

Appendix B - Action plan

We have identified 3 high level recommendations for the Council as a result of issues identified during this review. We have presented our recommendations to management and will report on progress during the course of the 2020/21 audit.

	Assessment	Issue and Risk	Recommendations	Management Response
1.	 High Priority	<p>There is a danger that the development of the civic assets and theatre will now stall, and that that associated strategic objectives and ongoing operational and commercial challenges will not be addressed in a timely and cost effective way.</p>	<p>The Council needs to make a decision on the future of the civic assets and theatre in order to meet its strategic objectives and manage the ongoing operational and commercial challenges, taking into account the time it will take to deliver a new project.</p>	<p>The issues that underpinned the development of the Calverley Square scheme remain. The significant capital and maintenance costs of trying to keep the civic assets operational are not sustainable and the facilities in their current form will not meet the needs of the organisation. This situation has been further exacerbated by the pandemic.</p> <p>Since 2014, £5 million has been spent in maintenance, capital investment, and reactive repairs on the civic buildings.</p> <p>The Council declared a Climate Emergency in July 2019 and to be carbon neutral by 2030. The civic buildings have poor energy efficiency and high emission levels with the Town Hall emitting 516 tCO₂e and the Assembly Hall 186 tCO₂e per annum.</p> <p>At its meeting on 29 July 2021 Cabinet with support from the Cross-member working group agreed to a soft marketing and procurement exercise in respect of</p>

				<p>the Town Hall to secure a partner to deliver co-working space.</p> <p>A clear political decision is still required on whether the Borough should provide a theatre and if so in what form.</p>
2.	<p> Medium priority</p>	<p>For longer term projects, there is a risk that the public mandate becomes overly reliant on the political situation of the administration, making it more difficult to establish a cross party consensus.</p>	<p>For future projects, the Council should consider other forms of public consultation at an early stage to provide a mandate that is less dependent on the political landscape.</p>	<p>The project was subject to Full Council approval at each 'RIBA' stage.</p> <p>The Overview and Scrutiny Committee established a Consultation and Engagement Task and Finish Group to look at and report on this matter.</p> <p>A Framework for Major Projects has been produced by the Independent Members of the Audit and Governance Committee for future use by the Council's Programme Management Office. This will include a Member Oversight Panel to ensure more involvement and understanding of live project management reports associated with major projects which is now taking place for other major projects.</p>
3.	<p> Medium Priority</p>	<p>The design of a complex project with distinct elements incorporated under a single planning and procurement decision may restrict the options available to proceed with some elements, if other elements are delayed or cancelled.</p>	<p>The Council should consider whether a more modular approach to project phases would provide more flexibility in future.</p>	<p>A similar conclusion was reached by the Cross-Party working group in their report which was approved by Full Council.</p> <p>There were benefits in developing the Calverley Square scheme as one comprehensive development in terms of planning and to achieve better value</p>

				from a single construction site. Future major projects will need to consider whether a modular approach is more appropriate.
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Controls

- High – Significant effect on control system
- Medium – Effect on control system
- Low – Best practice