Agenda Item No: 5

Meeting of:	**Governance and Audit Committee**
Date of Meeting:	**Monday, 20 July 2026**
Relevant Scrutiny Committee:	**No Relevant Scrutiny Committee**
Item which the Chair has decided is urgent (Part I) **(If yes, why)**	**N/A**
Urgent Decision Procedure Used (15.14 of the Constitution) **(If yes, why)**	N/A
Item Type	Part I
Report Title:	Risk, Management and Governance Arrangements for Major Projects.
Portfolio Holder:	Executive Leader and Cabinet Member for Performance and Resources
Strategic Leadership Team:	Director of Place
Lead Officer:	Charlotte Raine, Major Project Manager Natasha Davies, Major Project Manager

1.0 What is this report about?

1.1 This report provides an overview from the Project Management Unit of the risk and governance processes associated with major regeneration projects.

2.0 What are the Recommendations?

	Recommendations – What and How?	Reason for Recommendation – Why?
2.1	That the Governance and Audit Committee note the existing processes in place for the management of risk and governance in relation to major projects.	To ensure that there is independent oversight and assurance that the processes for managing risk and governance in relation to major projects are effective and fit for purpose.

3.0 What is the background to this report?

3.1 At the Governance and Audit meeting dated 23rd February it was recommended that a report on risk and governance aspects around regeneration schemes is provided to the Committee, in respect of major schemes such as Barry Making Waves.

3.2 This report therefore provides an overview of the approach adopted by the Project Management Unit (PMU) to risk management and governance when dealing with major regeneration projects, whilst also cross-referencing specific examples including Barry Making Waves.

3.3 The Project Management Unit is an internal corporate project management support service within the Council, responsible for delivering a wide range of regeneration and land development projects. The unit provides support to a range of departments across the Council, including Housing, Social Services, Environment and Housing.

3.4 Following the appointment of a new Head of Regeneration and Strategic Project Delivery (see Cabinet report dated 26th March 2026 for further information), if necessary, a further report will be provided to highlight any changes made to the current process.

4.0 What issues are there to be considered?

4.1 At the outset of each project, Project Managers within PMU develop a Risk and Issues Log which is kept updated throughout the life of the project. The Log records identified risks and issues, and counter measures to mitigate. The risk log is a standard agenda item for all project team meetings, which for most projects occur monthly.

4.2 Risk is a major factor to be considered during the management of a project. Every project regardless of its size will have risks associated with it. Risks associated with projects can take a variety of forms, including financial, programme, legal, operational, stakeholder and reputational risks. Effective risk management involves systematically identifying, assessing, controlling and monitoring risks so they don't adversely impact delivery. The Project Manager, along with the Project Sponsor, is responsible for ensuring that all risks are identified early and proactively managed throughout the project lifecycle.

4.3 Risk management operates at multiple levels, including:

- Corporate Risk – which is overseen by the Senior Leadership Team and reported to Governance and Audit committee and Cabinet.
- Directorate Risk – managed by the Director and Heads of Services
- Project and Programme Risk – managed through project governance and risk logs.

4.4 The Council's risk management framework is built based on risks being escalated from a directorate level through to a corporate level, in accordance with the Council's Corporate Risk Management Policy 2024-28.

4.5 Any new high to very high directorate risks, or the escalation of existing directorate risks to high or very high, are reported to the Director immediately and reviewed at relevant Directorate Management Team meetings. Where appropriate, these risks will then be escalated to Strategic Leadership Team (SLT) for further review and for consideration for inclusion on the Corporate Risk Register. Outside of the quarterly risk reporting process, ad-hoc reports are also provided to the SIB and SLT where new and significant risk issues arise.

4.6 Risk management is embedded within governance, not separate. Governance arrangements are clearly defined and documented within each project. Cabinet approval is obtained at the outset of all projects should the proposals go beyond the decision-making framework set out within the Constitution. Governance ensures decisions regarding risk are properly scrutinised. The arrangements ensure that risks and subject to appropriate scrutiny and oversight.

4.7 On a day-to-day basis, the PMU maintain a team tracker which is reported monthly to the Director of Place. This tracker provides an overview for each project including the project manager, client department, project sponsor and the current stage, along with a brief description. It also includes the project's RAG status and highlights any key risks.

4.8 Examples of where risk has been appropriately identified and escalated on major projects recently to Cabinet include:

- Barry Making Waves Levelling Up Fund Update – Cabinet report dated 28th May 2026 – governance risks were clearly set out in paragraphs 3.35-3.45.
- Wilko Redevelopment Project – Cabinet report dated 11th June 2026 – this report established governance processes to take this project forward, in addition to setting out risks associated with the project.

4.9 The current rating for the Delivery of Major Regeneration Projects risk, as reported in the Corporate Risk Summary Report dated 22 June 2026, remains appropriate. The risk retains a medium score of 6, which is forecast to remain stable. This reflects that, while inherent risks remain within the programme, robust mitigation measures are in place to effectively manage and control these risks, as detailed within the respective Cabinet reports.

5.0 How has evidence been used to inform the report, including the views of others?

5.1 The Constitution and Corporate Risk Management Policy 2024-28 inform the governance, and the way risk for major projects is considered.

6.0 What are the next steps if the recommendations are approved?

6.1 A further report will be provided in due course following the appointment of the new Head of Regeneration and Strategic Project Delivery and will highlight any changes made to the current process.

7.0 How does this report support Vale 2030 and Reshaping?

7.1 Vale 2030 sets out an ambitious programme of work to deliver of our vision of "Strong Communities with a Bright Future". It is essential that governance and risk management within major projects is appropriately managed, to ensure that this vision is realised.

8.0 How does this demonstrate the Five Ways of Working?

8.1 Good governance and risk management together enable the Five Ways of Working by ensuring the Council make informed, sustainable, and inclusive decisions. Governance provides clear structures, accountability, and strategic direction that support long-term thinking and integrated decision-making, while risk management identifies and mitigates potential issues early, supporting a preventative approach. Both promote collaboration through shared responsibilities and partnerships and encourage involvement by engaging stakeholders and incorporating diverse perspectives. Together, they create a joined-up, forward-looking approach that improves resilience, transparency, and outcomes for the future.

Resources

9.0 Finance

9.1 Not applicable.

10.0 Workforce

10.1 Not applicable.

11.0 Legal and Equalities

Not applicable.

12.0 **Key Contacts**

12.1 **Who are the primary officers to contact with any comments and/or queries on the report?**

Lead Officer: Charlotte Raine clraine@valeofglamorgan.gov.uk Major Project Manager	Democratic Services Officer Example Text: Officer name, title, email.

Background Documents

Corporate Risk Management Policy 2024-28.

Council Constitution

Barry Making Waves Levelling Up Fund Update

Wilko Redevelopment Project

Lead Project Manager and Head of Regeneration

Q4 Risk Register