

Glasgow City Region City Deal

Programme Status Report

April 2019

A RECOMMENDATIONS

Cabinet is asked to note the content of this report.

B SUMMARY OF PROJECT STATUS IN THE PROGRAMME

Member Authorities (MAs) submit detailed quarterly project status reports to the Programme Management Office (PMO). These are reported in the detailed Quarterly Programme Status Reports that are submitted to the Chief Executives' Group and Cabinet. In this interim report, details are provided of any subsequent issues of escalation which are submitted to the PMO by MAs and an update on Programme activities.

B.1 INFRASTRUCTURE FUND PROGRAMME

No issues for escalation have been submitted to the PMO.

B.2 SKILLS PROGRAMME:

At their meeting on 6 March, the City Region Skills and Employment Portfolio Group agreed broad criteria for a successor programme to Working Matters. The new programme will utilise underspends from the DWP Grant for Working Matters and will be fully matched by member authorities.

Proposed as 'genuine city region offer', the programme will be consistent in terms of client group, activity undertaken and outcomes delivered. The programme will be delivered across Member Authorities who agree to provide match funding and the majority of Member Authorities have indicated they wish to be involved. The successor programme will be managed through the City Region Skills and Employment Portfolio. Programme Lead therefore will be South Lanarkshire Council supported by the Senior Portfolio Development Officer (People).

B.3 INNOVATION PROGRAMME:

No issues for escalation have been submitted to the PMO.

B.4 PROGRAMME RISKS

The Programme Risk Register was updated and all updates are noted in bold and italics in Appendix 1. Risk 039 re Brexit has been added to the list.

B.5 PROGRAMME ISSUES

The Programme Issue Log has been updated and all updates are noted in bold and italics in Appendix 2.

C PROGRAMME FINANCIAL REPORTING

The latest financial reporting statements for the Infrastructure Fund programme and Skills and Employment projects are available up to 31 December 2018 and as are

contained in the corresponding previous update report. There are no actual or projected spend updates reported for this period.

D PROGRAMME ACTIVITIES

D.1 INFRASTRUCTURE

D.1.1 Business Cases

Business cases that the PMO have been advised will be submitted by 12 April for consideration at CEG 23 May are:

- i. Glasgow City Council: C&N - FBC 5: Speirs Lock: Landscape link & Port Dundas: North Canal Bank Street **FBC**
- ii. Glasgow City Council: Collegelands Calton Barras - Meat Market Site Remediation **FBC**
- iii. Glasgow City Council: MGDSP - Garrowhill/Ballieston SWMP **FBC**
- iv. Glasgow City Council: MGDSP – South East Glasgow SWMP **FBC**
- v. Inverclyde Council: Ocean Terminal - Marine works **Augmented OBC/ FBC**
- vi. South Lanarkshire Council: Cathkin Relief Road **Augmented OBC**

D.1.2 Programme Mapping

The Programme Mapping is continuing to progress with assistance from Clydeplan. An update of the mapping for each Member Authority business case will be provided within the April PMO report.

D.2 SKILLS AND EMPLOYMENT PROJECTS

Working Matters

The Working Matters project concluded on 31 March 2019. As the programme comes to a conclusion the most recent figures reported by the monthly CMCF have shown a slowdown in job outcomes. The lead authority is in discussions with the DWP to identify job outcomes that may not have been captured on the Hanlon MI system for clients who have received a service from the Working Matters Programme and moved into employment but disengaged without reporting employment outcomes achieved.

Table 1 below provides details of progress towards the Job Outcome target broken down by each member authority area for the latest CMCF report covering the period to 23 February 2019.

