

Committee Name and Date of Committee Meeting

Audit Committee – 12 March 2024

Report Title

Regeneration and Environment Red Risks on the Directorate Risk Register

Is this a Key Decision and has it been included on the Forward Plan?

No

Strategic Director Approving Submission of the Report

Paul Woodcock Strategic Director of Regeneration and Environment

Report Author(s)

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Ward(s) Affected

All

Report Summary

Directorate risk registers are received annually by Audit Committee.

Audit Committee received the Regeneration and Environment Risk Register on 28th November 2023.

This report provides further information and updates in relation to position of the red risks on the Regeneration and Environment Directorate Risk Register.

Recommendations

The Audit Committee is asked to note the progress and current position in relation to the red risk activity in Regeneration and Environment.

List of Appendices Included

Appendix 1 Regeneration & Environment Directorate Risk Register

Background Papers

Regeneration and Environment Risk Register

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Council Approval Required

No

Exempt from the Press and Public

Yes or No? If yes, use text below.

An exemption is sought for (Appendix 1) under Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)) of the Local Government Act 1972 is requested, as this report contains information that refers to the affairs of third parties.

It is considered that the public interest in maintaining the exemption would outweigh the public interest in disclosing the information because failure to do so may result in disclosure of information about the financial or business affairs of Council suppliers and partners.

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1. Background

A report was presented to the Audit Committee on 28th November 2023. The Committee made reference to and expressed concern about the four risks rated red on the Directorate risk register, and asked for an explanation as to how the risks were being managed. It was suggested that a follow up progress report be presented back to the Audit Committee.

2. Key Issues

2.1 There are currently three red rated risks on the Regeneration and Environment Risk Register. These include:-

- **Risk R&E 9 - Provide effective Home to School Transport**
Risk detail: Failure to deliver the Service in line with the budget.
- **Risk R&E 51 - Good management of highway structures**
Risk detail: Specific risk for Centenary Way Viaduct which incurred a central reserve slab failure on Wednesday 10th August 2022.
- **Risk R&E52 - Trees Service - Effective management of council owned trees**
Risk detail: Risk to health and safety caused by tree failure.

2.2 The existing controls, further mitigating actions and scores for each of the red risks have been reviewed further since the Audit Committee meeting and the updated risk register attached at Appendix 1.

2.3 Further information with regards to the scores, further mitigations and governance arrangements are provided in the table below:

Risk	Risk detail	Rationale current score	Rationale target score	Further mitigations and target dates	Governance arrangements
R&E 9 Provide effective Home to School Transport	Failure to deliver the Service in line with the budget.	Continued increases in demand and complexity of transport requirements is placing further pressure on the operating budgets, which is currently forecast to overspend consistent with impact score 3. This is an area of challenge for many Local Authorities across the Country.	The service is a statutory service and therefore the Council will need to ensure delivery is maintained within an appropriate and sustainable budget. The target score will be met when full assurance is provided around future forecasting of demand and efficiency of the existing service.	Re-tender of existing contracts although increased costs may be faced if external transport operators seek additional remuneration by increasing existing fares. Target date – Quarter 3 2024-25 Work with other LA's through a series of meetings to discuss benchmarking and sharing of best practice Target date – February 2024 Introduction of an ITT programme, with targeted candidates that will deliver	Currently a joint Transport Working Group is chaired by the Assistant Directors of Community Safety and Street Scene and the AD for Education, meeting every three weeks. In addition the relevant Strategic Directors hold regular oversight meetings which in turn feeds in to a meeting with the Leader and the Cabinet Member for Children and Young People. The risk is

