Local Government Reorganisation (LGR) Implementation Board
LGR Programme Level Risks - update

29th July 2022

Lead Officer: Alyn Jones, LGR Programme Director

Author: Angela Farmer, Risk Manager for LGR Programme

Contact Details: angela.farmer@sedgemoor.gov.uk

1. Summary

1.1. There are many definitions of risk. In most cases it is the potential for something to occur that can have an impact on what you are trying to deliver.

Therefore, to have risk management in place is about good governance and by having good governance in place, the programme can look to achieve the objectives it has set itself.

The programme level risks identified are those that the programme need to be aware and actively mitigate in order to ensure that all products are delivered.

Without effective risk management, the LGR programme will fail to deliver the desired outcomes either in terms of time, cost, quality, or a blend of all three.

2. Issues for consideration / recommendations

2.1. Members of the Implementation Board are asked to note the current LGR programme risks.

2.2. Members of the Implementation Board to note the arrangements for review and development.

3. Background

3.1. As part of the development of the LGR programme, a risk management framework for the programme was developed. This has allowed consistency in approach to risk assessment, scoring and mitigation. It also develops the process by which risks are escalated to Programme Steering Group and Programme Board.

3.2. As of June 2022, there were 17 programme level risks. These risks evolve and changes the programme changes and develops as well.

Workstream	Programme Level risks
People	1. Loss of staff from County and District Councils deemed essential to programme delivery 2. The risk that there are insufficient people resources to implement LGR programme and deliver the approved business case 3. There is a risk that there are stretched resources to deliver BAU activity, programme and projects outside of LGR
Customers, Communities and Partnerships	1. Loss of opportunity to align public and VCSE services to new operating model and outcomes as defined in the Business Case 2. Design/products to create new unitary council will not have the community as the central focus in the design of the new operating model
Service Alignment and Improvement	1. Lack of decision around contracts that are reaching the end of their life between now and 2024 2. Unforeseen or increase in the level of civil contingencies incidents requiring mobilisation of Business Continuity/Civil Contingencies activity 3. The risk that delivery of ICS implementation is not effectively joined-up with LGR implementation
Finance	1. There is a risk of a significant budget gap for new Somerset Council in 2023/24 when districts and County budgets combined, significantly impacting financial sustainability of the new authority 2. There is a risk that legacy councils make spend commitments that adversely affect implementation and benefits delivery 3. The risk that the back-office ERP (Enterprise Resource Planning) system is not sufficiently implemented to support the new authority 4. Failure of workstreams/projects to achieve their expected financial benefits as described in business case (£18.5m p.a. after 2 years)
Programme Steering Group / Programme Management Office	1. Uncontrolled change to the scope of the LGR programme 2. Next Council Elections lead to loss of momentum in the programme 3. Inter-dependencies between the workstreams not managed effectively 4. The risk that non-delivery or late delivery of key

Together we are delivering your

New Somerset Council

| | LGR products that other workstreams are dependent on |
| | 5. The risk that the LGR programme negatively impacts service provision and improvement activities of Children's Services and Adult Social Care. |

A full breakdown of the risks can be found at Appendix One, which will show is more detail the risk scores and mitigation.

3.3. Monitoring and review

Programme-level risks are reviewed and developed in a number of ways:

1. Monthly through Programme Steering Group and the Programme Board on the current programme level risks
2. Through reports to Programme Steering Group where risks can be identified and thus developed.
3. Through direct work with the workstreams and their respective project and change managers to ensure that the delivery of mitigation is being undertaken
4. Reviewing workstream risks for risks that are being recommended for escalation to the programme risk register
5. New risks as the workstream develop their products for delivery, and the risks that are associated with the delivery

4. Background papers

4.1. Appendix One – breakdown of risks

Note: For sight of individual background papers please contact the report author

Together we are delivering your
New Somerset Council