waste	£68,400	£32,725	47.8%	Green	No concerns, up on same time last year
Hackney Carriage - Vehicle and Driver Licence	£61,210	£9,610	15.7%	Green	
Cemeteries	£172,230	£54,509	31.6%	Green	
TOTAL	£12,690,120	£3,077,768	24.3%		

Comment: Data correct at the time it was collected from Integra. Work will be carried out during Q2 to better align with property portfolios, which buildings and investment properties are included in the key income streams.

Paying externally issued invoices

% of invoices paid on time (within 30 days)	DoT from last quarter	DoT from this quarter last year
98.16%	↑ (97.69%)	↓ (98.42%)

Health and safety

Violence at work data - incidents			Rushmoor work related accident / incident data		
12			3		
DoT from last quarter (5)	↑	DoT from this quarter last year (7)	↑	DoT from last quarter (0)	↑
				DoT from this quarter last year (0)	↑

Absence rate

Working days lost due to sickness per FTE			Working days lost to short-term sickness per FTE			
1.14			0.55			
DoT from last quarter	↓	DoT from this quarter last year	↑	DoT from last quarter	↑	
				DoT from this quarter last year	↑	

Comment: There were 32 sickness episode in Q1 and the most common reason was Covid 19. The most common reason for working days lost was gastrointestinal problems. **Note: Long term sickness is 20 days or more in a row (four weeks)**

Workforce data

Starters and leavers		Turnover				% of employees non-white (15.2% non-white groups in 2011 Census)			
Starters	7	4.27%				5.4%			
Leavers	14	DoT from last quarter (1.74%)	↑	DoT from this quarter last year (2.83%)	↑	DoT from last quarter	n/a	DoT from this quarter last year	n/a
Comment: % of employees from non-white British groups is new to monitoring information									

Freedom of information requests

Number of requests received				% responded to on time (one month behind)			
142				58%			
DoT from last quarter (156)	↓	DoT from this quarter last year (114)	↑	DoT from last quarter (82%)	↓	DoT from this quarter last year (68%)	↓
Comment: The low percentage of responses on time has been discussed and service managers will be asked to remind their staff this is important to make sure the FOIs are answered. There have been some software issues with one team which may have adversely impacted the figures.							

Corporate customer contact indicators

Walk-in customers

Number of walk-in customers				Average FOH wait time			
1,435				n/a			
DoT from last quarter (0)	↑	DoT from this quarter last year (0)	↑	DoT from last quarter	n/a	DoT from this quarter last year	n/a
Comment: Reception re-opened 12 th April with the reconfigured service. Customers are seen by appointment only any other customers who present are redirected to online services or to contact services directly. From 12 April – 30 June 2021, 1435 customers and visitors arrived at reception and 104 scheduled appointments have been booked by services, 76% have been with the Nepali officer							

Calls to customer services

Number of calls				Average wait time			Call abandoned rate				
15,263				28 seconds			2.4%				
DoT from last quarter (13,025)	↑	DoT from this quarter last year (10,782)	↑	DoT from last quarter (33 seconds)	↓	DoT from this quarter last year	n/a	DoT from last quarter (2.8%)	↓	DoT from this quarter last year (1.8%)	↑

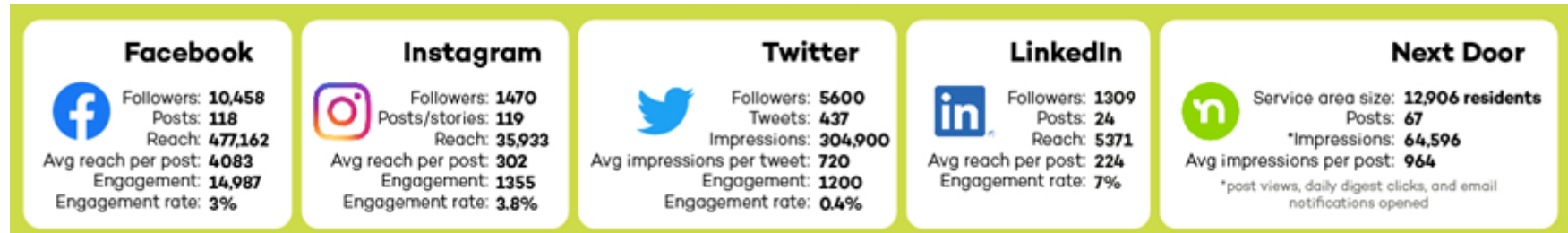
Demand via other access channels

Number of emails				Number of enquiries via app			
3,104				1,472			
DoT from last quarter (2,856)	↑	DoT from this quarter last year (3,339)	↓	DoT from last quarter (1,331)	↑	DoT from this quarter last year (737)	↑

Website

Website visits				Top three pages visited			
249,337				1. Bin collections: 26,364 2. Planning applications: 10,869 3. Elections 2021: 10,768			
DoT from last quarter (241,323)	↑	DoT from this quarter last year (240,335)	↑				

Social media






Print media

Press releases				Media enquires			
13				18			
DoT from last quarter (9)	↑	DoT from this quarter last year	n/a	DoT from last quarter (28)	↓	DoT from this quarter last year	n/a

Comment: This data is new to the monitoring and therefore there isn't data for this quarter last year.

