SBCD Portfolio Issues Log

Programme / Project Name	Portfolio Management Office
Director / Programme / Project Lead Name	Jonathan Burnes
Last Updated	Feb-22

ID	Risk ID (if applicable)	Date Identified	Status	Priority	Issue Description	Owner	Escalation Needed (Y/N)?	Impact	Original Action	Follow-on actions & Final Resolution
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 with 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. 12/01/22 Meeting attendees continue to be sporadic and don't always have the main contact present. Remains an issue and will be monitored now all the Programmes / Projects are in delivery.
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.
SBCD015		14/02/22	Open	Medium	Delay in ability to procure P3M Software impacting on ability to record and track programme / project plans, not having a live reporting process, inability to create streamlined dashboards	PoMO	N	Not able to record and track portfolio, programme / project plans via one mechanism, not having a live reporting process, inability to create streamlined dashboards	Procure a programme management software to roll out across the portfolio	
SBCD016		14/02/22	Open	Medium	No central administrative support role from 10th March within the PoMO	PoMO	N	Role will need to be covered by PoMO until replacement is recruited. impacting on staff and deliverables. No central support to the PoMO Leads	Start recruitment process for like for like replacement Split existing roll amongst PoMO until vacancy is filled PoMO will work together to prioritise workload.	
SBCD017		14/02/22	Open	High	Approval of Governance Board documentation outside the timescales set out in the Meeting Protocol approved by JC	PoMO	N	PoMO spending unnecessary time chasing approval of documentation. Governance Board members receive papers later than anticipated allowing less time to digest. Also a chance of not being able to publish papers meaning they will slip to the following month due to the legal amount of time set to releasee documents	Request approvers set aside time in their diaries each month to review documentation Raise with Portfolio SRO PoMO to tweak Guidance document PoMO to meet with S151 and Monitoring Officer during the review period to discuss process for signing off documentation.	
SBCD018		14/02/22	Open	Y	Business cases not being updated and progressed to FBC stage resulting in out of date business cases and lack of information particularly relating to procurement and cost details at project level. No SBCD consideration / approval prior to projects proceeding with delivery	PoMO / Project SROs		Lack of information on current status of the programme/project business cases particularly relating to costs, funding and value for money.	One to one meetings held with project leads to request updated business cases. Arrangements for developing business cases to FBC stage outlined in Portfolio Business Case Schedule to be drafted to show FBC status and schedule.	
SBCD019		14/02/22	Open	Y	Projects not meeting agreed timeframes for undertaking Integrated Assurance & Approval Plan (IAAP) activity	PoMO / Project SROs		Independent assurance is not undertaken at key decision points for specific projects which could affect affordability and achievability. PoMO / SBCD Governance Boards unsighted on delivery status of projects at key milestones	Requests made to project leads to arrange assessment meetings with WG Integrated Assurance Hub to assess the need, timescale and scope of the next Gateway Review SRO training for all programmes and projects to take place. Assurance Framework developed and currently going through Governance Boards.	
SBCD020		14/0222	Open	Y	Lack of systematic independent assurance arrangements for the lower level projects as workstreams	PoMO / Project SROs		No systematic independent assurance process for lower level projects and workstreams. Increased risk in projects not delivering specified benefits and meeting investment objectives	Development of SBCD Assurance Framework to ensure independent assurance arrangements with WG Integrated Assurance Hub across the whole of the portfolio.	
SBCD021		16/02/22	Open	High	Rising construction costs in the last few months - it has become common knowledge that the construction industry is experiencing rising costs and issues in relation to resource availability. The current issue for the PoMO is the unknown quantification of the impact of this issue at a Programme and Project Level for all SBCD schemes meaning a Portfolio level impact is unknown.	PoMO	Y	Potential delays to delivery, cost of delivery and quality of final product which in turn will likely affect the level of benefits realised at a Programme and Project level, resulting in a reduction of Portfolio benefits during the Portfolio lifecycle.	Quarter 2/3 reporting schedule 21-22 the PoMO have devised a construction impact assessment, this document requests information from the Project Leads in order to provide a current and accurate picture of the Construction Industry Challenges faced by each Project. It has been confirmed that returns are required Feb 2022 to allow an initial position to be determined. Nil return will be highlighted as such.	
SBCD022		16/02/22	Open	High	Measuring of GVA at a programme and Project level - The PoMO has confirmed that currently GVA cannot be measured as an indicator. This is due to the nature of GVA and it being a Macro measure i.e. regional, an accurate measure at a micro level e.g. proj. or prog. is not achievable	W/UKG & PoMO	N	One if the HoT requirements is GVA contribution, whilst the Portfolio will deliver uplifts in GVA it's quantification method is still unknown	UKG/WG have been tasked with confirming with their economists how this can be calculated. If this is not an achievable metric, they are tasked with determining a suitable metric (if required)	
SBCD023		16/02/22	Open	Medium	SBCD Communications & Marketing Officer could be unaware of some key PR opportunities / planned activity for Programmes / Projects due to not having visibility of Communications & Marketing Plans in place at Programme / Project level.	PoMO	N	Missed PR opportunities, lack of visibility of key activity	Comms schedule to be standardised. Comms & Marketing Officer to work with Programme / Project Leads to develop all Comms & Marketing Plans. Once P3M Software procured, comms activity can be populated into the system.	
SBCD024		18/02/22	Open	Medium	Uncertainty as to when UK & WG government funding is to be received and award amount.	Finance	N	Impacts on dispersement to projects and cashflow monitoring. Potentially additional borrowing costs.	Ongoing dialogue with WG	
SBCD025		14/02/22	Open	Medium	Delay in funding agreements being approved	Finance	N	Impacts on dispersement of grant. Delay to delivery of projects. Knock on effect with ability to recruit. Potentially impacting on benefits realisation.	Ongoing liaison with legal officers and programmes/projects	
SBCD026		18/02/22	Open	High	SBCD Website no longer fit for purpose	PoMO	N	Information is inaccurate providing the reader with out of date information	Website to be reviewed and updated and made more accessible	