Programme Name	Clients who have secured employment	Employment target	Percentage Achieved
East Dunbartonshire	13	12	108%
East Renfrewshire	12	9	133%
Glasgow	177	232	76%
Inverclyde	33	26	127%
North Lanarkshire	95	56	170%
Renfrewshire	65	54	120%
South Lanarkshire	46	65	71%
West Dunbartonshire	15	29	52%*
Grand Total	456	483	94%

**WDC has focussed Working Matters activity on providing intensive support for people with health issues and most distant from the labour market at the early stage of the employability pathway. As clients progress on the pathway they move onto WDC's European funded 'employability pipeline'. WDC have not included clients who have started on Working Matters but moved onto the 'employability pipeline' and secured positive outcomes at later stages as a result. These outcomes will be reported in WDC's separate Employability Pipeline reporting.*

As set out at Section B.2 of this report, the Skills & Employment Portfolio Group are developing a proposal to utilise the Working Matters underspend that is anticipated to be approximately £740,000 made up of both grant and match. At the CEG on 28th March, the majority of Member Authorities agreed to participate in the scheme. Discussions are ongoing with the DWP to finalise the programme and a report will be brought back to Cabinet once these have been concluded.

In Work Progression

The In Work Progression Pilot project concluded on 31 December 2018. The final performance figures were reported to Cabinet on 12 February 2019 and it is anticipated that the full evaluation report for the In Work Progression Pilot will be presented to Cabinet in June 2019.

D.3 PROGRAMME GOVERNANCE

D.3.1 Assurance Framework Review

An updated Assurance Framework (AF) was submitted to the Chief Executives' Group on 28 March and has subsequently been issued to partners, including the Scottish and UK governments, for consideration. All comments have been collated and shared with all MAs. The PMO held a workshop on 12 March 2019 with LOG to review all comments and PMO responses. Subject to government approval processes, it is anticipated that the refreshed Assurance Framework will be presented to the Cabinet in June 2019 for approval.

D.3.2 Programme Business Case

A refreshed draft Programme Business Case (PBC) and Regional Strategic Assessment, setting key regional economic information, were submitted to the Chief Executives' Group in January and has subsequently been issued for consultation to partners, including the Scottish and UK Governments. It was intended to present an updated version to CEG in March and Cabinet in April however this has not been possible due to limited resources within the PMO. It is anticipated that the refreshed PBC will continue to develop taking into account comments received and include all augmented OBC's at that time. The PMO anticipate this will be presented to June 2019 Cabinet.

D.3.3 Modelling Framework

An Intelligence Hub Officer has now been appointed and will co-locate with economists at the Fraser of Allander Institute at the University of Strathclyde to develop a Computable General Equilibrium (CGE) model for the City Region. SPT has agreed to provide the FAI with access to its Strathclyde Integrated Transport and Land Use Model (SITLUM) in order to ensure that, as far as possible, the CGE model can be linked into this other key Regional model. Once complete, the model will be used to generate an up-to-date estimate on the economic impact of the City Deal Infrastructure Programme. A member of the FAI project team provided an update to the Commission for Economic Growth on Monday 18 March 2019.

D.3.4 Annual Conversation

The Annual Conversation meeting with the Joint Government Scottish City Region Deals Delivery Board took place on the 18 February 2019. Minutes of this meeting were presented to the CEG 28 March.

D.3.5 Scottish Parliamentary Inquiry

A further evidence session for the Scottish Parliamentary Inquiry on City Deals was held on 27th February, with the GCR Cabinet Chair, representatives from the Chief Executives' Group, the PMO and also SQW economic consultancy in attendance. A video record of the meeting is available to view [online](#) and the Official Report is available on the Scottish Parliament [website](#). Subjects covered during the session included questions in relation to whether there had been **delays** to key milestones or deadlines revised or missed. An update was provided on the approach to augmented Business Cases, the newly created Regional Economic Partnership and the Innovation Districts. An overview on our employability and innovation projects included particular focus on the **Working Matters** project. The Committee requested that details be provided on our employability projects. The latest status of the **Airport Access project** was discussed and a detailed overview provided. **Private Sector investment** on the back of the City Deal was raised. The Committee asked about **displacement** and specific questions were posed to SQW regarding progress with the evaluation and data collected so far on what the Deal has delivered to date. The **review process** for projects and frameworks in place for adding or removing projects were raised.

A further evidence session with representatives of other more recently progressed or progressing took place on 13th March. Key areas of question and discussion were progress updates on each Deal, frameworks for decision making, funding and individual allocations of funding from each of the UK and Scottish Governments. Further evidence sessions are planned, including with the Scottish Cabinet Secretary for Transport, Infrastructure and Connectivity and the Secretary of State for Scotland.

