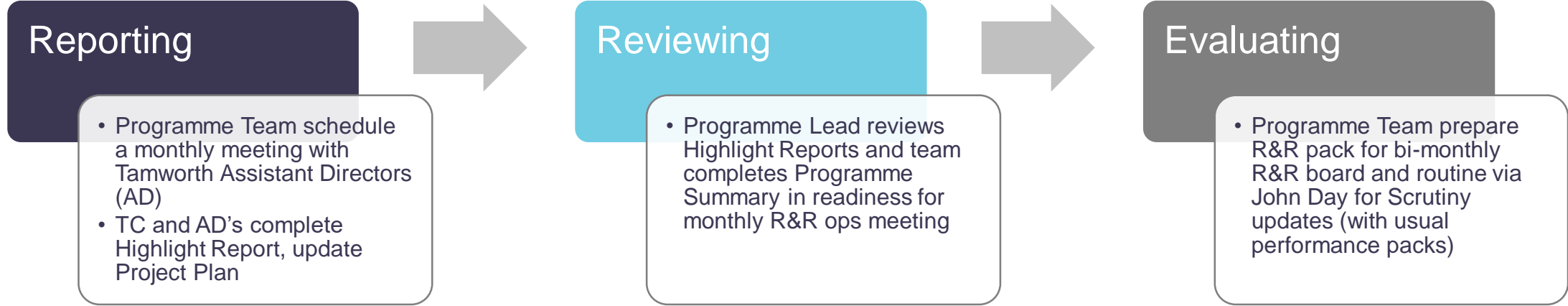
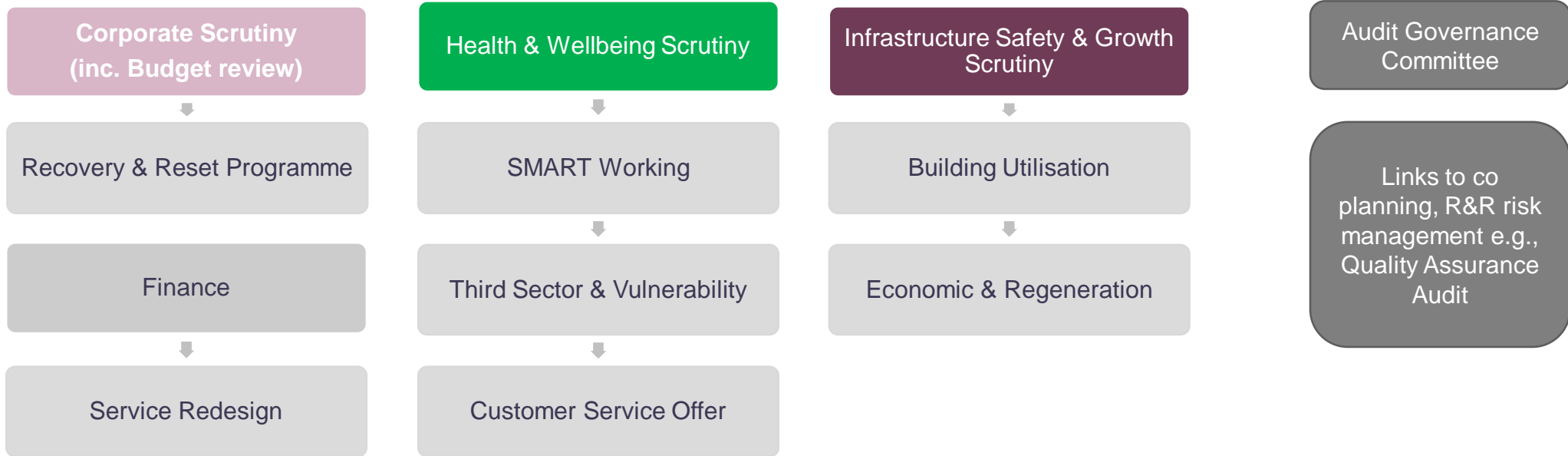


