

# Audit and Risk Committee

28 November 2022

<b>Report title</b>	Strategic Risk Register – Review of Civic Halls Risk	
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<b>Originating service</b>	Regeneration	
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<b>Report to be/has been considered by</b>	N/A	

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## Recommendation for noting:

The Audit and Risk Committee is asked to note:

1. The update on the Civic Halls Programme from a risk management perspective, including the process undertaken to regularly review the project risks and inform the Council's strategic risk register.

### 1. Purpose

- 1.1 To provide the Audit and Risk Committee with an update on the risk management process as part of the progress of the Civic Halls' programme. To provide a breakdown of the Strategic Risks reported to Audit and Risk Committee and the mitigating actions, activity and narrative associated with those risks.

### 2. Background

- 2.1 At the last meeting of the Audit and Risk Committee on 26 September 2022 the committee 'called-in' the Civic Halls risks from the Strategic Risk Register for a deep-dive review, following an increase in the budget for the project as it nears completion. The

Cabinet considered a report on 6 September 2022 seeking authority for an increase in potential budget which can be found linked [here](#). This decision was then considered at length at the Council's Scrutiny Board on 12 October 2022.

- 2.2 This report focuses on the way in which the risks, in relation to the Civic Halls strategic risks, are/have been managed and mitigated in a transparent open approach. The governance process that was implemented following the Lessons Learnt Review, which was published in June 2018, continues to monitor, manage and mitigate project risks and potential impacts. The progress update on the Civic Halls Lessons Learned Report is attached in Annex A.
- 2.3 That process comprises of the following key areas that influence the risk rating and strategic risk register:
- 1) **Council's Strategic Risk Register** - Civic Halls Project was elevated to a single key risk on the Council's Strategic Risk Register to enable transparency. This was reviewed at least quarterly by the Council's Strategic Executive Board (SEB) together with the Council's Audit and Risk Committee.
  - 2) **External Specialist Risk Advisers** - Appointed independent specialist construction risk advisers (Equib) to provide analysis, assurance and transparency on the level of contingency assigned to the project together with overall risk scrutiny.
  - 3) **Construction Project Managers & Cost Consultants** – The Consultants held project team risk workshops with the contractor together with regular risk review mitigation updates. These risks informed and aligned with the Council's own Project Management system (Verto). This was used to inform monthly project highlight reports.
  - 4) **Consultants' Programme Scrutiny** – The Project Management consultants meet with the contractor on a weekly basis to review, scrutinise and robustly challenge the contractors programme sequence of works, together with work packages. A weekly report is issued to the project team highlighting the programme risks and programme opportunities.
  - 5) **Project Board Meetings & Internal Operations Group** – Risks were presented, reviewed, scrutinised and robustly challenged through a monthly formal project board, with external advisors attending, and a weekly operations group. This enabled a focus on risk management and mitigation across both the project and associated inter dependences (e.g. external operator, public Realm works etc). This provided a holistic and transparent approach to risk across the programme.
  - 6) **Independent Scrutiny** – The project risks were subject to numerous independent reviews, such as the Council's Project Assurance Group (PAG), Members Reference Group (MRG), Strategic Executive Board (SEB), Audit & Risk Committee.
- 2.4 The Civic Halls Programme has been included on the Strategic Risk Register for some time. It was reduced from a red risk to an amber risk in September 2020 by the Council's Strategic Executive Board (SEB). This change was informed by a number of factors including the following key events;

- 1) Approval of £5m Covid Contingency Budget.
- 2) Approval to commence into procurement to find an external operator for the commercial management of the Civic Halls.
- 3) Agreement of the main refurbishment construction contract with Willmott Dixon, this set out an agreed target cost and programme which gave the Council assurance that the project would be completed.
- 4) The final design was agreed following the completion of intrusive building surveys. The level of intrusive building surveys helped to de-risk the design and gave the contractor a clear construction programme route.

2.5 It had remained as an amber rated risk to reflect ongoing factors still impacted from the residue of Covid (e.g supply chain labour challenges, global material challenges etc). The risks were continually monitored, managed and reported through a governance and assurance processes, alongside the appointed external independent specialist risk advisors.

2.6 The Audit and Risk Committee have had sight of and reviewed the Strategic Risk Register on a regular basis throughout this period. This has included a running commentary with regards to the progress being made on the programme. Copies of the extracts from the Risk register for this risk are included at Annex B to the report.

2.7 At the time of the September 2022 Committee meeting a variation to the agreement with the operator of the Civic Halls, AEG was due to be signed and bookings for artists imminent. These have now since taken place, and tickets for the first announced shows are on sale.

2.8 External Auditors have also considered the Civic Halls Programme as part of their annual value for money opinion statements throughout this time. It is important to note the comments made by External Auditors in their value for money report in January 2022:

*“Based on our discussions with officers, and review of relevant documentation, we are satisfied that this is being given the appropriate management attention and proactive rather than reactive measures are being taken to ensure that the Council’s exposure to risk is mitigated and would encourage continued senior management focus on this issue.”*

External Auditors will also be taking into account the current position as part of their 2021-2022 value for money opinion statement, to which they are likely to report back on in January 2023 as part of their annual audit report. Indeed Auditors have confirmed that they will be carrying out additional work on this item in the light of changes since the Audit Plan was produced earlier in 2022.

2.9 Critically the Council has, throughout, kept External Auditors and indeed internal auditors, informed of progress on this complex project. The key way in which this construction project has been managed has been to ensure that the Council has appointed professional advisors and contractors through rigorous procurement exercises, sought regular updates and information from advisors/contractors and then in turn sought appropriate advice to ensure that the contracts entered into have been complied with and that the Council has not paid more than it legally is obliged to.

- 2.10 Using the scoring methodology from the Council’s Risk Management Framework, the risk matrix below shows how risks are calculated based upon an assessment of Likelihood and Impact. The two ratings are then multiplied to give a final score for each risk. The scores are then plotted onto the risk matrix to identify whether risks are red, amber or green. The description in the second table provides the narrative for each of these scores.
- 2.11 It is important to note that the risk scoring is based on the position at that moment in time, including the authorised budget in place at that time, as well as any potential future developments and is not a backward-looking assessment.