D.3.6 Commission on Economic Growth

On the 18 March 2019 the Commission on Economic Growth considered the Fraser of Allander proposal for economic modelling; considered the Regional Strategic Assessment; presented a paper on Inclusive Growth, updated the Commission on the Future Work; discussed the gateway and evaluation requirements at Gateway.

D.3.7 Gateway Review 1

The draft One Year Out Report was approved by the Cabinet on 12 February 2019. SQW, the consultants leading on the National Evaluation Panel process, have started to engage with all MAs as part of the next stage of the implementation of the Local Evaluation Plan.

D.4 AUDIT

2 Audit papers have been submitted to Cabinet on 9th April 2019

- Audit Scotland Audit Plan 2018/19
- Internal Audit Plan 2019/20

D.4.1 COMMUNICATION, MARKETING AND STAKEHOLDER ENGAGEMENT

A second Director's Blog was posted on the subject of the City Region's three emerging Innovation Districts. This was promoted via Twitter and has been supported through other stakeholder channels. A Glasgow City Region Newsletter was issued to Programme stakeholders and to the eight Heads of Communication for soft copy issue to all Member Authority Elected Members.

Discussions are underway with colleagues at The Scotland Office in relation to supportive communication activities about the GCR City Deal, with a short film planned and further updates to the UK Government website.

A further conference on Scotland's City Deals will take place in May 2019, organised by the same company which delivered the similar session in August of last year. Speakers confirmed so far include Dr Morag Watt (Cities Team, The Scottish Government), Neil MacLennan (Scotland Office) and Councillor Susan Aitken.

In terms of media, the Glasgow Chamber of Commerce magazine ran a detailed update feature on the City Deal. The Evening Times and the Sun ran pieces on Working Matters on the back of the evidence session at the Scottish Parliamentary Inquiry. Recent developments in relation to the Airport Access project generated

further coverage. Inverclyde Council's approval of the Inchgreen Business Case was picked up by local media. Discussions are underway for detailed features on the City Deal in both The Planner and Building and Construction Design.

The PMO and Communications Group are reviewing options for refreshing and developing the City Region website. East Renfrewshire Council has provided substantial resource to date in supporting the development, ongoing maintenance and hosting of the City Deal website. ERC is in the process of procuring a new website content management system and therefore it may not be able to continue hosting the existing website, beyond the next 9 – 12 months. Other options are under consideration and will be reported at a future meeting.

D.5 BENEFIT REALISATION & QUARTERLY PROJECT MONITORING

D.5.1 Project Outputs Monitoring

The latest output and outcome monitoring of the projects that are subject to the first Gateway Review process, and the City Deal community benefits outputs were reported to the CEG on 31/1/19 and the Cabinet on 12/2/19. These will be updated and included within the next quarterly report.

D.5.2 Proposed Contract and Community Benefit Solution

The Cabinet on the 12th February 2019 approved a proposal to progress with the pilot of the community benefits reporting solution across the 8 MAs. The PMO is working with the MAs and the developers to progress the implementation of the pilot and is engaging with Glasgow as the lead authority to resolve IT and data protection issues and to conclude the contract for the Cenefits system.

APPENDIX 1: PROGRAMME RISK REGISTER

Glasgow City Region CITY DEAL PROGRAMME RISK REGISTER									
Programme Director: Kevin Rush					Last reporting period: To January 2019				
Date updated: 29/03/2019									

