AUDIT COMMITTEE

10 March 2016

MAJOR PROJECTS PROGRAMME RISK REGISTER

REPORT OF HEAD OF POLICY AND PROJECTS

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RECENT REFERENCES:

CAB2730(MP) Local Partnerships Review of Programme Management – Update – 5 October 2015

EXECUTIVE SUMMARY:

This report sets out the programme risk register for the Council's programme of major projects.

RECOMMENDATIONS:

1   That Audit Committee note the Programme Risk Register and refer any comments to the Leader.

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REPORT OF HEAD OF POLICY AND PROJECTS

1   Introduction

1.1   The Council has developed its approach to risk significantly over the past
        year, initiated by Audit Committee engaging Members through a number of
        workshops to develop a new Corporate Risk Policy alongside a revised
        approach to monitoring the Corporate Risk Register. The visibility of project
        risk management is also being improved, and Cabinet reports on major
        projects are now accompanied by risk management plans.

1.2   Two further areas of risk are now being developed: operational risk and
        programme risk. The former is being revised as part of the introduction of
        corporate service plan templates which provide a focus for operational risk
        within teams.

1.3   The need to develop a programme specific programme risk register was
        identified by the Local Partnerships review of Project and Programme
        Management, and a recommendation was made as part of the Silverhill
        Independent Review that the Council's approach to risk be reviewed. The
        register at appendix 1 represents the key risks to the Council's programme of
        major projects and actions in place to treat them, including any risks identified
        at project level which are common to a number of constituent projects. This
        register also provides detail behind the Corporate Risk CR3: Programme and
        Major Projects.

2   Monitoring of Programme Risk

2.1   The Programme Risk register will be maintained by Project Office, and
        monitored by Programme Management Group, who will escalate any issue to
        Performance Management Team who own the register. Both Cabinet (Major
        Projects) Committee and Audit Committee will receive a twice yearly
        monitoring report, the latter will receive this monitoring alongside the
        Corporate Risk Register monitoring.

OTHER CONSIDERATIONS:

3   COMMUNITY STRATEGY AND PORTFOLIO PLANS (RELEVANCE TO):

3.1   Our programme of major projects will play a key role in delivering the
         Council's objectives as set out in the Community Strategy, depending on the
         nature of the project.

3.2   The effective handling of risk in relation to our Programme will also help the
         Council achieve its objective in the Community Strategy of being an Efficient
         and Effective Council, particularly through the management of resources
         across the Council needed in order to progress projects whilst delivering
         services.

4   RESOURCE IMPLICATIONS:

4.1   A growth bid to secure resource to support the Council's Programme was
         approved by Council on 25 February as part of the Budget for 2016/17. This
         will be used to help address the risks set out in appendix 1.

5   RISK MANAGEMENT ISSUES

5.1   The Programme Risk Register identifies the key risks to the Council's
         Programme of Major Projects and the main actions the Council will undertake
         to address them.

BACKGROUND DOCUMENTS:

None

APPENDICES:

Appendix 1 – Programme Risk Register: February 2016