## 9.0 Risk Matrix and Scoring

Likelihood	5	Yellow	Yellow	Red	Red	Red
	4	Yellow	Yellow	Yellow	Red	Red
	3	Green	Yellow	Yellow	Yellow	Red
	2	Green	Green	Yellow	Yellow	Yellow
	1	Green	Green	Green	Yellow	Yellow
		1	2	3	4	5
Impact						

Impact	Descriptor
1	Minimal loss, delay inconvenience or interruption. Can be easily and quickly remedied
2	Minor loss, delay, inconvenience or interruption. Short to medium term effect.
3	Significant waste of time and resources. Impact on operational efficiency, output and quality. Medium term effect which may be expensive to recover.
4	Major impact on costs and objectives. Serious impact on output / or quality. Medium to long-term effect and expensive to recover.
5	Critical impact on the achievement of objectives and overall performance. Critical impact on costs and / or reputation. Very difficult and possibly long-term to recover.

Likelihood	Descriptor	
1	Rare (0-5%)	This risk will only materialise in exceptional circumstances.
2	Unlikely (5-25%)	The risk will probably not materialise.
3	Possible (25-60%)	The risk may materialise at some point.
4	Likely (60-80%)	The risk will probably materialise.

5

Almost certain  
(80%+)

The risk will materialise in most circumstances.

- 2.12 The key risks, listed below and set out in the finance section, have informed and continue to inform the overall project risk categorisation. The current score remains at amber status, *Likelihood* low but *Impact* high. This overall project status has remained amber since September 2020, when it was reduced from a red risk status. The status was changed to amber due to the events detailed above in item 2.3. together with the ongoing mitigation and management of the key project risks. The amber status continues to be confirmed by the project's SRO and programme board, based on the mitigation measures which are reviewed and reported monthly.
- 2.13 Critically this is a forward-facing risk based on the current situation and the current budget. The Council has already committed, at Scrutiny Board in October 2022, to carrying out a further exercise, through the Audit and Risk Committee, to ensure any further lessons from the way in which the project has worked since 2018 are learned. This will take place with support from Internal Audit once the details of the further work from external audit are received.
- 2.14 Some of the key risks referred to in section 2.12 are detailed as follows, alongside budget detailed below in section 7, are
- 1) **Risk 00155 Amber Status** (likelihood score 2 and impact score 5) - This risk is regarding the client approval process and if not delivered in a timely manner, may delay change implementation on site. Whilst the likelihood is low the impact is high, to ensure the focus remains on timely decision making, the status remains amber until completion.
  - 2) **Risk 00157 Red Status** (likelihood score 4 and impact score 5) - This risk is regarding Willmott Dixon not agreeing with the PMA evaluation (project management assessment on any additional requested cost) and Willmott Dixon could decide to go through the Adjudication process. This should remain red until the final valuation is agreed.
  - 3) **Risk 00169 Amber Status** (likelihood score 4 and Impact score 3) - this risk is regarding the first year's programme not meeting expectations due to continual delays to completion date. Remains at amber whilst the first year's event programme content remains largely unknown, however, two high profile event announcements have taken place, and AEG advise that more are to follow. It is therefore likely this risk will reduce in coming months.
  - 4) **Risk 00173 Green Status** (likelihood score 1 and Impact score 3) – this risk is regarding the restoration project causing delay or disruption to the opening of the venue. This was previously an amber Status (likelihood score 4 and impact score 3) but has been reduced due to completion being imminent.
  - 5) **Risk 00174 Green Status** (likelihood score 2 and impact score 1) – this risk is regarding the handover long stop date with AEG, under their contract, not being achieved due to delays. This was previously an Amber Status (likelihood score 2 and impact score 4 but has been reduced due to completion being imminent.
  - 6) **Risk 00175 Amber Status** (likelihood score 2 and impact score 3) – this risk was regarding the variation to the design would cause additional cost and programme impact

as a result of changes to the design needed by AEG. However, this has now been closed as AEG's proposed changes are well understood.

- 7) **Risk 00177 Amber Status** (likelihood score 4 and impact score 3) - this risk is regarding the council incurring operational costs as a result of the construction contractor not fulfilling their 12 month defects duties in their entirety. The impact could be a reduction in rent to offset the cost incurred by AEG in rectifying the defect in a timely manner, however the risk remains amber at this stage.
  - 8) **Risk 00180 Red Status** (likelihood score 4 and impact score 4) – this risk was regarding the handover date not being achieved on 21 November and the council being liable to pay AEG liquidated damages. However, this has now been closed as commissioning handover has already started between Wilmott Dixon and AEG.
- 2.15 This project amber risk category has been fed into the Strategic Risk Register and sits alongside other strategic risks the Council faces. The register as a whole is then reviewed by SEB on a regular basis prior to its submission to each Audit and Risk Committee meeting.
  - 2.16 The Council's Verto System, which is the mechanism to capture, monitor and update key risks, is informed by the project team's regular risk workshops and contractor meetings which take place weekly.
  - 2.17 The Civic Halls programme was also called in by the Audit and Risk Committee for a more detailed update at its meeting of 6 December 2021, and a further report was produced and presented at this time.
  - 2.18 Throughout the programme there has been a robust governance in place which has supported the mitigation of risks. There is a regular reporting cycle, board and operational meetings and independent external advisors to the project team.

### 3. Programme

- 3.1 A key risk to the programme is that of programme delays which impact both on the delivery of the programme outcomes and on the budget.
- 3.2 In summary the current position, as at 18 November 2022, is that Wilmott Dixon's work has effectively been completed save for the completion of the commissioning checks to ensure that all of the systems are fully working and also the "super snagging" ie double checking that the building work has been completed to a high standard ready for handover.
- 3.3 A significant delay occurred when the Shaylor Group who had originally been procured to deliver the project entered administration in June 2019. After the demise of the Shaylor Group the role of Principal Contractor reverted to the City of Wolverhampton Council. The Civic Halls Project Team ensured that the site was protected, safe and secured, whilst alternative procurement strategies were explored with the Procurement Team of the City of Wolverhampton Council.
- 3.4 A procurement exercise was undertaken utilising the Scape Framework which enabled access to the framework partners of the Major Works UK and Major Works England and Northern Ireland value bands, which are Wates and Willmott Dixon respectively. Presentations and interviews were arranged for the 5 September 2019 for both framework partners, culminating in a decision by the client to engage with Willmott Dixon.

- 3.5 Subsequently on this basis, a Pre-Construction Services Delivery Agreement (Professional Services Agreement) and an Enabling Works Delivery Agreement (NEC Short Contract) were signed with Willmott Dixon on the 2 December 2019, with the main contract signed on the 28 July 2020. The work undertaken in the Pre-Construction Services phase informed the contractors start and completion dates that were later confirmed in the main construction programme. The contractor's programme and costs were reviewed and scrutinised by the Council's consultants to ensure all work packages were included. Once the main construction works commenced the contractor and the consultants met weekly to review the programme, ensuring any risks were mitigated.
- 3.6 Covid 19 - The Covid-19 pandemic brought about big restrictions and closure to the site which resulted in programme delays. The site was closed for a period of three months from April to June 2020. This delay impacted directly on the budget and in order to manage the associated financial risks advice was sought from independent risk advisors who recommended that a £5 million Covid Contingency would be appropriate. In June 2020 an additional specific Covid-19 contingency budget of £5 million was approved.
- 3.7 The discovery of hidden cellars and a 14<sup>th</sup> century cobbled road became a Heritage issue to the programme causing further delays amongst a number of other challenges.