Risk Ref	Status	Risk Category	Risk Description		Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Owner	Logged by	Controls Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Checked	Movement in period
			Challenge	Impact													
rsk 0001	Open	Finance	Delay in overall programme delivery leading to the delay or non-achievement of milestones and failure to demonstrate the progress of delivering the City Deal at Gateway Review 1	Delay in overall programme spend leading to reputational risk and risk for the Gateway Review 1 being carried out by the National Evaluation Panel and risk to the release of the next tranche of investment funds.	5	3	15	High	MA	PMO-PM	One year out report submitted to Cabinet on 12 February 2019 and agreed. Continued dialogue with SQW in relation to Gateway Report due in December 2019.	5	2	10	High	29/03/2019	↔
rsk 0002	Open	Finance	Delay in development and approval of business cases leading to pressure on programme delivery and milestone achievement	Potential delay to project delivery and impact to milestone achievement	4	3	12	High	MA	PMO-PM	Member Authorities to ensure development of their projects align with their scheduled programme of business case submissions and are Green Book compliant. Ekos contracted to review projects and advise status and are currently working through this programme of work. Revised Business Cases being submitted to CEG and Cabinet for approval. Revised Programme Business Case currently being prepared and fourteen Augmented Business Cases have been submitted to and approved by Cabinet. Guidance from Ekos on Economic Impact Assessment issued to MA's.	4	2	8	High	12/03/2019	↔
rsk 0003	Open	Physical/Assets	Utility companies investment plans align don't with City Deal Programme outputs and outcomes	Increased cost, delay or failure to deliver.	3	3	9	Medium	MA	ERC PMO-MMcD	Early engagement with utility companies informing them of the programme plans. Infrastructure Portfolio led by East Renfrewshire established a utility forum with the latest meeting in March 2018. The Portfolio Group have successfully completed a small pilot to share data. The PMO will update the Mapping information for the Programme projects to allow the pilot scheme to be extended. Anticipate this exercise to be complete Feb 2019	2	2	4	Medium	17/01/2019	↔
rsk 0004	Open	Delivery/Finance	Failure to deliver the project outputs and benefits agreed in project business cases	Failure to demonstrate the realisation of project benefits at key milestone and gateway review and the risk to the release of future tranches of investment funding.	3	2	6	Medium	MA	PMO-PK	The updated project benefits contained within the augmented OBCs are being collated for inclusion within the Programme Business Case. The draft One Year Out Report, prepared by the National Evaluation Panel, was approved by Cabinet on 12/2/19. The NEP will engage with the PMO and MAs over the coming months to develop the Final Gateway Review Report. And the draft Benefits Realisation Management Framework has been circulated for comment to partners alongside the refreshed Assurance Framework.	3	1	3	Medium	04/03/2019	↔
rsk 0005	Open	Physical/Assets	Lack of appropriate skills and labour being available to deliver infrastructure projects, potentially caused by Brexit or high level of demand.	Slippage and delays in projects requiring specialist knowledge and potential additional costs to contracts	3	3	9	Medium	MA	PMO-PK	A revised Skills Investment Plan (SIP) was agreed by the Cabinet in Dec' 2019. The Cabinet agreed that a further presentation on the deliverability of the SIP be provided prior to the launch of the SIP in April 2019. The revised SIP is on the agenda of the Regional Partnership on 28/2/19 for further discussion with the MAs, governments and partners. An updated implementation plan will be submitted to the Cabinet in April or June 2019.	2	2	4	Medium	04/03/2019	↔
rsk 0006	Open	Regulatory	Governance procedures are not fit for purpose	Decision making will be difficult or inappropriate	3	2	6	Medium	PMO	PMO-KR	Existing governance arrangements are being reviewed within the scope of the Assurance Framework Review. It is anticipated that the updated Assurance Framework will be submitted to Cabinet in April 2019.	3	1	3	Medium	04/03/2019	↔
rsk 0008	Open	Reputational	Negative press coverage	Negative impact on reputation of the Glasgow City Region CD Programme and Partnership	3	2	6	Medium	MA	PMO-CK	Regular updates on Programme and project progress are issued via media / social media / website to ensure positive coverage. A Programme Communication, Marketing and Engagement Strategy in place & updated at September 2018. This sets out the Communication Toolkit including the forward plan of key milestones and comms activities. Member authorities deliver communication / marketing activities for individual projects. Progress and relevant matters including FOIs and journalist enquiries are raised / discussed at each GCR Comms Group and considered in relation to likely media interest, planned media releases and coverage. Programme Risks & Issues are considered at each GCR Comms Group meeting.	2	2	4	Medium	05/03/2019	↔

