Programme / Project Name	SBCD Portfolio Management Office
Director / Programme / Project Lead Name	Jonathan Burnes
Last Updated	Q4 31-Mar-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 inconsistent and don't always have the main contact present. Remains an issue and will be monitored now all the Programmes / Projects are in delivery. 31/03/22 On-going monitoring of attendees and PoMO support outside of the board meetings
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. 31/03/2022 Q4 financial reporting will be delayed by a month to May due to year end. This will reoccur for each Q4 reporting period going forward.
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	31/03/22I Issues have been escalated to the CCC Section 151 Officer for resolution. PoMO are awaiting a response.
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.	31/03/22 Recruitment process to shortlist and interview will be completed in April-22
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 release 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.	31/03/22 Board documents are shared asap with Monitoring and Section 151 Officers. Meeting with Monitoring Officer with suggested improvements which have been subsequently implemented by PoMO.
SBCD018		14/02/22	Open	Medium	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	Y	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.	31/03/22 No update to original action on 14/02/22.
SBCD019		14/02/22	Open	Medium	Projects not meeting agreed timeframes for undertaking Integrated Assurance & Approval Plan (IAAP) activity	PoMO / Project SROs	Y	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.	31/03/22 All Project and Programme leads have updated their IAAPs and have been reviewed by the PoMO and are currently with the WG Integrated Assurance Hub for review.
SBCD020		14/0222	Open	Medium	Lack of systematic independent assurance arrangements for the lower level projects as workstreams	PoMO / Project SROs	Y	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.	31/03/22 Delays to approving and implementing the SBCD Assurance Framework continue as dialogue with WG take place.
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.	31/03/22 The updated construction impact assessment was presented to PB in March 22.
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 proge. 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)	31/03/22 The appropriateness of using GVA , which is a Macro economic indicator as a measure of success at Portfolio, Programme and Project level are on-going with WG and UKG.
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.	31/03/22 Work is ongoing with project and programme leads to roll out Marketing and Comms Plans.
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 disbursement to projects and cashflow monitoring. Potentially additional borrowing costs.	Ongoing dialogue with WG	31/03/22 A funding offer letter was received by the Section 151 officer at the end of March. Confirmation on WGs draw down of funding that is aligned to UKGs 10 year profile is ongoing.

SBCD025		14/02/22	Open	Medium	Delay in funding agreements being approved	Finance	N	Impacts on disbursement 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	31/03/22 Funding and collaborative agreements for HAPS and Digital Infrastructure are still ongoing and could cause a delay to delivery if not resolved soon.
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	31/03/22 This will form part of the Marketing and Comms work programme in Q1/Q2 2022/23.
SBCD027		29/03/22	Open	Medium	Assurance framework has not been accepted in its current form by W/UKG. This has resulted in delays in having a clear strategy in place for the portfolio and its constituent programmes and projects as the direction on what level of assurance needs to be external is ambiguous and the office of Integrated assurance in WG have requested different review requirements on multiple occasions, each delaying the implementation of any assurance below programme level on every occurrence	W/UKG & PoMO	Y	Potential to miss opportunities to assure the portfolio at the most appropriate times meaning opportunities for change may be missed resulting in a negative impact or loss of potential for the benefits delivered. Loss of support for assurance activities from SBCD partners and deliverers if the requirement from WG IAH is perceived as onerous or dis-proportionate	Proposed assurance framework in collaboration with W/UKG Dec/Jan 21/22, approved by Portfolio Board Feb 22, deferred from JC approval March 2022 following WG IAH staff change. PoMO updated IAAP to include 24 months of activity. Meet with WG/UKG 8th April to confirm proposed approach, this resulted in WG IAH requesting further info not previously been requested for digital infrastructure programme in order to allow IAH to propose the most appropriate way forward. IAH have confirmed that all high risk, high value procurements should be subject to assurance/assessment for assurance, however they do not wish to receive RPA forms for each project/workstream as they are unable to deliver this level of assurance. Instead a hybrid approach is proposed by IAH which will assess which elements of programme procurement require assurance.	