#### **4. Contract – Compliance and Compensation Events**

- 4.1 As stated above the construction phase is now close to completion, with final testing and commissioning of the mechanical and electrical systems interfacing with the operator. As such, the risk of further unforeseen events is now considered to be extremely low and therefore the risk is now assessed as Green status, likelihood low and impact low. Details on the contracts in place are set up in paragraph 9.
- 4.2 Throughout the Construction Contract with Willmott Dixon there has been a high number of Compensation Events. Compensation Events may entitle the Contractor, under the relevant contract, to additional time and additional costs.
- 4.3 The assessment of Compensation Events is undertaken by Faithful + Gould (F+G), independently, in their role as Project Manager, if they are agreed they have the impact of increasing the target cost in the contract.
- 4.4 The governance process for this project allows the Council to scrutinise any time and costs awarded by F+G to Willmott Dixon as a result of a Compensation Event. F+G provide detailed updates to the Council through board meetings, finance meetings and meeting with Legal Services and specialist construction solicitors. In addition, the advice obtained from F+G ensures that the Council is notified in advance should any budgetary pressures arise. Ultimately, the Council can and should rely upon its professional advisers.
- 4.5 The financial impact of the unforeseen events and CEs submitted has been monitored carefully. Section 7 provides more detail on this financial risk and the action taken to respond to increased risk.

#### **5. Interface with the operator**

- 5.1 The Programme Board has carefully managed the interface between the construction project and the handover to the operator, AEG to mitigate any risk of delays to AEG and increased costs to the project.
- 5.2 On consideration of the works still to be completed and an assessment of the best route to mitigate against any further risk of programme delay and value for money the Board recommended that a package of works, originally to be undertaken by WD, be transferred to AEG. The work relates to the fit out of the catering kitchens and all of the bar area. It should be noted that the final finishes of the bars were always going to be undertaken by the end operator. By transferring the works, AEG can take over the occupancy of the building promptly and ensure the seamless fit out and finish of areas that are critical to the AEG brand.
- 5.3 On 7 September 2022 Cabinet approved an amendment to the Capital Programme to authorise the Council to enter into a Deed of Variation with AEG Presents to incorporate additional works.
- 5.4 The transfer of works resulted in a reduction in programme risk as AEG and the Council have a shared mutual goal and focus to open the building as soon as possible. The construction phase is very close to completion with commission handover underway ahead of commercial activity commencing.
- 5.5 In order to provide further assurance, In July 2022 Cabinet (Resources) Panel approved the Procurement Process to award In Partnership With (IPW) with a contract to provide consultancy support for the Civic Halls operation until July 2023. This has allowed all parties to working closely together for the final fit out to be a smooth transition.
- 5.6 AEG are now preparing for their commercial programme in 2023 including recruitment and training of their staff and some finishing works, which will be completed in Spring 2023. There will then be test events prior to a full reopening and programme of shows in June 2023.
- 5.7 Ticket sales for events in 2023 at the venue have already started with Gabrielle – 30 years of dreaming tour announced for October 2023. AEG are in the process of recruitment of permanent staff, with a number to be advertised in the new year, with the support of the council, creating significant job opportunities for local people.

## **6. Residual Programme Risk**

- 6.1 As already highlighted, the construction phase is now close to completion, with final testing and commissioning of the mechanical and electrical systems. AEG are working directly with Willmott Dixon and the Project Management Team (F+G) to ensure their fit out works align and complement the base build, ready for the first shows to commence in June 2023.
- 6.2 The contractor's performance continues to be monitored and reviewed by the project team through weekly meetings with Willmott Dixon's Regional Director and Senior Management team, and are supplemented by regular workshop meetings to ensure continued progression on site during the fitout phase.
- 6.3 The project team continue to manage, monitor and report on any potential risks that may still arise due to current market conditions (e.g. site labour). The procurement time of



materials is now less of a risk due to the construction completion and the focus is now on testing, commissioning and witnessing of the mechanical/electrical systems.

- 6.4 The project team are aligning the ongoing Civic Hall refurbishment works with the AEG contract and the wider public realm improvement programme to manage and mitigate any potential risks.
- 6.5 There is a dedicated Programme Board for the delivery of the Public Realm works, which is scheduled to complete early in the new year, ahead of the June opening. The works will also include the installation of counter-terrorism mechanisms.

## **7. Budget - Financial Risks**

- 7.1 The impact of risks associated with delays to programme, unforeseen events and non-compliance with contracts result in a financial risk. The approved capital budget for the Civic Halls restoration project pre covid was £38.1 million.
- 7.2 Risk of costs associated with Covid 19 - In 2020, in response to a risk assessment carried out to understand the impact of Covid on the construction industry, a specific Covid Contingency of £5 million was approved.
- 7.3 Project contingencies - In 2020 when the main contract was signed with WD, the target cost for the construction contract was £19.1 million. Allowances were also made in the budget for professional fees, fit out costs and project contingency. The project contingency was £2.9 million at that point. The level of contingency was informed by advice from F&G and Equib. The programme operational group and board have monitored the draw down of both the overall project contingency and the covid contingency very closely throughout the project.
- 7.4 Detailed financial information has been provided by F+G which has been reviewed by the Council's Strategic Finance Team before being presented to the programme board.
- 7.5 As has been outlined in this report there have been an unprecedented level of CEs submitted on this project and F&G have provided their assessment of the financial impact to every board meeting.
- 7.6 Up until the summer of 2022 the advice was that the programme was forecast to be within the approved budget. This advice changed and the and the forecasted costs of the CEs indicated that the programme budget would be exceeded. At this time the risk associated with the budget increased to red. The council is continuing to challenge the budget pressure for a number of reasons, and therefore the forecast costs may not fully materialise, however in order that the project could continue, approval was sought to increase the budget. Once that budget approval was granted, as it was by Cabinet at the September meeting, the risk then reduced to amber.
- 7.7 Until such time as legal processes are concluded, and the final settlement is known, there remains a budget risk. This is currently assessed as Amber.