Risk Ref	Status	Risk Category	Risk Description		Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Owner	Logged by	Controls Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Checked	Movement in period
			Challenge	Impact													
rsk 0010	Open	Delivery	Project business cases are affected by dependencies - related projects and/or alignment of stakeholders' priorities (e.g. SRS, IIP, HLOS)	Impact on delivery of infrastructure projects	3	3	9	Medium	MA	PMO - MM	Programme/project Business Cases should highlight dependencies and interdependencies which should be escalated as appropriate. Programme Business Case will be updated in 2018 an initial draft issued for consultation in January 2019 for approval April 2019 Cabinet	3	2	6	Medium	17/01/2019	↔
rsk 0016	Open	Economic	Failure to attract necessary investment to deliver the economic benefits of the City Deal funded projects	Projects fail to deliver the economic benefits and follow on private sector investment	3	3	9	Medium	MA	PMO KR	The Glasgow City Region Economic strategy and action plan has been developed and agreed by Cabinet. The proposed refreshing of the strategy and action plan was discussed at the Regional Partnership on 28/2/19. The economic outcomes of the augmented OBCs are being reported to CEG and Cabinet. The refreshed economic strategy and action plan will be brought to the Cabinet for approval.	3	2	6	Medium	04/03/2019	↔
rsk 0018	Open	Economic/Delivery	Changes to the scope and finances of individual projects has a negative impact on programme outcomes	Changes to projects which reduces project economic benefits	4	3	12	High	MA	PMO-MMcD	Ensure that any changes to infrastructure project investments are justified in terms of economic and strategic value and other projects are delivered on time or accelerated in order to compensate. Ensure robust business cases with appropriate level of details are promoted by the MA and robust project analysis carried out by the PMO to ensure good decision making.	3	2	6	Medium	17/01/2019	↔
rsk 0020	Open	Delivery	Statutory bodies processes create a delay in project delivery	Potential delays in the programme.	3	2	6	Medium	MA	PMO-MMcD	Early identification and engagement by the Member Authority with statutory bodies listed in the business cases and reported in the MA and PMO Report. Engagement with utilities partners is part of the remit of the Infrastructure Portfolio Group.	2	2	4	Medium	17/01/2019	↔
rsk 0025	Open	Programme	Lack of communication planning for individual projects	Lack of a coherent message across Projects in relation to the overall Programme, the project benefits and impacts	3	3	9	Medium	MA	PMO-CK	Individual member authorities are responsible for project communication planning / activities. The Group agreed a standard template for GCR City Deal project Communication Plans. Project milestones / activities are shared and discussed the Glasgow City Region Comms Group meetings and recorded in the shared Key Milestones document.	1	1	1	Low	08/03/2019	↔
rsk 0032	Open	Finance	Ensuring Financial Projections are realistic.	Financial Planning is put at risk due to spend levels not being reached.	3	3	9	Medium	MA	PLG/PMO-PM	Quarterly projections for 2018/19 reviewed from member authorities. SQW have asked for 5 year quarterly projections for 13 projects and this has been requested and received from member authorities and forwarded to SQW. Continual monitoring, review and scrutiny by member authorities and FSG. Projected spend requested for all 21 projects and have been received and forwarded to SQW. Continued review and monitoring of spend. Workshop on accelerating spend on 18 February 2019. Requested 2019/20 quarterly and annual spend projections.	3	2	6	Medium	12/03/2019	↔
rsk 0035	Open	Evaluation and Gateway Reviews	Failure to build upon the evaluation work undertaken for Gateway Review 1 and to develop project evaluation plans that set out detailed and costed approaches to Gateway Reviews 2 and 3.	City Deal projects fail to have adequate monitoring and evaluation plans in place, posing a risk at future Gateway Reviews and the release of future tranches of investment funding.	4	4	16	High	MAs/PMO	PMO-PK	MAs to develop detailed and costed evaluation plans for each of their projects. The One Year Out Report from the National Evaluation Panel will be submitted for comment to the CEG by 10 December. An updated Benefits Realisation Management Framework has been drafted and will be part of the revised AF which will be submitted to Cabinet in April '19.	3	3	9	Medium	04/03/2019	↔
rsk 0037	Open	Finance	Implementation of Green Book methodology resulting in a negative decision for business cases previously approved under consultancy guidance.	Loss of grant, further work on business cases, requirement to re-assess and approve existing projects.	5	3	15	High	MAs/PMO	PMO-PM	Regular meetings with Scottish Government, review of projects to ensure compliance by internal and external parties. Approval by Chief Executives to implement Green Book methodology. Review of business cases previously approved is complete and feedback issued to MAs. Business cases will be augmented and issued to CEG. Ekos contracted to review Business Cases and are currently working on this programme of work. Revised business cases taking into account Green Book methodology in the process of being submitted, reviewed and approved by Chief Executives and Cabinet with 14 Augmented Business Cases being approved to date.	5	2	10	High	12/03/2019	↔
rsk 0038	Open	Objectives and Delivery	Alignment of GCRCD Objectives with the new Regional, National and Local Transport Strategies, Strategic Transport Projects Review (STPR2), Rail Investment Strategy etc.	Potential exclusion of transport elements from the GCRCD programme which do not align with the new strategies.	4	4	16	High	MA	TAG/PMO-CC	TAG involvement and MAs awareness of the amendments, alterations and requirements of the new strategies. Early and proactive engagement with the government agencies and stakeholders.	4	2	8	High	05/03/2019	↔
rsk 0039	Open	Finance	Brexit uncertainty due to whether the UK Government obtains a deal with the European Union.	Increased construction costs, reduced labour, increased inflation and currency exchange rates and potential political change.	5	4	20	High	MAs/PMO	PMO-KR	Local authorities have established working groups to help reduce impact, continued dialogue with UK and Scottish Government, PMO Director to engage with Lead Authority to reduce impact on programme.	N/A	N/A	N/A	N/A	29/03/2019	↔
CLOSED RISKS THIS PERIOD			NONE														

