

ARF014 Programme Darwin Risk

Risk Status Progress Report December 2021

Prepared: 08/11/21

Description of risk and impact

Because of the Programme Darwin complexity - long timeline, partially defined programme scope; and the need to be agile, to respond to our changing environment (i.e., physical, technological, regulatory, economic) **there is a chance that** the programme will not be successfully delivered, **leading to** poor community outcomes.

The “Programme Darwin” risk has been analysed as an organisational and strategic risk. The score of 35 puts this risk in the high-risk category.

The likelihood of the “Programme Darwin” risk materialising has been assessed as “will happen.” The impact of implementation of the identified treatments has been assessed resulting in an expected residual risk decrease to 13, with the likelihood of the risk materialising estimated to be probable (the risk will possibly occur once in every two years). Two further linked group risks have been identified with the treatment of each of the three risks interlinked.

Darwin is a programme of work designed to deliver:

- Accurate and complete asset data that is controlled and maintained by FNDC
- Robust analysis on asset data that enables better long-term infrastructure decisions and delivers better value for money
- Clear asset management hierarchy, with clearly defined links between strategic and operational asset management functions
- Commitment horizontally (planning, engineering, finance, strategy, project management), and vertically (strategic leadership team, third tier managers, officers), to partner in continuing to develop our capability, capacity, and commitment in asset management
- An accurate data set allowing trade-offs to be determined with confidence so that the best value whole-of-life strategies can be developed, using real-time data
- The asset management IT system, Infor Public Sector Suite (IPS Suite), fully integrated with all other FNDC and Alliance Partner systems enabling easy data sharing, analysis, and ultimately better information to inform decision making
- A higher level of asset management competence within existing staff, and growing a pipeline of asset management talent
- A culture of continuous development to be agile enough to flex to changing asset management requirements

Programme Darwin also impacts the management and treatment of a number of organisational risks, namely ARF001 Climate Change, ARF003 Health & Safety Vulnerabilities, ARF004 Asset Management, ARF005 Affordability, ARF010 Data Governance and ARF013 Drinking Water Resilience. Programme Darwin is a significant treatment to reduce the risk impact of ARF004 Asset Management. The District Plan Team is also reliant on asset management information to inform district planning decisions.

Since Programme Darwin is positioned as a strategic enabler for Infrastructure and Asset Management, this risk (ARF014) has a direct bearing on the inherent risk rating of ARF004. Any deterioration within the risk trend of ARF014 may well result in a subsequent increase in the risk trend of ARF004.

Existing Treatments

The Programme Darwin Steering Group (PSG) was informed of the delivery risk to the Programme if the quality element within the AMS Project was not addressed. The checks and balances build around the data cleansing & migration process (to ensure the integrity of the data loaded into the IPS system), have resulted in both a significant extension to the delivery timeline, as well as to the associated execution cost. Also, the mandate around the Three-waters Reforms subsequently created uncertainty around the scope of the migration of Three-waters asset groups and related system configuration requirements.

A decision was made by the PSG to recommend to SLT a course of action whereby the delivery timeline would be reduced with 16 months, and the scope reduced by de-emphasizing Three-waters assets. Once endorsed by SLT, the Programme Manager will present a decision report, with a recommendation, to Council for EMs' approval, to approve additional funding and reduce the overall delivery risk.

High level treatment plan and progress up-date:

High level treatment plan:	Progress update:
Identify the gaps in the programme resourcing, processes (e.g. Business Requirements Specification), Scoping, Impact Analysis, Costing, Scheduling, etc., for the various programme workstreams.	A number of scenarios have been identified and further analysis will be resumed, subject to the options paper presented to SLT on 15 November 2021 and decision report to Elected Members at the Council Meeting on 16 December 2021.
A SharePoint communications platform will be developed for the Programme. The stakeholder register will serve as a point of reference to channel relevant communications to particular stakeholder groups.	The Programme Manager is working with the PMO Project & Change Specialist and P&C Business Partner to develop a SharePoint communications platform that will articulate to stakeholders the value that the Programme will unlock within the organisation.
A SharePoint communications platform will be developed for the Programme. The platform will serve as the <i>de facto</i> source of Programme information.	The communications platform that is being developed will serve as the official information source for stakeholders, describing the Programme's objectives, progress, and delivery roadmap.

Where are the gaps? / what more could we be doing?

Inherent Risk:	Trend	Residual Risk:	Accountable:	CEO	Date raised:	08/09/2021	Report frequency:
	Increase		Responsible:	Programme Manager - EAM	Date accepted:	08/09/2021	Three monthly