Key Service Indicators



Penalty Charge Notices (PCNs)

Number issued				Number cancelled				Number paid			
3,553				260				2,668			
DoT from last quarter (1,868)		DoT from this quarter last year	n/a	DoT from last quarter (155)		DoT from this quarter last year	n/a	DoT from last quarter (1,706)		DoT from this quarter last year	n/a
Comment: Parking charges were suspended during Q1 2020/21 due to Covid. During Q4 2020/21 there was a lockdown with shops and hospitality being closed, so fewer parking tickets were issued. As a result more tickets have been issued, cancelled and paid this in comparison to the last quarter.											







Fixed Penalty Charge Notices (FPN's) Issued by East Hants District Council

Number issued				Number cancelled				Number paid			
70				3				45			
DoT from last quarter	n/a	DoT from this quarter last year	n/a	DoT from last quarter	n/a	DoT from this quarter last year	n/a	DoT from last quarter	n/a	DoT from this quarter last year	n/a
Comment: Patrols ceased at the end of March 2020. Therefore, no notices were issued in Q1/Q2/Q3. First month of patrols recommenced May 21. A number of FPNs awaiting court packs to be sent out or currently on payment plans											





Fixed Penalty Charge Notices (FPN's) issued by CPOs

Number issued				Number cancelled				Number paid			
17				9				8			
DoT from last quarter (7)		DoT from this quarter last year (9)		DoT from last quarter	n/a	DoT from this quarter last year	n/a	DoT from last quarter	n/a	DoT from this quarter last year	n/a
Comment: This includes a mixture of fly-tip and abandoned vehicle FPNs. FPNs cancelled for a number of reasons from no longer at the address, no longer the vehicle keeper etc. No direction of travel for the cancellation and paid date as this indicator is new to the quarterly reporting.											







Waste and recycling

Number of missed bins				Recycling rates - % reused, recycled and composted (one quarter behind)				Residual waste – kg per household (one quarter behind)			
134				29.3%				143.97			
DoT from last quarter (146)		DoT from this quarter last year (210)		DoT from last quarter (31.2%)		DoT from this quarter last year (27.3%)		DoT from last quarter (144.36)		DoT from this quarter last year (136.31)	
Comment: recycling and waste data is for Q4 (January – March)											

Homelessness

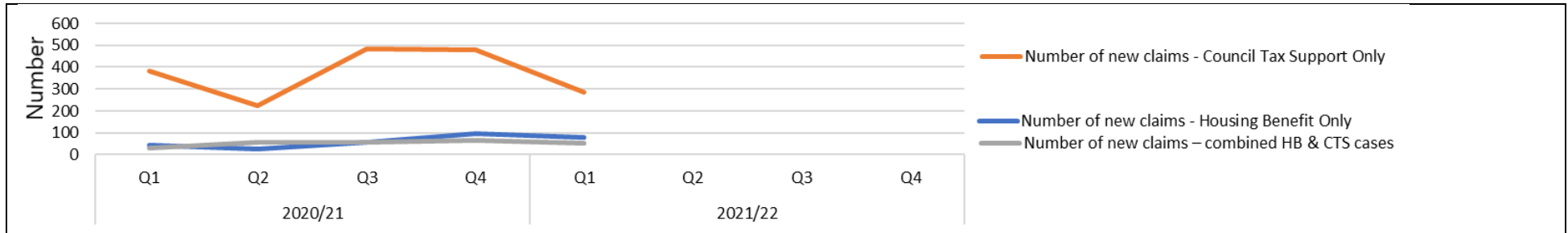
Number of Homelessness enquires				Number placed in B&Bs				B&B costs - gross			
200				52				£25,700 estimate*			
DoT from last quarter (116)		DoT from this quarter last year (196)		DoT from last quarter (49)		DoT from this quarter last year (42)		DoT from last quarter (£56,659)	n/a	DoT from this quarter last year (£57,906)	n/a
Comment: There are currently no homeless residents in the borough as the “Everyone In” programme is still live.											
* Some invoices for this quarter may not have been received yet and as the figure is an estimate. There is no direction of travel for this measure.											

Housing Allocation Pool

Number added to pool this quarter				Number housed this quarter				Total number in the Housing Allocation pool			
122				46				1,560			
DoT from last quarter (114)		DoT from this quarter last year (51)		DoT from last quarter (72)		DoT from this quarter last year (44)		DoT from last quarter (1,421)		DoT from this quarter last year (1,502)	

Benefits

Number of new claims – 418 in Quarter 1
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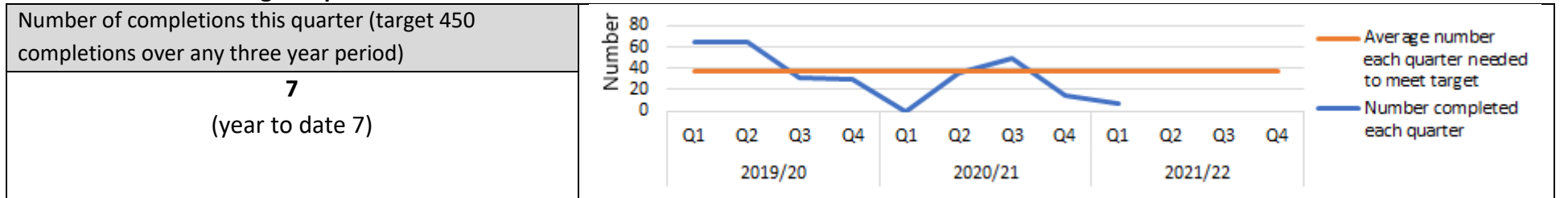


Average number of days to process new claims				Total benefit caseload			
This data is obtained from Gov UK, & the data for Q1 is not yet available				6,300			
DoT from last quarter (6 days)	n/a	DoT from this quarter last year (5 days)	n/a	DoT from last quarter (6,305)	↓	DoT from this quarter last year (6,231)	↑
Comment: From Q3 2020/21 the Council Tax Support (CTS) scheme allowed us to accept a CTS claim from the UC notification and not need a separate application form, which resulted in a rise in claims.							