## **8. Financial implications**

- 8.1 Section 8 considered the financial risks associated with the Civic Halls project. This section provides a summary of the budget position.
- 8.2 The approved capital budget for the Civic Halls restoration project pre covid was £38.1 million. In 2020, in response to a risk assessment carried out to understand the impact of Covid on the construction industry, a specific Covid Contingency of £5 million was approved. In September 2022 a final assessment of Covid related costs was made and approval was sought to allow the balance of this budget to be used on non-covid items relating to unforeseen issues.
- 8.3 Further to the above, on the 15 August, approval was given, through an IEDN, to a temporary supplementary budget of up to £10 million to facilitate payments to the contractor through the pain / gain mechanism in the construction contract. On completion of the contract, Willmott Dixon (WD) will be required to make a repayment to the Council.
- 8.4 In September 2022 there was a further £5 million, increase to the project budget approved to cover the costs for AEG and the financial pressure on the contract. The council is continuing to challenge the budget pressure for a number of reasons and therefore the increased budget may not be required when final accounts are settled.
- 8.5 The total potential borrowing requirement for this project is therefore £19.2 million. An analysis of the income generated, through secured rent from AEG and anticipated earnings share, indicates that the borrowing costs of the project will be met over the medium term.

[HM/18112022/F]

## **9. Legal implications**

- 9.1 The project is subject to a number of detailed legal agreements which have had scrutiny from the Council's internal legal team and external specialist lawyers where necessary.
- 9.2 The key contract currently is the construction contract with Willmott Dixon, which is a complex contract under the Scape framework, based on NEC3 Option C but with a number of adaptations by Scape and some additional clauses negotiated between the parties.
- 9.3 The Council has for some time been supported by expert construction lawyers at Trowers & Hamlin solicitors ensuring that the Council's position under the contract is protected in addition to specialist barrister advice where needed. Advice is being received on an ongoing basis. Clearly the details of that specific advice is subject to legal professional privilege and for the avoidance of doubt there is no waiver on that privilege. The Council has to date spent over £180,000 in the last 3 years on advice from Trowers & Hamlin/Counsel on this project.
- 9.4 It is important to note that if a CE is not agreed it can potentially go through an adjudication process. This is on the basis that the Contract provides that it is mandatory for a dispute to first be referred to adjudication before either party accrues an entitlement to seek a determination of that dispute by the Courts. The status of an adjudicator's decision is that it is 'temporarily binding' (ie binding unless and until agreed by the parties or finally determined by the Courts).

- 9.5 Adjudication is designed to be a rapid process, and one which can take place while the works giving rise to a dispute are ongoing. That is to say, in the event that either the Council or the Contractor commences an adjudication in respect of the Contract, there will be no automatic pausing of the Works pending the completion of the adjudication process.
- 9.6 Whilst the Council remains firmly of the view that the Council's advisors are correct in their approach and that the issues should not be taken by the contractor to adjudication it is ready should that occur, and as set out above that is not a justification for delay or indeed any temporary halt in the works. The Council's legal advisors (internal and external) continue to work hard to ensure that its position is protected.
- 9.7 In turn the AEG contract (which is an agreement for lease) has detailed provisions that interweave with the construction contract with a number of stages at which the Council must report to AEG on the progress in terms of the renovation and will ultimately lead to a lease for 20 years plus 5 years coming into force. In addition had additional advice from other external lawyers on the contract with AEG.

[DP/11112022/A]

## **10. Equalities implications**

- 10.1 The Restoration of the Civic Halls will deliver on our promise to improve accessibility for customers and artists alike. AEG Presents will work with long-time partner and renowned charity Attitude is Everything to improve the accessibility of the venue for its Deaf and disabled visitors, staff and artists. AEG Presents commit to achieving Silver status on their Charter of Best Practise by 2024, followed by achieving Gold status in 2026 (the highest award available). AEG brings a wealth of experience as demonstrated by AEG operations at both The O2 and BST Hyde Park festival achieving and retaining gold status.

## **11. All other Implications**

- 11.1 Diversity, equity, and inclusion is at the core of who AEG are and how they operate. They take pride in creating a safe and inclusive workplace where everyone feels welcome, can express their authentic selves, and shares a strong sense of belonging regardless of race, gender, ethnicity, sexual orientation, or ability. They are committed to building a company that reflects the communities they serve, because they believe that diversity of backgrounds, perspectives and ideas makes them stronger. The Council will be supporting AEG when they begin their recruitment campaign early in January 2023

## **11.2 Sustainability**

In support of City of Wolverhampton Council's declaration to achieve net carbon zero by 2028, AEG Presents commits to ensuring the venue achieves net carbon zero by this date. A dedicated Sustainability Lead will be appointed to ensure that the Sustainability Action Plan for the Civic Halls is implemented correctly, and that performance is continually monitored.

## **12. Schedule of background papers**

- 12.1 27 July 2022, outcome of the procurement process to appoint an external consultancy to support the Civic Halls Operation
- 12.2 7 September 2022, Amendment to Capital Programme

## Annex A – Progress update on the Civic Halls Lessons Learned Report Issued in June 2018

Rec. Ref.	Recommendation	Responsible Officer	Agreed Action	Update
CH1	Options appraisals should be challenged on all future refurbishment projects to ensure they address long term maintenance issues and future proof the building.	Head of Corporate Landlord	Lifecycle assessments of all proposed capital projects to be undertaken as an integral element of options appraisals/business cases.	The Head of Projects and Works has implemented a standard approach to the delivery of capital construction projects. This approach is based on the Royal Institute of British Architects (RIBA) Plan of Work which includes consideration of the Maintenance and Operations strategies at the design stages.
CH2	For each future project the repairs and maintenance programme should be reviewed so a proactive approach is taken to futureproof the City's assets.	Head of Corporate Landlord	The repairs and maintenance programme is proactively managed and works prioritised accordingly to align and make best use of available resources. Periodic condition surveys are the basis of the repairs and maintenance programme of works. The condition surveys will be supplemented by lifecycle assessments for each project to provide informed capital investment and revenue budgets.	The Head of Projects and Works has implemented a standard approach to the delivery of capital construction projects. This approach is based on the Royal Institute of British Architects (RIBA) Plan of Work which includes consideration of the Maintenance and Operations strategies at the design stages.
CH3	For future projects, where the structural condition of a site or building is unknown a realistic capital budget, which contains a robust risk managed contingency, should be established.	Head of Corporate Landlord	Risks associated with a lack of critical information will be managed through commissioning surveys and investigations during the project feasibility phase and an appropriate contingency will be identified. A standard operating procedure will be put in place that evidences and records the basis of assumptions used to identify contingencies. Reference will be made to industry benchmark data, relevant past projects, market conditions and external advisors.	The Head of Projects and Works has implemented a standard approach to the delivery of capital construction projects. This approach is based on the Royal Institute of British Architects (RIBA) Plan of Work which includes consideration of surveys during the preparation and design stages.

