Programme / Project Name	Portfolio Management Office
Director / Programme / Project Lead Name	Jonathan Burnes
Last Updated	Feb-21

ID	Risk ID (if apllicable)	Date Identified	Status	Priority	Issue Description	Owner	Escalation Needed (Y/N)?	Impact	Original Action	Follow-on actions & Final Resolution
SBCD001		19/11/20	Work in progress	Medium	PoMO requires thorough knowledge of the programme / project progression. Expectations and requirements could result in difficulties for the project leads to provide reports at the frequency and quality required.	PoMO	N	Potentially seen as micromanagement, which could negatively impact the work culture	19/11/20 - Reporting schedule has been developed and sent to SBCD Portfolio giving a 6 month preview on what information is required and by when Seeking clarity for Welsh / UK Government on reporting requirements	16/02/21 PoMO hold 1-1 meetings with programme / project leads to gather information that feeds into monthly reports / quarterly monitoring reports and review financials A status update will be provided by PoMO in future quarterly reports to provide assurance on information provided by the programme / project leads A representative from the PoMO will sit on the programme / project boards PoMO will review current documentation / templates in place to ensure fit for purpose
SBCD002		19/11/20	Work in progress	Medium	Resistance to adopt a common approach and standardisation of portfolio / programme management across SBCD portfolio	PoMO	N	Inconsistency of reporting, programme / project delivery and lack of co-ordination and joining up of opportunities and risks	19/11/20 - Risk Registers and Issues Logs have been standardised and rolled out across SBCD Portfolio. Programme Development Manager in post to aid with a consistent approch to Business Case submission and updates via Governance Boards TOR template standardised and shared with prog / proj leads	16/02/21 PoMO have good working relationships with the programme / project leads Further templates / procedures have been developed and rolled out across the portfolio such as IAAP, community benefits, change control. Status reduced from High to medium. Remains medium as here are further developments to be made PoMO will introduce a central ducument repository so access to templates / procedures is to hand

SBCD003		19/11/20	Work in progress	Medium	Attendance of Governance Board members and sending representations from their organisations that may not be as familiar wih the SBCD.	Governance Boards	Y	Contributions maybe limited from all key stakeholders and representatives from their organisations which may lead to less informed decisions and discussion. Ability to make a decision maybe impacted if the correct level of representation is not in place.	19/11/20 - PoMO will work with Board / Committee members to produce a delegate list where only authorised personnel can attend meetings and have the same level of authority PoMO will share an annual meeting schedule and work with key stakeholder organisations to identify clashes in advance.	16/02/21 PoMO have now developed a delegate list for Governance Board members PoMO to include a communication to all attendees in the Chair's note, to confirm all members have provided the name of a delegate in their absence, and the expectation is for either the member or the representative to ensure they attend the full duration of the meeting.
SBCD007		19/11/20	Open	Medium	Not utilising ESB to its full potential	PoMO	Y	Not maximising input and impact acoss the wider stakehoder network. Lack of visibility and engagement between ESB Board members and key regional stakeholders	19/11/20 - Governance Evaluation is currently underway looking at how all the Boards operate and how they could be improved	16/02/21 Governance Evaluation report presented at Programme Board and Joint Committee Business Engagement Manager supports the Chair of ESB who also sits on Joint Committee. Follow up engagement with ESB members on the test and challenge of Business Cases. PoMO to articulate to ESB members that the offer of support should be provided to / aimed at SRO level rather than PL ESB Chair has now been invited to future Programme (Portfolio) Boards and given the opportunity to add an agenda item to update members on ESB feedback
SBCD008		19/11/20	Work in progress	Critical	Meeting Actica & internal review recommendations - Not receiving a letter of Ministerial approval, outlining they're content and that: 1. Further funding will soon be released 2. Further project business cases can now be formally considered	Governance Boards	Y	Delay to delivery of SBCD Portfolio	26/11/20 - WCGIB confirmation that the Actica recommendations have been finalised awaiting Ministerial sign off.	16/02/21 Received Government sign off. Complete.