Scrutiny and Board Oversight

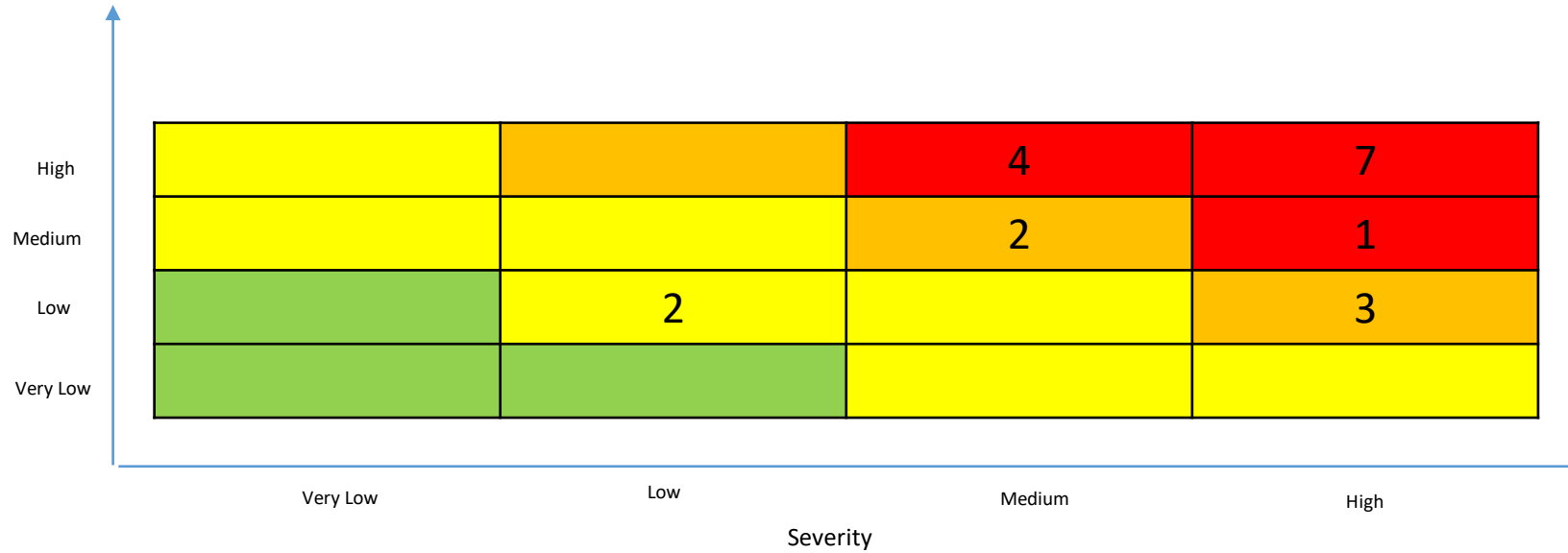


Page 101



Agenda Item 7

Programme Risk Management



Summary of active risks

November	High	11	Medium	7	Low	2	Very Low	0	Total	20
December	High	10	Medium	8	Low	1	Very Low	0	Total	19
January	High	11	Medium	8	Low	1	Very Low	0	Total	20
March	High	12	Medium	5	Low	2	Very Low	0	Total	19

Programme Risk Management

Area	Description	Mitigation	2021	Jan 2022	March 2022
Programme	Council reputational risk	Robust comms plus staff comms on the intranet that is kept up to date and agreement of direction of travel from cabinet in December 2021	16	16	16
Building Requirements	Likelihood of challenge from MH leaseholders around level of MH development planning. Any delay in the options appraisal will directly affect the decommissioning.	Clear political steer and robust constraints mapping underway. To achieve timescales, it's likely we will have to negotiate out of the lease which will have a cost implication. Legal advice sought.	16	12 Additional legal advice reducing risk	12
Building Requirements	Cost assumptions have not been market tested and could exceed current cost estimates	Working with external consultants to monitor costs. March 2022: costs are becoming clearer but remains high risk.	16	16	12
Page 103 Econ & Regeneration	Financial savings will not be realised through MH regeneration and vacation. Feasibility and/or site constraints may increase costs or reduce options for regeneration	Cost assumptions to be market tested, robust constraints mapping commissioned. MH vision viability testing to shore-up decision making	16	16	16
Econ & Regeneration	Reputational management – empty property concerns when MH is vacant	Demolition to take priority after vacation and stripping out. Public comms to support key messages around action being taken and that the building is not “abandoned”.	16	16	16
Econ & Regeneration	Dependencies and shared risks with FHSF, Regeneration Agenda, Levelling Up. Risk of mission creep, overlapping or conflicting agendas.	Ongoing monitoring of dependencies, internal communications and senior leadership awareness.	16	16	16
Programme	Key critical projects are interlinked and mutually dependent	Detailed planning and dependency management. Workshops for projects completed and more planned, vigilance around project visibility and feed into programme reporting.	12	16 As programme develops, dependencies are more complex and require additional monitoring.	16

Programme Risk Management

Area	Description	Mitigation	2021	Jan 2022	Mar 2022
Programme	Resource concerns across the programme	A robust resource plan has been submitted for 3 months to ensure the stability of the programme. This should be revisited when cabinet have chosen a delivery option	12	16 Staffing continuity, procurement timetable & corporate project overlaps	12
Building Requirements	There are no places for the council to be relocated at the moment and it must be in the town centre	Responses to be reviewed and options appraised	12	12	12
Building Requirements	Council rental/purchase/building options being delayed may impact on sale or repurposing of MH.	Critical project management in place, close relationship between projects and risk being monitored closely	16	16	16

Summary of Governance Timescales

Event	Timeline	Comments
Programme Audit	As per Audit Plan	On Audit plan for Qtr 2
Recovery & Reset Operational Meetings	Bi-monthly	Organisational Wide Senior management team to review and assess programme highlight reports and progress
Scrutiny Committees	ISAG 19 th Jan 2022 H&W 15 th Jan 2022 Corporate 01 st Feb 2022 Audit and Governance 22 nd March 2022	To date all scrutiny committees have received the programme well, low volume additional requests such as having sight of the project timeline.
Recovery and Reset Board	15 th December 2021 23 rd February 2022 27 th April 2022	Each Board meeting attended by all Cabinet colleagues along with Executive Leadership team, Programme Lead
Cabinet on the Forward Plan	07 th April 2022	Proposed recommendations likely to include: <ul style="list-style-type: none"> • Marmion House Options Regeneration • Town Centre Premises Options • Customer Services Offer (Short/Med/Long Term) • Service Redesign Framework (Timing Plan)

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