Rec. Ref.	Recommendation	Responsible Officer	Agreed Action	Update
CH4	Where a future scheme cannot be delivered within the initial budget this will be discussed with the Director of Finance immediately and where it is deemed necessary an options report should be submitted to the Council's Strategic Executive Board seeking a decision on whether to rescope the scheme within the approved budget envelope or seek an additional budget for an uncompromised scheme.	Senior Responsible Officer	Senior Responsible Office and Project Manager will complete an options report drawing on Subject Matter Experts (Finance and Commercial) to ensure the adequate detail is sought and decisions are made.	<p>The Head of Projects and Works has implemented a standard approach to the delivery of capital construction projects. This approach is based on the Royal Institute of British Architects (RIBA) Plan of Work. This includes a cost management and estimating approach that recognises the level of information and risks at each stage of the project and apply an appropriate contingency factor. This is also adjusted to offset any "optimism bias" by considering the outturn costs of similar projects.</p> <p>In terms of this project there is a member from Strategic Finance on the Civic Halls Operational Group and Board. Where additional budget resources have been required an appraisal of options has been considered in order to not compromise the integrity of the refurbishment and also meet the requirements of our external operator.</p>
CH5	For future projects, the risk for design and structural surveys should be adequately assessed to ascertain the best delivery approach. This should then be supported by a robust contract with a realistic budget to deliver a full suite of surveys to mitigate unknown risks and cost increases.	Head of Corporate Landlord	Ownership of project risks will be assessed and allocated to the most appropriate party with an appropriate contingency identified.	<p>The Head of Projects and Works has implemented a standard approach to the delivery of capital construction projects. This approach is based on the Royal Institute of British Architects (RIBA) Plan of Work. This includes a cost management and estimating approach that recognises the level of information and risks at each stage of the project and apply an appropriate contingency factor. This is also adjusted to offset any "optimism bias" by considering the outturn costs of similar projects.</p> <p>Specialist advise has been procured for this project following the lessons learned report, in order that risk are appropriately costed in order to determine the level of contingency required.</p>
CH6	A formal change management process should be in place for all projects which record the consequences, and risks, of omitting items from the original scheme design in order that informed decisions can be made by the Project Board, who are	Projects and Programmes Manager	The Projects and Programme Manager will ensure a change management log is established and that relevant request for change documentation is produced. All changes will be approved in line with each project's governance around change management.	<p>The Head of Projects and Works has implemented a standard approach to the delivery of capital construction projects. This approach is based on the Royal Institute of British Architects (RIBA) Plan of Work. This provides a framework to manage change. A standard change log is part of the Verto project management system.</p> <p>In terms of this project an operational group and board were established to approve any decisions around changes to the original specification.</p>

Rec. Ref.	Recommendation	Responsible Officer	Agreed Action	Update
	in a position to escalate issues upwards, if necessary.			
CH7	The Council's strategic partnership should be reviewed to ensure it has delivered value for money on this scheme.	Head of Corporate Landlord	The framework contract under the strategic partnership expired at end of March 2018 and no new work is being awarded to them.	The strategic partnership contract ended on 31 March 2018. No further design work has been placed with them. As a result, future contracts were procured on a design and build basis.
CH7a	For all future projects alternative design approaches should be assessed which are supported by a robust contract.	Head of Corporate Landlord	A new operating model for project delivery will be implemented based on Royal Institute of British Architects plan of work which will consider the alternative design approaches during the concept and feasibility stages.	This has now been built into the Council's procurement and commissioning process.
CH8	Sufficient time should be built into future project plans to allow for a thorough, and most appropriate, procurement process to take place.	Senior Responsible Officer	The Senior Responsible Officer will ensure a detailed plan is developed at the feasibility stage in conjunction with the Head of Procurement. The plan should then be approved in accordance with the project's governance process.	Following the lessons learned exercise the Council's Corporate Procurement Team have advised on the appropriate procurement routes to be followed and legal advice has been sought to ensure the Council complies with procurement legislation.
CH9	For future projects of this nature Corporate Procurement should be engaged earlier in the project and be represented on the Board.	Senior Responsible Officer	Procurement representation will be a standard role on Terms of Reference (TOR) for projects. The Senior Responsible Officer will ensure the TOR are approved in accordance with the relevant governance and that a Procurement representative is a member of the Board.	Corporate Procurement have a member of staff who is embedded in the Projects & Works Team in order that ongoing procurement advice can be provided in respect of capital projects. For example, Corporate Procurement are sitting on the board for the City Learning Quarter.

Rec. Ref.	Recommendation	Responsible Officer	Agreed Action	Update
CH10	Where the advice of Corporate Procurement is not followed there should be a clear audit trail to support this decision.	Head of Procurement	The Head of Procurement will ensure that all decisions and issues relating to procurement are raised and minuted at Board or working groups. This will also be noted in the decision log on Verto.	Procurement is now represented on future Boards, such as City Learning Quarter, as part of the standard project delivery approach. Therefore, assurance is provided that all procurement issues and concerns are formally minuted and included in decision logs as well as Verto.
CH11	For future projects of this nature, the risk for the removal of asbestos should be adequately assessed to ensure it resides with the appropriate party.	Head of Corporate Landlord	The risk of asbestos contamination and will be assessed during the feasibility phase of a project and relevant surveys undertaken. Where removal is the appropriate treatment measure then the contracting strategy for this will be produced and agreed by the Board in accordance with the relevant governance process.	<p>The Head of Projects and Works has implemented a standard approach to the delivery of capital construction projects. This approach is based on the Royal Institute of British Architects (RIBA) Plan of Work.</p> <p>A new Senior Compliance Officer post has been established within the Asset Management team with specific responsibility for management of asbestos related work.</p>
CH12	The Council's project management system should be kept up to date throughout the lifecycle of the project. An escalation process should be established where non-compliance has been identified i.e. reported to the Project Assurance Group.	<p>Senior Responsible Officer</p> <p>Projects and Programmes Manager</p>	<p>The Senior Responsible Officer and Project Manager will ensure adequate project support to maintain Verto.</p> <p>A monthly "highlight report" is produced by the Projects and Programmes Team which sets out the status of each project or programme is presented to Directorate Leadership, Wider Leadership team meetings and provided to the Audit team. A performance dashboard has recently been developed that highlights non-compliance and areas of risk which in addition is present to the Project Assurance Group.</p>	The project now has a designated Project Support Officer who is ensuring that the Verto Project Management System is being kept up to date. This is now being closely monitored by the Projects & Programmes Team and any issues reported to the Project Assurance Group. A member of the Audit Team sits on the Civic Halls Operational Group to ensure project governance is in place.