APPENDIX 2: PROGRAMME ISSUES LOG

CITY DEAL PROGRAMME ISSUE LOG														
Programme Title:		City Deal												
Programme Director		Kevin Rush												
Date updated:		29/03/2019												
Issue Ref:	Date Raised	Project Issue Type	Owner	Logged by	Issue Title	Issue Description	Impact	Action	Stakeholders	Target / Timescale	Priority	Status	Date Checked	Date Closed
is_0003	03/02/2016	Recruitment	MA	PMO-KR	PMO recruitment	Lack of resources to deliver the role of the PMO	Unable to deliver the role of the PMO as detailed in the Assurance Framework	PMO recruitments are being progressed and will be reported on via the PMO report	PMO MA	Ongoing	High	Open	29/03/2019	
is_0004	19/04/2016	Governance	MA	PMO-KR	Regeneration and Economy Consultative Group	Regeneration and Economy Consultative Group is included within the Assurance Framework. The CEG will agree the role and remit.	A gap in the governance and a missed opportunity to bring key stakeholders together to improve coherence of the city deal with broader activities in the region	CEG will review all groups in the context of updating the Assurance Framework. Regeneration and Consultative Group is removed from revised AF. It is anticipated that the updated Assurance Framework will be submitted to Cabinet in June 2019.	CEG / PMO	Apr-19	High	Open	04/03/2019	
is_0009	19/05/2017	Governance	MA	PMO KR	Operation of the Glasgow City Region Economic Leadership Board (ELB)	The ELB was established in October 2016 - need to ensure effective engagement between GCR and the ELB.	Additional opportunity to engage with the private sector not achieved	The Assurance Framework will review all groups and remit of each group. It is anticipated that the updated Assurance Framework will be submitted to Cabinet in April 2019.	CAB / CEG	Ongoing	Medium	Open	04/03/2019	
is_0010	19/05/2017	Governance	MA	PMO-MM	Programme Business Case requires to be updated	PMO to update the Programme Business Case on annual basis in line with the Assurance Framework	Project Business Cases are not set within the wider economic context of the Programme	Process to update Programme Business case has been put in place with an initial draft created in December 2018 issued for consultation January 2019 and a final version to be presented to Cabinet in summer 19	PMO / UK Scot govts	Jul-19	High	Open	12/02/2019	
is_0012	13/11/2017	Professional	MA	PMO - AJS/KH	Business Case Review	Some Member Authorities failing to meet submission deadlines and not adhering to the schedule.	Tight timescales for turnaround of Business Case Reviews. Impact on planning resources.	Effective and timely communication of deadlines and timescales by PMO to MAs. Due to Augmented OBC's being received by the PMO, Ekos have been carrying out reviews which has provided additional resources for the economic reviews.	PMO/MAs/CEG	Ongoing	Medium	Open	04/03/2019	
is_0013	14/11/2017	Professional	MA	PMO - CC	Business Case Review	Member Authorities submitting incomplete and fragmented Business Cases	Incomplete Business Cases causes to have more than one review per Business Case which causes ineffectiveness and time-wasting. This also triggers frustration amongst the Reviewers (especially external Reviewers) to go over the same Business Case over and over again. If situation will not improve this will ultimately have an impact on the delivery of the overall programme.	Business Cases submitted in its incomplete form should not be accepted for review and assessed within the cycle.	PMO / MA	Ongoing	High	Open	04/03/2019	