Taxation

% of Council Tax collected				% of Business Rates collected			
95.38%				88.0%			
DoT from last quarter (97.51%)	↓	DoT from this quarter last year (94.29%)	↑	DoT from last quarter (104.03%)	↓	DoT from this quarter last year (83.47%)	↑

Gross affordable housing competitions



Comment: Delays at North Town continue to impact the delivery programme

Planning applications

Number of planning applications this quarter		
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			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%)
294					
DoT from last quarter (244)	↑	DoT from this quarter last year (300)	↓		
			100%*	85%**	91.5%
Comment: *2 of 3 cases were determined outside the statutory period but were subject to agreed extensions of time and therefore recorded as in time. **2 of 20 cases were determined outside the statutory period but were subject to agreed extensions of time and therefore recorded as in time.					

Planning Appeals

Number of planning appeals	Number of appeals allowed	% of appeals allowed (target 40%)
5	1 (2 decisions this quarter)	50%
Details of Planning appeals allowed: Only two appeal decisions were issued in the quarter, one of these in relation to a dormer in a residential extension was allowed.		

Electoral Registration

% of registered properties (properties minus 'true' voids)	DoT from last quarter	DoT from this quarter last year
86.9%	↓ (88.5%)	↑ (85.8%)

Rushmoor Borough Council

Corporate Risk Register

v3.4 28/07/2021

Part 1: Strategic Risks (ST)

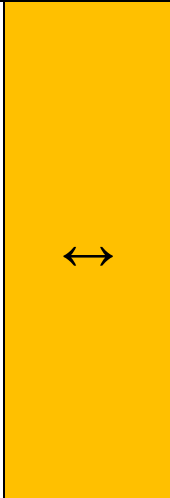
(Total 9 Risks)

These risks will tend to be long term in nature and are likely to be outside the direct control of the Council, for example the local economy, employment or obesity levels.

Risk Title	Suitable for Public Register Y / N	Risk Type: Service (S) Escalated Service (ES) Standing Corp. (SC) Strategic (ST)	Risk Owner	Risk Description & Potential Outcomes (reasonable worst-case scenario)	Existing Controls / Mitigation	Additional Mitigation Planned – including Timelines/Deadlines	Risk Score		Risk Category / RAG Rating & Rating Change
							L	S	
Changing external policy context which could arise as a result of levelling up approach or devolution or other unforeseen reasons.	Y	ST	PS	Significant fast track change which can have significant impact on services, levels of available resources or the Council's financial position. Impact of Government response to Covid-19 creates uncertainty and the long-term picture with regard to recovery remains uncertain. Reputational risk if the Council is unable to sufficiently adapt to the changing environment.	Service level risk assessments to consider impacts of potential policy changes on individual Council services. Policy and Communications service to support ELT and CMT with 'horizon scanning' which will assist the Council in identifying and where possible responding to some changes.		3	1	↔
Securing infrastructure investment	Y	ST	KE	Inability to attract infrastructure investment through the public and private sector to support plans. Failure to secure investment in the area could lead to a decrease in Rushmoor's competitiveness and attractiveness.	Work with public and private sector infrastructure providers and funders. Horizon scanning in relation to the levelling up agenda and its implications for Rushmoor.		2	4	↔
Decline in the retail sector/town centre uses and subsequent impact on town centres	Y	ST	TM	Economic and social changes have a negative impact on Farnborough and Aldershot 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	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. Ensuring that relevant Government support for business is distributed as swiftly as possible.		4	2	↔

Deteriorating economic conditions	Y	ST	TM	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. 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.	Partnership working with other organisations around support for the economy and local businesses. Engagement with Ward Councillors. Maintaining an understanding of local economic conditions – tracking economic indicators at a local level. Ensuring that key issues/events are escalated to CMT/ELT at the appropriate time. Ensuring that relevant Government support for business is distributed as swiftly as possible	Further strengthen our capacity within economic development with the appointment of a Service Manager who started in post in March 2021 and new EDO started at beginning of May. Development of future spend of ARG to support investment to recover, deal with hardship and support start ups delivery Sept 21 to March 22 Strategic Economic Framework being developed Informal Cabinet August Consultation Sept/Oct Cabinet Nov/Dec	3	2	↔
Demographic change	Y	ST	RB	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 or potentially having a negative impact.	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)	Review census information and share widely across the Council and with partners so that trends and their implications are understood – late 2021.	3	2	↔
Educational Attainment Secondary schools	Y	ST	AC	Educational attainment at secondary education level continues to present challenges. This may have an impact on deprivation, unemployment etc. Impact on the area's local reputation. May impact on service demand. C19 impact – predicted grades, lost academic time may exacerbate existing patterns.	HCC responsible for Education. RBC supporting role - Priorities set out in the Supporting Communities Action Plan – focus on increasing aspirations. Joint work on supporting families with Hampshire Children's Services Educational Improvement Group established under the Overview and Scrutiny Committee	Area of focus in Community Covid Recovery Plan	3	2	↔