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	Last Updated		Mar-21					

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SBCD001		19/11/20	Closed	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 12/01/22 All above in place. PoMO fully established and reporting process functioning with leads engaged with the processes. Closed
SBCD002		19/11/20	Closed	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 12/01/22 Further procedures have been developed by the PoMO and rolled out across the Portfolio such as construction impact assessment, benefits register. P3M Software being procured to ensure reporting is streamlined. No longer an issues Closed
SBCD007		19/11/20	Closed	Medium	Not utilising ESB to its full potential	PoMO	Y	Not maximising input and impact across the wider stakeholder 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 12/01/22 ESB Chair now attends Programme Board. Issue descaled to a Risk and will appear on the Portfolio Risk Register. Closed
SBCD008		19/11/20	Closed	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 P	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	Closed	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. 12/01/22 PoMO fully resourced and is the point of contact for all stakeholders to share knowledge and information. longer deemed an issue Closed
SBCD010	SBCD004	19/11/20	Closed	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. 12/01/22 Better Business Case course complete. All Business Cases have received Ministerial approval and Programmes / Projects are in delivery. No longer an issue. Closed
SBCD011	SBCD005	19/11/20	Closed	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	26/11/20 - Holding workshops with Welsh / UK Government during the 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 12/01/22 All Programmes / Projects are now in delivery. No longer an issue. The Portfolio Risk Register covers this as a potential risk if there is significant change to the Business Cases. Closed
SBCD013		16/02/21	Closed	Medium	External stakeholders perception of City Deal maybe misunderstood due to having a lack of awareness and understanding in terms of its organisation, proj / prog, governance arrangements and prog / proj status and updates.	PoMO	N	Communications between stakeholders lead to mixed messaging	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	12/01/22 SBCD Website has been revamped. Standardised reports go through the Governance Boards and to Ministers on a monthly basis. Closed
SBCD014		25/03/21	Closed	High	Due to the Communications Manager leaving, the PoMO have not got a central person to pick up this role which could impact timings of information releases, delays to social media posts being published and not being able to provide supportto programmes and projects	PoMO	N	Delays in information releases, delays to social media posts being published, not being able to provide support to programmes and projects, not having the expected level of communications in the public domain. No central point of contact for external bodies.	25/03/21 Job spec currently being finalised to start recruitment. Currently have restrictions in place on what communications can be released due to PEP which eases workload. Handover document written to ensure all areas of work are covered and what is required. Utilising current PoMO team to fill the gap with priority work until post is filled.	12/01/22 Communications & Marketing Officer now in place and embedded into the PoMO. Closed