SBCD009		19/11/20	Open	Medium	Lack of awareness and understanding of SBCD in terms of its organisation, proj / prog, governance arrangements and prog / proj status and updates.	PoMO	N	Internal Stakeholders may not cascade or share accurate and timely information whichh may leads to misunderstandings.	24/11/20 - SBCD Communications Manager to take this forward. Updating and embedding the communication plan. Regularly engaging with and presenting to key stakeholder senior management teams.	16/02/21 Portfolio BC currently being revised and will be submitted for ministerial approval. Quarterly monitoring reports to Governance Boards in place. Annual Report currently being drafted. Comms & marketing plan presented to endorsed by Programme/Portfolio Board on 26.11.20 Internal comms being strengthened and rolled out Comms and engagement schedule developed for 2021/2022 as part of the PBC With regards to turnover of stakeholders, the PoMO will meet with new Governance Board members to provide an overview of what the City Deal is and progression made.
SBCD010	SBCD004	19/11/20	Open	Critical	Lack of resources to develop robust Business Cases at pace that are aligned to HM Treasury Greenbook and evidenced based Business Cases not aligned to HM Treasury Green book and Better Business Case guidance.	PoMO	N	Delays in approval could have the potential to delay implementation and inability to accrue the benefits within set timescales	Prog / Proj have been subjected to Gateway Reviews. Upskilling staff through Better Business Case course Project Leads / PoMO have a better understanding of what guidance exists.	16/02/21 The PoMO are looking at arranging a Better Business Case course for staff in April to further support development of Programme / Project Business cases. SBCD Pomo / Programme & Project Leads are now utilising the Business Case guidance and aligning narrative within their individual Business Cases. Programme / Project Leads are utiising consultants particularly around Economic and Finanical apprasals. WG have provided development and delivery flowcharts defining the process for programme / project approval.
SBCD011	SBCD005	19/11/20	Open	High	Uncertainties of process and time taken to receive Ministerial approval of Business Cases.	Governance Boards	N	Delays to programmes / projects moving into delivery and impact on Portfolio delivery as a whole	development phase and submission of Business Cases. Host Ministerial visits and respond to queries.	16/02/21 WG have provided development and delivery flowcharts defining the process for programme / project approval. WG / UKG have confirmed streamlined process for WCGIB approval and ministerial sign off. Regular dialogue over timescales and process being held with WG/UKG
SBCD012		19/11/20	Open	Medium	Challenging to obtain robust and timely financial information from programme / projects	Finance	N	Impacts reporting timescales and delays in submitting reports	26/11/20 - Finance Manager is working with key stakeholders for them to provide timely and quality information.	16/02/21 Financial information received from all Programme / Project Leads. SBCD Finance Manger now holds monthly 1-1's with Leads. Quarterly Financial Report to be provided to Programme (Portfolio) Board and Joint Committee in March 2021.

| SBCD013 | | 16/02/21 | Open | Medium | External stakeholders perception of City Deal responsibilities and scope being misunderstood due to an understanding of how City Deal fits within the regional context. | PoMO | N | Could create confusion and uncertainty amogst regional stakeholders.
External stakeholders may not be engaging with the appropriate regional lead resulting in confusion and delayed engagement. | 16/02/21
SBCD Website currently being updated to show current status of the SBCD Portfolio.
79 positive media mentions for SBCD from Nov 1 2020 to Feb 16 2021, along with continued positive reach on SBCD social media platforms
Newsletters in place shared by Communications Officer
On going engagement with regional and exteral stakeholders.
Enagemnt with regional directors group on non City Deal related matters. | |

SBCD Portfolio Issues Log

The Swansea By City Deal Portfolio Issues Log captures and monitors key portfolio issues that could impact delivery of SBCD aims and objectives.

Issues are events that have happened or are known to about to happen and thus their occurrence is certain. They could be described as problems, gaps, inconsistencies, or conflicts that occur unexpectedly during the portfolio lifecycle.

Issues may have firstly been identified as a risk. After putting all mitigation in place, the risk is accepted as unresolvable and subsequently becomes an issue.

Issues will be reported quarterly in line with Risks

Issue severity	Description
Critical	Issue will stop portfolio / programme / project progress.
High	Issue will likely impact budget, schedule or scope.
Medium	Issue impacts the portfolio / programme / project, but could be mitigated to avoid an impact on budget, schedule or scope.
Low	Issue is low impact and/or low effort to resolve.