<p>Poor Health Outcomes within Borough (e.g. obesity, mental health etc)</p>	<p>Y</p>	<p>ST</p>	<p>AC</p>	<p>Rushmoor has areas where there are health inequalities and health deprivation.</p> <p>Additional stress and burden on local services – including partner agencies. 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 to address.</p>	<p>Supporting Communities Strategy and Action Plan adopted.</p> <p>Joint working with partners, particularly with the CCG, HCC, with a range of initiatives and plans in place.</p> <p>Projects to increase activity and inclusion in the Borough.</p> <p>CPE response group established.</p> <p>New recovery and service structure to be put in place.</p>	<p>Review approach to resourcing (in conjunction with partners, in particular the CCG and HCC) and then overall approach to delivering the Council's ambitions – to assess resources etc.</p> <p>Development of long-term plans</p> <p>Programme of mental and physical health support to be developed for 2021.</p> <p>Focus on Healthy lifestyles – linked to deprivation and work of the food partnership.</p>	<p>3</p>	<p>2</p>	<p>↔</p>
<p>Further waves of Covid 19 and lockdowns</p>	<p>Y</p>	<p>ST</p>	<p>PS</p>	<p>Increases to infection levels (either locally or nationally) could lead to a further period of lockdown.</p> <p>Implications of this would be far-reaching and could include adverse impacts for health, wellbeing and the economy.</p> <p>Potential for disruption to Council services due to illness, periods of self-isolation and/or caring responsibilities during a period of lockdown, particularly where schools are closed.</p> <p>A cycle of lockdowns and short periods of recovery also have the potential to cause disruption economically – creating uncertainty for businesses and making it challenging to the Council to plan services beyond the short term.</p>	<p>Existing control mechanisms now well understood and utilised and could be redeployed if required.</p> <p>Business continuity measures have been tested throughout 2020/21 and enhanced where needed.</p> <p>Recovery Plans in place and could be revised/adapted where required.</p> <p>Step 4 to be implemented on July 19th. Expected rise in infections but not mirrored by hospitalisation and deaths.</p> <p>Continue weekly management Covid meetings to ensure awareness of any changing circumstances.</p>		<p>2</p>	<p>2</p>	<p>↔</p>

<p>Financial sustainability of public sector partners</p>	<p>Y</p>	<p>ST</p>	<p>PS</p>	<p>The financial sustainability of a wide group of public sector partners is negatively impacted, resulting in reduced service provision by all. In this scenario, the range and quality of services available to residents could be affected. This could have negative repercussions for health, education, social and economic outcomes. It is possible that the Council would be expected to meet some of this 'gap' in provision thus exposing the Council to potential financial and reputational risk.</p>	<p>Close partnership working at a senior officer and political level with the Council's public sector partners.</p>	<p>Respond to the Hampshire County Council's budget proposals consultation – July 2021 and ensure Members and Officers are well briefed on potential implications/risks arising from related implementation</p>	<p>3</p>	<p>2</p>	
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Part 2: Standing Corporate Risks (SC)

(Total 16 Risks)

Although the Corporate response to these risks may be managed by a single Service, they will be cross cutting and long term in nature. Standing Corporate risks will tend to remain on the Corporate Risk Register for longer periods of time, if not indefinitely. Examples of these may be the Council's financial position or compliance with data protection legislation, both of which have a wide impact and involvement from across the Council, but are generally overseen or managed by one service.

Standing Corporate risks, impacting more than one Service, will normally be managed by one Service with the expertise required, but if not they will be assigned to one single risk owner as the lead. This is for practical purposes to avoid duplication and ensure that they are managed overall by a single point of contact. Although the day-to-day management of the risk itself may not fall entirely upon that risk owner, they will be responsible for collating and updating CMT and the risk register entry on behalf of the Council.

Risk Title	Suitable for Public Register Y / N	Risk Type: Service (S) Escalated Service (ES) Standing Corp. (SC) Strategic (ST)	Risk Owner	Risk Description & Potential Outcomes (reasonable worst-case scenario)	Existing Controls / Mitigation	Additional Mitigation Planned – including Timelines/Deadlines	Risk Score		Risk Category / RAG Rating & Rating Change
							L	S	
Governance and Decision Making –	Y	SC	AC/IH	<p>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.</p> <p>Risk of non-compliance with legal requirements. Financial loss from costs of defending, or costs of halting development works.</p> <p>Reputational risk Risk of delay in delivering key organisational objectives.</p>	<p>Governance Group meets weekly to consider more complex decision-making matters including Interests and Member engagement.</p> <p>Delegated decision making is monitored quarterly by the Governance Group.</p> <p>Strengthening of the governance arrangements with improvements to the new CGAS committee currently being introduced.</p> <p>Constitution kept under review and training on decision making provided to CMT/Service Managers.</p> <p>Timetables and reminders for deadlines provided by meeting administrators.</p>	<p>Governance Group participation in on-line seminars – e.g. learning from what can go wrong at other Local Authorities, CfGS framework.</p> <p>Consultation with external experts e.g., Freeths or LGA for some specialist matters.</p> <p>Training to improve CGAS committee's oversight of corporate governance and audit matters and recruitment of Independent Person.</p> <p>Training offered for OSC. (Delivery of Members training underway for 2021-2022)</p> <p>Training on Contracts and Financial Standing Orders for CMT and Service Managers</p> <p>Support Corporate Induction on Constitution for staff</p>	2	3	↔
Climate Change – Failure to deliver ambition for a carbon neutral Council by 2030.	Y	SC	AC	<p>Risk of not delivering high profile organisational objective due to insufficient resources or lack of support because of other priorities.</p>	<p>Development of a plan and assessing resourcing requirements.</p> <p>Allocation of ringfenced resource</p> <p>Driven by Cabinet Member and Working Group</p> <p>Annual review of plans and inclusion in quarterly monitoring</p>	<p>Focus on the issues that make the most difference by identifying priority areas.</p> <p>Develop work to deliver with partners through the Rushmoor Partners Network.</p> <p>Incorporate projects within Service Business Plans</p> <p>Develop an apprentice role from ring fenced resources.</p>	2	3	↔

