

LGR Programme Level Risks - update

Lead Officer: Alyn Jones, LGR Programme Director

Author: Angela Farmer, Risk Manager for LGR Programme

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

Cabinet Member: Cllr Val Keitch

Division and Local Member: All

1. Summary

- 1.1. There are many definitions of risk. In most cases it is the threat to the delivery of objectives that form the definition.

Therefore, to have risk management in place is about good governance and by having good governance in place, the Council will 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 Joint Scrutiny Committee are asked to note the current 17 LGR programme risks
- 2.2. Members of the Joint Scrutiny Committee are asked to review and scrutinise the programme level risks to:
1. Identify any of the risks that the committee believe further consideration to mitigate the risk are needed
 2. Identify any risks or subject areas which the committee would like the programme risk manager to investigate as a consideration of a potential programme level risk

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 August 2022 there were 18 programme level risks and these are set out below:

| | |
|------------|----------------------------------------------------|
| Workstream | Programme Level risks |
| People | 1. Loss of staff from County and District Councils |

| | |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>deemed essential to programme delivery</p> <ol style="list-style-type: none"> 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 4. The risk that there is insufficient capacity to manage the people side of change |
| CCP | <ol style="list-style-type: none"> 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 | <ol style="list-style-type: none"> 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 | <ol style="list-style-type: none"> 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) |
| PSG/PMO | <ol style="list-style-type: none"> 1. Uncontrolled change to the scope of the LGR programme 2. Inter-dependencies between the workstreams not managed effectively 3. The risk that non-delivery or late delivery of key LGR products that other workstreams are dependent on 4. The risk that the LGR programme negatively impacts service provision and improvement activities of Children's Services and Adult Social Care. 5. The risk of overspend of the £16.5m costs |

A full breakdown of the risks can be found at Appendix One, which will show in 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. Weekly review by the Programme Director
2. Monthly through Programme Steering Group and the Programme Board on the current programme level risks which includes agreement to add additional risks to the programme level register
3. Through reports to Programme Steering Group where risks can be identified and thus developed.
4. Through direct work with the workstreams and their respective project and change managers to ensure that the delivery of mitigation is being undertaken
5. Reviewing workstream risks for risks that are being recommended for escalation to the programme risk register
6. New risks as the workstream develop their products for delivery, and the risks that are associated with the delivery

4. Implications

- 4.1. A risk is the potential for something to occur that can have an impact on what you are trying to deliver. The programme level risks identified represent risks that the programme need to be aware and actively mitigate in order to ensure that all products are delivered.

5. Background papers

- 5.1. The LGR Risk Management Framework

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