

**COORDINATION OF PROGRAMME, STRATEGIC RISKS AND KEY ISSUES**

*To:* **Joint Strategic Implementation Committee**

*Date:* **17<sup>th</sup> July 2007**

*From:* **Director for Development, Cambridgeshire Horizons**

*Purpose:* **To inform the Committee of the approach that has been developed for programme coordination and the management of risks and issues.**

*Recommendation:* **To comment on and note the contents of the report.**

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## 1. INTRODUCTION

This paper sets out the approach to programme coordination and risk management.

Appendix 1 summarises the programme and project management approach for major sites and infrastructure.

The approach has been developed by Horizons in liaison with the local authorities to support multi-disciplinary working across the four organisations on major developments and related infrastructure.

## 2. PROGRAMME MANAGEMENT STRUCTURE AND DELIVERY PLANS

2.1 The Programme structure for major development sites and infrastructure comprises the following levels:

<b>Level</b>	<b>Scope</b>	<b>Managed by</b>	<b>Updated</b>	<b>Reported to</b>
0	Strategic Programme (Key milestones and summary tasks)	Horizons Director for Development	Monthly	Senior Officer Board, JSIC, Horizons Board
1	Major Development sites Master Programme (Significant milestones, summary tasks and critical path)	Horizons Delivery Manager	Monthly	Delivery Boards (headlines and exceptions to SOB)
2	Major Development sites sub programmes (topic areas)	Horizons Delivery Manager	Monthly	Officer groups.
3	Detailed programmes	Relevant authority / provider supported by Horizons	Internal processes	Internal processes

- 2.2 The Strategic Programme is shown in the Major Developments Progress paper under Agenda Item No. 3. The programme is reviewed by the Senior Officer Board at every meeting.
- 2.3 Master Programmes for the major development sites are being developed from earlier work. These are drawn up with the cooperation of the various partner organisations, including where appropriate, developers. The Master Programme for Northstowe, for example, is highly complex and contains over 90 tasks grouped into 22 topic areas. The Programme also shows the critical path and identifies where tasks are behind schedule. At each meeting, the Delivery Boards are asked to address any programme delays.
- 2.4 The programmes need to be read alongside the relevant Risk Register and Issues Log. The Strategic Risk Register and the Strategic Issues Log are shown in the Major Developments Progress paper under Agenda Item No. 3. Strategic Risks are defined as those which could have a significant impact on the overall growth agenda.
- 2.5 Risks are derived using a standard approach risk matrix which considers likelihood and impacts (Appendix 1 shows the methodology). The current status of the risk is derived on a Red, Amber, Green system, with Red risks being those which require intervention, Amber Risks are those which require close monitoring and Green Risks are those which are of less concern at this stage.
- 2.6 Red Risks inevitably give rise to issues that need to be addressed urgently. These issues are presented in the Issue Log and wherever possible a specific action is identified, with an individual named as accountable for addressing the issue by an agreed date.
- 2.7 The Senior Officer Board is responsible for ensuring Strategic Risks and Issues are correctly identified and actions taken. The major sites Delivery Boards are responsible for managing the Risk Register and Issues Log for their sites.
- 2.8 The general principle is that issues should be resolved at the appropriate level. If the issue cannot be resolved then it should be elevated to the next level and so on. Major unresolved issues are therefore brought before the Joint Strategic Growth Implementation Committee for consideration.
- 2.9 The programme management documents for the major sites are being brought together in Delivery Plans. These plans provide a one-stop-shop of information provided by and relevant to all the organisations involved on the implementation of the sites, including:
- Vision and objectives
  - Programme and key milestones

- Risk register
- Resource Plan
- Communications Strategy

2.10 The Delivery Plans will be updated at least once a year or when there is a major change to the programme. The Delivery Plans need to be integrated with the 3 Year Business Plan (Appendix 2), which is currently the subject of consultation with the local authorities.

2.11 Work on Delivery Planning is prioritised to start with Northstowe and Southern Fringe. The Northstowe Delivery Board considered a draft Delivery Plan on 28<sup>th</sup> June. It is proposed to roll out the approach for Cambridge North West and Cambridge East later in the year.