Major Data Breach – non-technical (human and physical)	Y	SC	DPO	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.	Mandatory training for all; encouraging breach reporting and continuing communication on training and lessons learned from data breaches that have occurred. Access controls – council offices/systems/archive management.	Use of office 365 protocols/rules to track email content and attachments and alert sender to potentially high risk communications. Cloud storage. Strengthened access controls; visitor controls	3	2	↓
Threat of Cybercrime & Data Loss	N	SC	NH	Threat of outside malicious forces attempting to breach RBC's network. Breach could lead to data loss, loss of service(s) and potential unknown financial loss and possible enforcement action by the ICO. Inability to operate in whole or part until the breach is addressed.	Full remediation plan in place		4	4	↔
Loss of Accommodation/ Building (temporary & permanent)	N	SC	NH	The councils main building may be lost to natural causes (storms, flooding etc), unforeseeable events of crisis (plane crash into building), outside malicious forces or fire. The loss of the building would prevent the council operating at 100% capacity until such time as a secondary building(s) could be set up for officers to work The financial costs would be extreme, albeit partially if not wholly covered by insurance policies. There is a risk of loss of life for any officers or member of public who may be in the building at the time of said event(s)	Business continuity plan & IT Disaster recovery plans in place Multiple copies of BC/DR Plans have been disseminated Fire risk assessments undertaken regularly Building condition survey undertaken with recommendation works	Business continuity plan and IT Disaster recovery plan to be tested – NS/RS/AM Review BC plans following improvements made due to Covid-19 – NS/AM/RS - 2021	2	4	↔

				<p>There would be a significant impact to services delivered by the council</p> <p>Use of the building may be lost on a temporary basis due to an infection outbreak (e.g. Covid-19) or other unforeseen event</p> <p>Covid -19, the majority of staff can now work from home.</p>					
ICE programme not implemented and associated savings not delivered or delayed	Y	SC	KE	<p>Cost of implementation exceed available budget</p> <p>Workstream savings do not materialise</p> <p>Financial pressures on the Council - abandonment or refocus</p>	<p>ICE Programme Management Arrangements, including Programme Board.</p> <p>Maintain focus of ELT on ICE programme as savings delivery mechanism and avoid 'quick fixes'</p> <p>Heads of Service clear on requirement and supported to prioritise and release staff savings</p> <p>Maintain Member engagement with programme</p>	<p>Maintain senior and member focus on programme delivery</p> <p>Ensure funding for transformation maintained</p> <p>Continue to engage with T&F group and provide regular briefings to Cabinet</p>	3	3	↔
Regeneration of town centres does not deliver economic, community and financial benefits - see major projects	Y	SC	KE/NI	<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. 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>	<p>JV Partnership with Hill Group (Rushmoor Development Partnership) - share risk/reward approach</p> <p>Comprehensive regeneration programme governance process implemented. (Board meets monthly)</p> <p>Regular Cabinet and Member reporting</p> <p>External due diligence engaged</p> <p>External grant funding secured.</p>	<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>	3	4	↔

<p>Union Street, Aldershot - Major Project</p>	<p>Y</p>	<p>SC</p>	<p>KE/NI</p>	<p>Anticipated project expenditure of circa £40m expected to require RBC borrowing / rental guarantees / external funding to fulfil.</p> <p>High levels of public and political interest in scheme.</p> <p>Reputation for delivery will be tested, particularly as the Council is undertaking development of the scheme.</p> <p>Financial modelling builds in assumptions relating to income that are yet to be secured by way of pre-lets.</p> <p>Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.</p>	<p>External grant funding secured (£6.2m)</p> <p>Comprehensive regeneration project governance process implemented. (Board meets monthly)</p> <p>Regular Cabinet and Member reporting.</p> <p>External due diligence engaged.</p> <p>End user identified for the affordable housing.</p> <p>Technical Design being undertaken to refine construction costs prior to entering into contract</p>	<p>Engage commercial advisors to assist with pre-let opportunities</p> <p>Pursue option of Rushmoor Homes Limited purchasing the market rent units from RBC.</p> <p>Consider funding profile in order to best manage risk exposure</p>	<p>2</p>	<p>4</p>	<p>↔</p>
<p>Civic Quarter, Farnborough - Major Project</p>	<p>Y</p>	<p>SC</p>	<p>KE/NI</p>	<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>	<p>JV Partnership with Hill Group (Rushmoor Development Partnership) - share risk/reward approach</p> <p>Comprehensive regeneration project governance process implemented. (Board meets monthly)</p> <p>Regular Cabinet and Member reporting.</p> <p>External due diligence engaged.</p>	<p>Further public engagement planned.</p> <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 etc.</p>	<p>2</p>	<p>4</p>	<p>↔</p>