Rec. Ref.	Recommendation	Responsible Officer	Agreed Action	Update
CH13	For future projects quorum requirements should be set for each meeting to ensure all decisions are agreed by key stakeholders.	Senior Responsible Officer	The initial Board meeting will approve the Terms of Reference which will include the required quorum for respective meetings and decision making.	A review of the terms of reference for new Board's confirmed that the quorate requirements were included.
CH14	At the beginning of each programme/project a document storage directory should be established where all documentation is filed in order to support a clear and transparent audit trail of decisions. This requirement should be communicated to all members of the programme and formalised in the terms of reference.	Senior Responsible Officer  Projects and Programmes Manager	The Senior Responsible Officer and Project Manager will agree at the start of a project how document storage and management will be undertaken. This will be recorded in the minutes of the Board.  The Projects and Programmes Team provides advice on document storage and management as part of its Project Management Training.	The Council's Projects and Programmes Team will support future projects and their SRO to ensure appropriate document storage and management arrangements are in place. This includes a protocol around the use of external project managers and contractors.
CH15	For future projects appropriate project support should be budgeted for in order that members of the project team can undertake their roles effectively.	Senior Responsible Officer	The Senior Responsible Officer and Project Manager will agree what project support resources will be required. This will be recorded in the minutes of the Board meeting. The Senior Responsible Officer and Programme Manager will seek advice and support to recruit the appropriate project support resources and to ensure that budget is available for external assurance if required.	As part of any future business cases there is challenge by both the Projects and Programmes Team, and the Council's Project Assurance Group that appropriate budget provisions are in place for project support and external assurance roles. The Civic Hall's Programme now has a designated resource for undertaking this role.

Rec. Ref.	Recommendation	Responsible Officer	Agreed Action	Update
CH16	The highlight reports produced from Verto should provide a true and honest assessment of the project. Where it is deemed that this is not the case there should be a robust process in place to challenge the status being reported.	Senior Responsible Officer	Senior Responsible Officers on all projects and programmes will encourage a culture of honest and open reporting. The Project Assurance Group, chaired by the Director of Finance or the Strategic Director for Place, will provide officer oversight and challenge for major capital projects and programmes. There is a standing item on Project Assurance Group meeting agenda to provide an update on all major capital programmes through Verto performance dashboard reporting.	The project now has a designated Project Support Officer. Following the lessons learned report the programme's status on Verto was changed to a RED risk. At each operational group and board meeting risks are reviewed and scrutinised which has resulted in the risk moving from red to amber.
CH17	Going forward the Civic Halls project should be subject to project gateway reviews which are reported to the Project Assurance Group and the Civic Halls Strategy Board.	Senior Responsible Officer	A new governance arrangement has been established for the Civic Halls project and a Programme Director appointed. External assurance consultants have been engaged to provide an independent review to the Board of progress at each stage of the project prior to authorisation to proceed to the next stage. Authorisation will be recorded in the minutes of the Board meetings.	The Council has procured independent project assurance from a specialist advisor. Throughout the project they have worked closely with the Programme Director to establish suitable gateways and decision points for the project.
CH18	An escalation process should be developed whereby Senior Responsible Officers can raise concerns regarding their ability to govern the project/programme effectively.	Senior Responsible Officer	The Chair of the Project Assurance Group has been designated as the point of contact for Senior Responsible Officers to raise these concerns. The Chair of the Project Assurance Group will discuss these concerns to the relevant Director, Strategic Director or Strategic Executive Board as appropriate.	An escalation process is now in place whereby the SRO can raise concerns and issues. In addition to the escalation process an Accountability Letter has been developed which outlines the expectations of the SRO.

Rec. Ref.	Recommendation	Responsible Officer	Agreed Action	Update
CH19	For major programmes of this nature a full-time Programme Director should be appointed to support the SRO in the management and delivery of the programme.	Projects and Programmes Manager	During the concept and feasibility phases of a project the scope, complexity and risks will be assessed and identified. These will be presented to the Project Assurance Group where, as part of the approval to progress, the requirement as to whether to appoint a Programme Director should be decided.	A Programme Director has been procured from Faithful+Gould. This provides the project with resilience as if the Programme Director is unavailable a substitute resource will be provided by F+G.
CH20	Where matters arise that result in the delay of the completion of audit reviews, Audit Services should issue an interim/holding report in order to provide a position statement at a point in time. Such a report can then be updated and reissued once outstanding matters have been resolved. Audit Services should also make every attempt to ensure that reviews are completed within their original agreed timescales.	Head of Audit Services	The Audit Services Team has been instructed to comply with this requirement. Throughout the review any issues or findings that may result in a red or amber recommendation will be communicated with the audit.	<p>All Auditors have been reminded of the need to keep the auditee well informed throughout the audit review, especially when significant issues come to light.</p> <p>A member of the audit team sits on the Civic Halls Operational Group, therefore any issues or concerns arising from these meetings are reported to the Director of Finance who can then raise these at Board level.</p>
CH21	All limited assurance audit reports along with a schedule of any outstanding recommendations not implemented by their agreed dates should be presented to SEB on a regular basis.	Head of Audit Services	All limited reports are now presented to the next available SEB meeting.	This procedure is now in place and all limited assurance reviews are reported to SEB. All limited assurance reviews are also reported to the Council's Audit and Risk Committee.

Rec. Ref.	Recommendation	Responsible Officer	Agreed Action	Update
CH22	Where a project role cannot be fully fulfilled due to other conflicting commitments the role should be formally delegated to an alternative officer.	Senior Responsible Officer	The Senior Responsible Officer will regularly review project resources and project roles and propose any changes to the Board for approval. The adequacy of project resources will be assessed as part of the review at prior to the authorisation to proceed to the next stage of the project.	The membership of the Board has now been reviewed and there is a requirement that all roles have a designated officer assigned to them. In addition under the terms of reference there is a requirement to have a designated substitute in the event that meetings cannot be attended.
CH23	The role of project assurance should either be undertaken by an external consultant or someone who has no direct involvement with the project/programme, to ensure complete independence is achieved.	Senior Responsible Officer	The Senior Responsible Officer will be responsible for ensuring that appropriate and independent project assurance arrangements are in place. External specialist project and risk assurance consultancy has been procured to support the delivery of projects and programmes. In addition, a Commercial Business Partner and Audit Business Partner have been provided training to be able to undertake peer reviews of major projects.	An external provider has been appointed to undertake this role. This does not compromise the independence of the Audit Business Partner who can provide supplementary audit reviews to provide assurance to the SRO.
CH24	A change control procedure should be implemented whereby all proposed design changes are signed off and approved by the Service/Senior User for the project.	Senior Responsible Officer	The Senior Responsible Officer shall ensure that the Programme Director / Project Manager will establish appropriate change management processes which record and provide an audit trail of changes and reasons. The Terms of Reference will include which changes are delegated to the programme team and which are reserved to be decided by the Board.	The Director of Finance, who is a member of the programme Board, confirmed there has been a change control process in place throughout the project and any changes have been approved by the Civic Halls Board.