				<p>cost avoidance benefit realisation Target date – March 2024 (review of 1st years achievements and return on investment)</p> <p>Research route optimisation software solutions with a view to maximising efficiency Target date Quarter 2 2024-25</p> <p>Fleet Programme Officer to develop options to replace hired minibuses with procured assets to reduce impact to revenue budget Target date March 2024</p> <p>Spend to save business case to be written for consideration, that proposes the insourcing of additional routes in order to generate an overall cost avoidance for the Elements Academy. Target date Quarter 1 2024-25</p>	reviewed monthly.
<p>R&E 41 - Delivery of the new Central Library & Markets to achieve regeneration aims in the Town Centre</p>	<p>Increasing project costs could result in the scheme costs exceeding the budget available for delivery.</p>	<p>Previous Score as at January 2024 was 15 red</p> <p>Current Score as at February 2024 is 9 amber</p>	<p>Significant value engineering has been undertaken, however there has been a confirmed increase in costs as provided by the contractor.</p> <p>A Cabinet report was presented in Dec 24 which increased the budget.</p> <p>The risk has been reduced accordingly, however until final costs are confirmed by the contractor there remains a risk that costs exceed the new budget.</p>	<p>Final costs to be confirmed in March. Should further work be required to bring the project within revised budget. Value Engineering to be undertaken in March.</p>	<p>Markets & Library Board chaired by AD PRT oversees the programme.</p> <p>Project reports into Regeneration Board, Capital DLT and Capital Programme Board.</p> <p>Final Business Case will be produced before contract is signed</p>
<p>R&E 51 - Good management of highway structures</p>	<p>Specific risk for Centenary Way Viaduct which incurred a central reserve slab failure on Wednesday 10th August 2022.</p>	<p>Current score 15 – measures include a daily inspection routine for traffic management and a weekly site inspection of the bridge structure. Crash decks have been installed where slabs have been identified as being at risk. Traffic Management has been installed on the bridge to provide protection from vehicle strikes. Works are being proposed in the summer to manage the risks of related congestion on the A630</p>	<p>Target score 5 – the structural repairs to the bridge and the protective measures (kerbing) for the central reserve will reduce the likelihood of future events.</p>	<p>Design work is complete with solution being proposed for a construction tender. Works are expected to take place in July 2024, for approximately 3-4 months.</p>	<p>This risk is being monitored through a series of on site inspections and reported through the Transport Major Schemes Programme Board. Any matters arising are escalated through these channels.</p>

R&E52 - Trees Service - Effective management of council owned trees	Risk to health and safety caused by tree failure.	Current score 15 Measures including addressing the backlog and recommendations within Audit reports have reduced the likelihood but the impact remains high.	Target score 8 Further measures including completing the inventory will reduce the likelihood and impact.	I.T. improvements ongoing Target date August 2024 The tree inventory is on track for completion by November 2026 Following substantial assurance from the internal audit review there has been one recommendation regarding putting an SLA in place with Planning by April 2024 An escalation process has been drafted, with triggers and thresholds, which will be finalised by March 2024.	This risk will be monitored through the Tree Performance Management framework which is reported monthly to Culture, Sport and Tourism SMT, and escalated to R&E DLT if triggers are met.
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3. Options considered and recommended proposal

That the Audit Committee note the red risks on Regeneration and Environment Risk Register and the current position.

4. Consultation on Proposal

- 4.1 Risks are discussed and reviewed monthly by Strategic Leadership Teams and at the Directorate Leadership Team (DLT). Where necessary, risks are escalated to the next strategic level for inclusion on the risk register.

A strategic Risk Champions Forum is also in place and the Regeneration and Environment Directorate is actively represented at all meetings.

5. Timetable and Accountability for Implementing this Decision

- 5.1 The next time the Regeneration and Environment Risk Register will be presented to Audit Committee is November 2024.

6. Financial and Procurement Advice and Implications (to be written by the relevant Head of Finance and the Head of Procurement on behalf of s151 Officer)

- 6.1 Financial implications linked to risk mitigations are closely scrutinised and monitored.

Costs associated to each of the risks, is included in the Regeneration and Environment Risk Register attached at Appendix 1.

7. Legal Advice and Implications (to be written by Legal Officer on behalf of Assistant Director Legal Services)

- 7.1 There are no direct legal implications arising from the Risk Register. Any actions taken by the Council in response to risks identified will take into account any legal implications.

8. Human Resources Advice and Implications

8.1 There are no direct Human Resources implications arising from this report. However, the risks contained in the Regeneration and Environment Risk Register (Appendix 1) directly link to the Workforce Strategy and improving the Regeneration and Environment workforce.

9. Implications for Children and Young People and Vulnerable Adults

9.1 Not applicable

10. Equalities and Human Rights Advice and Implications

10.1 Not applicable

11. Implications for CO₂ Emissions and Climate Change

11.1 Not applicable.

12. Implications for Partners

12.1 Actions relating to any issues affecting partners and other directorates are reflected in the risk register and accompanying risk mitigation action plans.

13. Risks and Mitigation

13.1 The Regeneration and Environment Risk Register (Appendix 1) details the Directorate level risks and mitigations. This is further supported by individual Service Area Risk Registers.

14. Accountable Officer(s)

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