Insufficient funding to proceed with projects	Y	SC	KE/NI	<p>The Council cannot commit to fund the regeneration programme of projects.</p> <p>Failure to deliver the schemes as a result of a lack of funding will not meet the overarching strategy objective as stated in the Council Business Plan to regenerate our town centres.</p>	<p>Secured external grant funding to assist with bridging funding gaps.</p> <p>Conducted detailed financial modelling and appraisals of Union Street scheme.</p> <p>Ensuring finance colleagues are kept up to date with both current / forecast project spending.</p> <p>Established a governance process that provides clarity on the financial requirements to support delivery of projects e.g. feasibility/OBC.</p>	<p>Seek additional grant funding to mitigate the risk to the Council.</p> <p>Consider joint ventures in order to share the risk/reward.</p> <p>Continue to review financial position in order to determine capacity to support regeneration projects.</p>	2	4	↔
External Audit opinion	Y	SC	DS	<p>Inability to publish Statement of Accounts by statutory deadline</p> <p>Council is not able to secure an unqualified opinion of the financial statements</p> <p>Significant governance issues across the authority results in a qualified VfM opinion</p> <p>National position shows 55% of 2019/20 audit opinions delayed</p> <p>VfM opinion</p>	<p>Adequately resourced/qualified/experienced team</p>	<p>Improved working/information sharing between finance and property given focus on PPE valuations</p> <p>Greater awareness at HoS level around service responsibilities for final accounts</p>	3	3	↔
Lack of employee alignment, engagement and development will reduce organisational performance	Y	SC	AMcB	<p>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</p>	<p>Development and implementation of People Strategy</p>	<p>Corporate and Service Manager development</p>	3	2	↔

Political Ambitions & Resources	Y	SC	PS	Political ambitions exceed organisational capacity and resources resulting in priorities not being delivered and day to day services becoming poor.	Business Plan process identifies corporate priorities and objectives & the service planning process dealing with day to day services. Informal Cabinet briefings, Portfolio Holder briefings and shadow portfolio arrangements all in place. Weekly meeting between the Leader and the Executive Team to raise any strategic issues or issues of concern. Member Scrutiny and Policy functions in place. Regular meetings of the cross party budget strategy working group in place to give advice / views on the financial challenges facing the Council.	Executive Boards in place for the Regeneration & Major Projects work and also for the ICE programme and the Cost Reduction & Efficiency Programme to ensure senior management oversight and management. Also, more use of "all member" briefings using TEAMS to update and keep all elected members in the picture	1	2	↓
Interest rate/refinancing risk on external debt	Y	SC	DS	Council debt portfolio (£97m as at 31/12/2020) cannot be refinanced at affordable interest rates/within resources set aside in MTFS Volatility in capital/money markets due to political uncertainty Contraction of inter-authority lending market Ability to manage debt portfolio - significant resource and skill requirement Changes to PWLB Lending Terms announced 25/11/2020 by Government Council is unable to access PWLB borrowing due to non-compliance with revised lending rules Council does not consider risk on debt portfolio	Continual monitoring of debt position and market interest rates Engagement with Arlingclose (Council's Treasury advisors) Treasury Management Strategy sets borrowing limits and interest rate exposure limits External borrowing - refinancing risk mitigated through planned move to longer term borrowing Engagement with Grant Thornton on Union Street Scheme PWLB Lending terms - compliance through TMS and Capital Strategy for 2021/22 LA rates reduced and availability of ST finance has improved. Arlingclose advise sought and gained	Utilising revenue savings of capital receipts to repay debt Further budget and efficiency savings to offset increased borrowing costs Reduce borrowing for future schemes (i.e. risk on existing debt is high so can't take on additional debt)	2	2	↔

Financial Sustainability	Y	SC	DS	<p>Government funding through BRR declines Business Rates base reduces due to lower economic activity Council cannot afford to deliver services on current cost configuration Lack of engagement from officers and members with the financial challenge</p> <p>Savings Programme does not deliver required savings</p> <p>Poor decision making on financial commitments</p>	<p>MTFS (February 2021) indicates scale of funding gap</p> <p>Positive level of balances (CIPFA FR Index)</p> <p>Revised Savings Programme already commenced with ELT sponsorship</p> <p>Council Tax increase maximised for 2021/22 and assumed in MTFS</p>	<p>Delivery of £3m of savings/cost reduction by 2022/23 critical Reserves held for risk (Commercial Property) and long-term liabilities (Pension) Asset disposals for commercial property where cost of holding is high Review of service delivery options Review of Capital expenditure plans Capitalisation direction could be sought S114 notice consideration Future of NHB Consultation</p>	4	4	↔
Change in Political Leadership/Control at the Council	Y	SC	PS	<p>New administration changes overall policy direction of Council Main risk to Organisational Objectives - which in turn may have impact on major projects etc.</p>	<p>Horizon scanning - position of projects etc kept under review in relation to upcoming elections. Election by third makes immediate change of overall control less likely.</p>		1	2	↔

Part 3: Escalated Service Risks

(Total 8 Risks)

Escalated Service risks are likely to be those that by virtue of the severity of the potential outcome and/or inadequate controls may be considered a single point of failure for the Council, rather than a threat to a single Service. It could also include those risks that are newly identified and have little or no mitigation or controls in place. These risks will tend to arise, be resolved and then be removed from the register.