Rec. Ref.	Recommendation	Responsible Officer	Agreed Action	Update
CH25	High risk projects and programmes should be periodically called in by Project Assurance Group and should also be subject to gateway reviews.	Chair of Project Assurance Group	The Project Assurance Group, chaired by the Director of Finance or the Strategic Director for Place, will provide officer oversight and challenge for major capital projects and programmes. There is a standing item on Project Assurance Group meeting agenda to provide an update on all major capital programmes through Verto performance dashboard reporting. The Programme Director or Project Manager will provide an update to Project Assurance Group when required and include regular updates as part of project planning.	The role of the Project Assurance Group was changed to review projects that are in delivery stage rather than just approve project concepts. An external provider has worked with the Programme Director to establish gateways and decision points throughout the project.
CH26	For all future projects the initial capital budget should be subject to an independent risk assessment process in order to determine the level of contingency required to manage the future risks of the project.	Chief Accountant	External specialist project and risk assurance consultancy has been procured to support the delivery of projects and programmes. In addition, a Commercial Business Partner and Audit Business Partner have been provided training to be able to undertake peer reviews of major projects. This will provide an additional opportunity to challenge proposed contingencies and robustness of plans Finance are represented on all major capital programmes and are members of the Board and working groups. This provides assurance and challenge around contingencies and programme budgets. All formal reports to require sign-off from Finance and therefore Finance comments and approval must be sought before submission.	This is an area where the organisation has learned from this review. A recent example is that external assurance was sought on the level of contingency required for the i54 expansion project and will provide advice for the City Learning Quarter programme.

Rec. Ref.	Recommendation	Responsible Officer	Agreed Action	Update
CH27	Financing and funding requirements should be a standard agenda item for all Strategy Board meetings to ensure all funding opportunities are explored throughout the lifecycle of the project.	Senior Responsible Officer	The Senior Responsible Officer will ensure that a standing agenda item for finance and funding is included for all Board meetings.	A review of Board agendas confirmed that finance is included as a standard agenda item. Throughout the project finance officers and members of the board have reviewed potential external funding opportunities.
CH28	The Civic Halls refurbishment project should stand as its own specific risk on the Council's Strategic Risk Register.	Head of Audit Services	Civic Halls is now shown as its own risk on the Council's Strategic Risk Register (risk 30/01/18)	Following the lessons learned report Civic Halls was recorded as a standalone risk on the Council's Strategic Risk Register. This risk is continually reviewed by members of SEB and the Council's Audit and Risk Committee.
CH29	The Council should adopt a standard for project risk management to clarify requirements and lead the management of risk on its projects.	Projects and Programmes Manager	The project risk management process is already established, and risks are managed and monitored using Verto. Projects and Programmes team report monthly and share all significant project "red" risks i.e. with a score of 15 and above, to the Directorate Leadership Teams, Project Assurance Group and Corporate Risk team.	If projects comply with the Council's approved approach for the management of projects and programmes risks should be captured and monitored in Verto. Non-completion of risks in Verto is now reported to the Project. New risk workshops have been held in respect of this programme and risks have been captured in Verto.
CH30	Change must be managed in the context of a clearer understanding of the impact of change on the risk profile of the project. Contingency management should be carried out in the context of a clear understanding of the current risk exposure, and the change process should facilitate the reassessment and communication of contingency requirements through the project lifecycle.	Senior Responsible Officer	The Senior Responsible Officer shall ensure that the Programme Director / Project Manager will establish appropriate change management processes which record and provide an audit trail of changes and reasons. The Terms of Reference will include which changes are delegated to the programme team and which are reserved to be decided by the Board.	This assurance is now being provided by an external consultant. A construction risk workshop was held to identify the associated risks which is then used to quantify the level of contingency required to manage the risk exposure.

Rec. Ref.	Recommendation	Responsible Officer	Agreed Action	Update
CH31	The use of Verto for project management, risk management and reporting, should be mandatory for all Council projects and managed to assure the Council and supply chain engagement.	Senior Responsible Officer  Projects and Programmes Manager	The Senior Responsible Officer will ensure that Verto is utilised and updated throughout the life of a project.  A monthly “highlight report” is produced by the Projects and Programmes Team which sets out the status of each project or programme is presented to Directorate Leadership, Wider Leadership team meetings and provided to the Audit team. A performance dashboard has recently been developed that highlights non-compliance and areas of risk which in addition is present to the Project Assurance Group.	Safeguards are now in place whereby funding will not be released unless a business case has been established through Verto and presented to the Project Assurance Group. Once the project has been initiated in Verto the Project and Programmes Team will provide updates to PAG to inform them of concerns around non-compliance. Risks in respect of the Civic Halls Programme have been updated and captured in Verto.
CH32	The Council should have standard process documentation, requirements, and templates that are used across all capital projects. This will provide a consistent approach and drive the adoption of best practice and allow a simple upload to the Verto system.	Senior Responsible Officer  Head of Corporate Landlord	The Verto system includes standard templates which will be utilised for projects. Any deviation from these will be agreed in advance with the Project and Programmes team and recorded in the minutes of Board meetings.  Standard operating procedures, documentation and templates are being reviewed, as part of the implementation of a new operating model for project delivery.	Standard templates are contained within Verto to ensure consistency across all programmes and projects and in turn should drive the adoption of best practice.  Project management support and training has been provided on the use of Verto and any non-compliance issues are now reported to PAG.

