

Appendix D: Risk Deep Dive – Failure to deliver work programmes within budget and planned timeframes

Cause

Multiple causes include inflationary impact; lack of resources including supply chain; poor scoping of activities, outcomes and benefits; time slippage eg due to legal, procurement, design, weather etc; scope creep; change of legislation or original priorities, and other external factors.

Effect

Failure to deliver projects to time and/or budget and/or original outcome leading to potential financial penalties, reputational damage, legal implications, service failure and customer / community impact.

Risk Score

| SCORING | | | |
|-------------|--------------------|--------------|--------------|
| | INHERENT | RESIDUAL | TARGET |
| Impact: | 3 - Moderate | 3 - Moderate | 2 - Minor |
| Likelihood: | 5 - Almost Certain | 3 - Possible | 3 - Possible |
| Priority: | 20 - Very High | 13 - Medium | 8 - Medium |

Controls and Mitigations

- New projects are submitted via the Single Assurance Framework, strengthening the governance and challenge for investments regarding time, cost and outcomes.
- Encouraging greater use of self-service financial reporting to enable project managers to more easily identify if there is a disconnect between project delivery and expenditure.
- Financial RAG ratings are in place (as part of the finance system generated reports) so it can be seen immediately as part of the monthly performance reporting. This supports greater integration of finance and performance and highlights potential areas for corrective action. This work will be supported by corporate project management, budget management and risk training
- Active programme/project management by those responsible within the CPCA.
- Working with our external project partners on providing accurate and timely reporting data – this is being further enhanced by the work to develop the monitoring and evaluation framework.
- There is a formal change control process (via Single Assurance Framework) so budgets can be kept up to date on a regular basis where factors result in a delay to a project. Changes are reported to the CA Board.
- The CA Board receives a quarterly update on financial position and also performance KPIs, including risks for key projects.
- Reviewing and revising the spend profile of budgets with services in line with the latest deliverability plans as part of the MTFP from 2025/26.

Last Review Comments

As reported to the November Audit & Governance Committee, the risk has been renamed from Financial Underspend to 'Failure to deliver work programmes within budget and planned timeframes'. It was assessed that if this risk materialises this may then lead to failure to deliver timely and effective projects.