Risk Title	Suitable for Public Register Y / N	Risk Type: Service (S) Escalated Service (ES) Standing Corp. (SC) Strategic (ST)	Risk Owner	Risk Description & Potential Outcomes (reasonable worst-case scenario)	Existing Controls / Mitigation	Additional Mitigation Planned – including Timelines/Deadlines	Risk Score		Risk Category / RAG Rating & Rating Change
							L	S	
Changing priorities and outcomes from either RDP partner	Y	ES	KE/NI	<p>RBC and Hill Investment Partnership each represent 50% of the Rushmoor Development Partnership.</p> <p>Decisions must be unanimous, any inability to arrive at a decision results in deadlock and delay.</p> <p>Decisions are often time sensitive, any tension / conflict may cause delays.</p> <p>The Council sees no return on its investment if conflict is not resolved and fails to deliver on its regeneration aspirations.</p>	<p>Members Agreement sets out conflict procedures and arbitration process.</p> <p>Regular meetings between partners scheduled at both Investment Team and Board level to discuss decisions.</p> <p>Council Members kept informed of progress and key decisions.</p>	<p>Opportunities for relationship building exercises and different working practices when Covid restrictions ease.</p>	2	3	↔
Financial System	Y	ES	DS	<p>Integra Financial System is not able to support Council requirements</p> <p>Lack of knowledge and skills within Finance and IT</p> <p>Integra system within RBC requires further development to ensure it remains fit for purpose.</p> <p>Low day-to-day use from RBC HoS/SM/BH. Link to risk - inaccurate financial reporting</p> <p>Reliance on external support from CAPITA may be weakened with focus on CENTROS</p> <p>Alternative financial records are maintained by services.</p>	<p>Finance and IT are able to maintain current system</p> <p>ICE Programme has identified Integra/Financial system as requiring modernisation</p>	<p>Business Process Review with Capita</p> <p>Recruitment of Systems Accountant with Integra knowledge</p>	3	3	↔

<p>Inaccurate reporting of financial position</p>	<p>Y</p>	<p>ES</p>	<p>DS</p>	<p>Financial reports to Cabinet provide inaccurate financial information leading to poor decision making Budget holders provide finance with either inaccurate forecasts or unrealistic estimates of future expenditure and income</p> <p>Budget holder engagement low and may mean they are unaware of budget and spend position (increased risk because of Covid-19)</p> <p>Remote working/working from home may make budget monitoring more difficult</p> <p>Financial information held in Integra is not regularly reviewed by budget holders</p> <p>Basis of forecasts/estimates does not take into account relevant financial information</p> <p>Impact on production of financial reports for Cabinet/ELT/CMT</p> <p>Decisions are made on income/expenditure could be based on incorrect assumptions</p> <p>Other work priorities take precedence - financial reporting by BH does not happen</p>	<p>Financial Regulations</p> <p>Budget monitoring process and quarterly reporting BH access to Integra</p> <p>Finance team review of transactions and support to BH Escalation of financial reporting difficulties through ELT</p>	<p>Improvement to Integra to provide user friendly/budget holder focussed reporting High-risk reporting through ELT and CMT</p>	<p>3</p>	<p>2</p>	<p>↔</p>
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Impact of continuing to administer business grants	Y	ES	DMK	Staff resources - administering business grant payments	Currently have bought in additional resource until end of April 2021	Consider whether contract needs extending	3	3	↔
Finance unable to adequately discharge responsibilities, lack of suitably qualified or experienced staff	Y	ES	DS	<p>Finance team unable to provide adequate advice on financial matters</p> <p>Finance unable to complete processes around budget setting or budget monitoring, final accounts process</p> <p>Lack of awareness of key developments in local authority accounting</p> <p>Audit opinion at risk if staff are not available or suitably qualified</p> <p>Demands for finance support outstrip available staff time leading to poor decision making</p> <p>Complexity of finance support required (i.e. specialist knowledge needed)</p> <p>Lack of engagement from organisation (budget setting, financial reporting) requires finance to act as backstop control. Risk of loss of knowledge from staff turnover</p>	<p>CPD, access to professional training and seminars</p> <p>Advice on VAT and Treasury management from external sources</p> <p>CIPFA Publications subscription</p> <p>Pixel subscription</p> <p>SDCT membership</p>	<p>Secondment from GT</p> <p>Further recruitment activity in 2021</p> <p>Review team structure requirements</p>	3	2	↔