**Annex B – extracts from risk register for last 2 years**

## Civic Halls – Strategic Risk Register Updates

Date	Score	Commentary
22/06/20	Red	The score of this risk has increased from amber to red as the project onsite is currently paused due to the impacts of the Covid-19 pandemic.
28/09/20	Amber	The main contract for the refurbishment of the Civic Halls was signed on the 28th July 2020. Progress on the project is currently on programme, with the piling works to the foundations now completed and the new structural steels being delivered to site and the subsequent installation commencing in October 2020. Demolition works are also continuing to all areas in the Civic and Wulfrun Halls in preparation for the new structural steel installation, with existing bar and WC areas now all stripped out. COVID-19 measures are fully implemented on site and are kept under constant review from the contractor and project teams. Careful contract monitoring and regular liaison with contractors is ongoing, regular updates continue to be provided to the Leader, relevant Cabinet Member and to SEB.
07/12/20	Amber	The main contract for the refurbishment of the Civic Halls was signed on the 28th July 2020. Overall progress on the project is currently on programme, with the steelwork for the new seated tier near completion. Covid-19 measures are fully implemented on site and are kept under constant review from the contractor and project teams. Despite implementation of a new national lockdown on 5 November 2020, construction works continue to progress, although it is currently too early to assess any construction or commercial impact due to a potential lack of resources and materials availability. Careful contract monitoring and regular liaison with contractors is ongoing, regular updates continue to be provided to the Leader, relevant Cabinet Member and to SEB.
08/03/21	Amber	The main contract for the refurbishment of the Civic Halls was signed on 28 July 2020. Since then, solid progress has been made on site and the programme remains on schedule. Drainage work to both the Civic and Wulfrun Halls has been completed and nearing completion is the new seated tier and the installation of structural steels to the Corporation Street and Mitre Fold elevations. With a complex project such as this there are periodic technical issues that arise, work is ongoing to ensure the project stays within the agreed budget. Covid-19 measures are fully implemented on site and are kept under constant review by the contractor and project teams. Despite implementation of a third national lockdown on 5 January 2021, construction works continue to progress. Careful contract monitoring and regular liaison with contractors is ongoing, regular updates continue to be provided to the Leader, Cabinet Member and to SEB. In preparation for opening in early 2022 and the recommencement of commercial events (subject to Covid restrictions and national guidance), on 17 February 2021, Cabinet approved the selection of a leading commercial operator following a full, competitive tender process. The preferred operator will enter into a long-term partnership with the council and will be announced soon – following a period of due diligence. The selection process saw a strong list of globally recognised and renowned contenders. The preferred operator will bring forward exciting and ambitious plans for the venue with bigger and better acts and events. Plans will also benefit local businesses, see new jobs created and raise the city's profile.
26/07/21	Amber	In conjunction with professional advisors, rigorous examination of contracts and the works continue to take place to ensure compliance with the detailed contracts. In preparation for opening in 2022 and the recommencement of commercial events (subject to Covid restrictions and national guidance), on 17 February 2021, Cabinet approved the selection of a leading commercial operator following a full, competitive tender process. The preferred operator will enter into a long-term partnership with the council. The preferred operator will bring forward exciting and ambitious plans for the venue with bigger and better acts and events. Plans will also benefit local businesses, see new jobs created and raise the city's profile.



27/09/21	Amber	In conjunction with professional advisors, rigorous examination of contacts to ensure continuing compliance is ongoing. In preparation for opening in 2022 and the recommencement of commercial events (subject to Covid restrictions and national guidance), work is continuing with the preferred operator to enter into a long-term partnership with the council to operate the Civic Halls. The preferred operator will bring forward exciting and ambitious plans for the venue with bigger and better acts and events. Plans will also benefit local businesses, see new jobs created and raise the city's profile
06/12/21	Amber	<p>In conjunction with professional advisors, rigorous examination of contacts to ensure continuing compliance is ongoing. In preparation for opening in 2022 and the recommencement of commercial events (subject to Covid restrictions and national guidance), the Council has entered into a long-term partnership with AEG Presents to operate the Civic Halls. This world class operator will bring forward exciting and ambitious plans for the venue with bigger and better acts and events. Plans will also benefit local businesses, see new jobs created and raise the city's profile.</p> <p><b>Further actions to take to mitigate risk</b>  Monthly Civic Halls Restoration Boards take place in order to ensure assurance on the project. This is supported by frequent operational group, end user operator and public realm meetings, which all feed into the overall programme board. Directors are also supplied with project updates weekly via flash reports.</p>
14/03/22	Amber	<p>In conjunction with professional advisors, rigorous examination of contacts to ensure continuing compliance is ongoing. In preparation for opening in 2022 and the recommencement of commercial events (subject to Covid restrictions and national guidance), the Council continues developing its relationship with AEG Presents to operate the Civic Halls. This world class operator is bringing forward exciting and ambitious plans for the venue with bigger and better acts and events. Plans will also benefit local businesses, see new jobs created and raise the city's profile. The public realm works are progressing well and are on schedule to complete in time for the opening of the building.</p> <p><b>Further actions to take to mitigate risk</b>  Monthly Civic Halls Restoration Boards take place in order to ensure assurance on the project. This is supported by frequent operational group, end user operator and public realm meetings, which all feed into the overall programme board. Directors are also supplied with project updates weekly via flash reports.</p>
25/07/22	Amber	<p>In conjunction with the professional project team the ongoing scrutiny and monitoring of the project continues at pace. In preparation for AEG's opening and the recommencement of commercial events (subject to Covid restrictions and national guidance), the Council continues its collaborative working relationship with AEG. This world class operator is bringing forward exciting and ambitious plans for the venue with bigger and better acts and events. Plans will also benefit local businesses, see new jobs created and raise the city's profile. The public realm works are progressing well and are on schedule to complete in time for the opening of the building.</p> <p><b>Further actions to take to mitigate risk</b>  Monthly Civic Halls Restoration Boards take place in order to ensure assurance on the project. This is supported by bi-weekly operational group meetings, end user operator and public realm meetings, which all feed into the overall programme board. Directors are also supplied with weekly project updates.</p>
26/09/22	Amber	The professional team continues to provide ongoing scrutiny and monitoring of the project. Work is progressing in preparation for AEG taking the lease of the site and providing final fit out ahead of the recommencement of commercial events. The Council continues to work closely AEG and has regular sessions with them to oversee the final works ahead of opening. AEG are a world class operator that are bringing forward exciting and ambitious plans for the venue with bigger and better acts and events. The project will also benefit local businesses, see

		<p>new jobs created in the evening economy and raise the city's profile. The public realm works are progressing well and are on schedule to complete in time for the opening of the building.</p> <p><b>Further actions to take to mitigate risk</b></p> <p>The Civic Halls Restoration Board takes place monthly to ensure assurance on the project. This is supported by weekly operational group meetings, end user operator and public realm meetings, which all feed into the overall programme board. Directors are also supplied with weekly project updates and meet weekly to oversee progress. There are bi-weekly meetings with AEG to manage their transition into the building and oversee the final fit out programme</p>
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