<p>Council Tax Support Scheme - Affordability</p>	<p>Y</p>	<p>ES</p>	<p>DMK</p>	<p>Due to impact of Covid 19 and the significant increase in claims for Council Tax Support, the council has now paid over £5million in support. this is a significant increase in costs and mitigation is included in the councils budget for 21/22.</p> <p>The C19 Council Tax Hardship fund which enabled additional support to be given to our CTS customers ends 31 March 2021. No direct funding will be available to provide further support from April 2021 other than CTS.</p> <p>The review of the CTS scheme has been postponed until 2021.this is because of the unknown impacts of C19 and the prolonged Lockdown measures. However the scheme as it stands is generous by comparison and we may pay in excess of the amount budgeted for 21/22 by the end of the year</p>	<p>Monitoring impact of Council Tax support - caseload and cost. Members council Tax support Group performing scrutiny and overview.</p> <p>Identifying number of people on CTS falling into arrears for Working age customers everyone claiming CTS has to pay a minimum contribution of 12% towards their council tax. The support is also capped at a Band D council tax. Other eligibility criteria apply.</p> <p>an Exceptional Hardship fund of £12k exists to help those people falling into arrears. the scheme is being reviewed in 21/22 to consider any changes required due to the impact of Universal Credit; continued affordability issues and to reduce complexity for the customer. This also achieves savings by reducing the administration processes involved in delivery the scheme. By 23/2/21 the CT Hardship Fund is underspent. There is no authority to spend this again in 21/22 to support CTS customers directly in the same way.</p> <p>The underspend will support the increase in the general costs of the scheme due to a rise on LCTS caseload Report to Cabinet (Jan 2021) with recommendations</p>	<p>None C19 Hardship Fund - review on monthly basis</p>	<p>2</p>	<p>3</p>	<p style="text-align: center;">↔</p>
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<p>Impact of Covid-19 on ability to pay/collect Council Tax and Business Rates</p>	<p>Y</p>	<p>ES</p>	<p>DMK</p>	<p>Non collection rates for council Tax and Business rates have increased beyond budget assumptions due to Covid 19.</p> <p>If collection rates continue on this trajectory there will be a significant shortfall in income.</p> <p>There is a risk this could decline further in 2021/22 depending on the speed of economic recovery and extension of business rate reliefs which we will know about in the Budget on 3 March 2021 Spring Budget - Mar 2021. Dependent on announcement and complexities of any scheme could delay NDR annual billing - effect cashflow on late instalment for April</p>	<p>Astute and proactive financial management Political and Management awareness of the risks Government announced legislation in response to predicted Collection fund Deficits arising in 2020/21 whereby deficits can be spread over the next three years rather than the usual period of one year. It applies separately to each of the council tax and Non domestic Rates collection fund balances. Are concentrating on recovery work having transferred billing and collection work to the CSU Officers are monitoring the debt levels and engaging businesses to ensure payment of the bills. Agreed recovery process with s151 officer and Portfolio holder</p>	<p>Continue to review collection on monthly basis</p>	<p>3</p>	<p>3</p>	<p style="text-align: center;">↔</p>
<p>Reduced Income from Property Portfolio</p>	<p>Y</p>	<p>ES</p>	<p>PB/NI</p>	<p>Significant loss of income from the Council's property portfolio arising from a variety of reasons including but not limited to Covid, deteriorating economic conditions, downturn in the property market and changing consumer or business habits.</p>	<p>Establishment of a Property Investment Advisory Group (PIAG) to monitor performance and advise on necessary actions alongside the appointment of LSH Investment Management (LSHIM) who have been appointed to manage part of the portfolio adopting a commercial approach and supporting the Council in an area where in house skill, knowledge and capacity is limited. Also the establishment of a Commercial Property Reserve to act as a buffer for any significant in year loss of income.</p>	<p>Increased emphasis by the service in managing rent payment and working with tenants directly and through LSHIM especially during the Pandemic.</p>	<p>2</p>	<p>2</p>	<p style="text-align: center;">↔</p>

Matrix & RAG Risk Rating

Severity of Outcome (S)	4					<table border="1"> <tr> <td style="background-color: red;">High Risk</td> <td style="background-color: red;"></td> <td>Strongly consider further mitigation, tolerating risk is unlikely to be acceptable</td> </tr> <tr> <td style="background-color: yellow;">Med. Risk</td> <td style="background-color: yellow;"></td> <td>Tolerable if risk/exposure is acceptable at senior level</td> </tr> <tr> <td style="background-color: green;">Low Risk</td> <td style="background-color: green;"></td> <td>Additional action may not be necessary to manage risk</td> </tr> </table>	High Risk		Strongly consider further mitigation, tolerating risk is unlikely to be acceptable	Med. Risk		Tolerable if risk/exposure is acceptable at senior level	Low Risk		Additional action may not be necessary to manage risk
	High Risk		Strongly consider further mitigation, tolerating risk is unlikely to be acceptable												
	Med. Risk		Tolerable if risk/exposure is acceptable at senior level												
	Low Risk		Additional action may not be necessary to manage risk												
	3														
2															
1															
	1	2	3	4											
	Likelihood of Occurrence (L)														

Rating Consistency Guidance

	Likelihood of Occurrence (L)	Severity of Outcome (S)
1	<p>Very unlikely Very unlikely to occur, (no history or near misses etc). Less than 5% probability.</p>	<p>Minor Risk to specific role. Legal action unlikely. No significant illness or injury. Negative customer complaint. Financial impact negligible.</p>
2	<p>Unlikely Unlikely but may occur (may have happened, but not within past 5 years). Is not expected to happen in next 5 years, less than 25% probability</p>	<p>Moderate Risk to normal continuation of service. Legal action possible but defensible. Short term absence/minor injury. Negative customer complaints widespread. Financial impact manageable within existing Service budget.</p>
3	<p>Likely Likely to occur (or already happened in the past 2 to 5 years). Is expected to happen in the next 2 to 5 years, 25 - 50% probability</p>	<p>Significant Partial loss of service. Legal action likely. Extensive injuries or sickness. Negative local publicity. Significant fine. Financial impact manageable within existing Corporate budget - but not Service.</p>
4	<p>Very likely Very likely to occur (or has already happened in the past year), may occur frequently. Is expected to happen in the next year, more than 50% probability</p>	<p>Major Total loss of service. Legal action likely & difficult to defend. Death or life threatening. Negative National publicity. Imprisonment. Financial impact not manageable within existing funds.</p>