is_0017	18/04/2018	Procurement	MA	PMO - AJS	City Deal approach to Community Benefit	Failure to deliver community benefits as detailed in the Programme Procurement & Community Benefit Strategies. Community Benefits not realised by contract end date.	Community Benefit realised from City Deal Infrastructure Projects are not aligned with City Deal priorities; failure to maximise community benefit: failure to make opportunities accessible to the most disadvantaged groups within the region or deliver effective supplier development to include SMEs, social enterprises supported businesses, local companies. Community Benefits secured within contracts, including jobs, are not being realised before contracts come to an end.	The Cabinet approved the proposal for a pilot of the shared single reporting and monitoring approach to City Deal community benefits. The PMO is now progressing the implementation alongside the MAs.	PMO / MA	Ongoing	High	Open	04/03/2019	
is_0022	24/07/2018	Finance	PMO MA	PK - PM - Skills & Employment Portfolio	Working Matters programme underspend	Expected underspend in Working Matters Programme may result in loss of grant	Loss of grant, potential impact on match spend.	The Skills & Employment Portfolio Group will meet on 6/3/19 to agree a proposal to utilise the underspend that will be submitted to the DWP and the CEG on 28/3 for approval.	PMO / MA	Apr-19	High	Open	04/03/2019	

Issue Ref:	Date Raised	Project Issue Type	Owner	Logged by	Issue Title	Issue Description	Impact	Action	Stakeholders	Target / Timescale	Priority	Status	Date Checked	Date Closed
is_0023	13/11/2017	Professional	MA	PMO - CC	Inadequate or missing MAs Status and Project Status Reports	Member Authorities (MA) not submitting or submitting incomplete MA Status Reports and Project Status Reports	PMO is not aware of what really happens in the project delivery. As a result, the PMO is unable to deliver the role as detailed in the Assurance Framework.	MA to submit both MA Status Reports and Project Status report with accurate and detailed information	PMO - MA	Ongoing	High	Open	04/03/2019	
is_0025	12/09/2018	Governance	MA	PMO-CC	Alignment of approved FBCs with augmented OBC	MAs to provide additional information with regards to approved FBC to fill up any existing gaps (missing information)	MAs may oppose to submit the additional information necessary to fill up any existing gaps. These could lead to a loss of grant. Additional work may also be required by the PMO to evaluate these additional information.	MA to submit missing and additional information to fill up the gaps as identified in the Assessment Tables prepared by the PMO and approved by CEG and Cabinet.	PMO - MA	Dec-19	High	Open	04/03/2019	
is_0026	19/09/2018	Evaluation	PMO MA	PK	Participation in Gateway Review 1 Evaluation Activity	A low level of respondents to the evaluation activities being undertaken by the NEP for GR1. Only 50% of respondents participated in the online survey undertaken for the Baseline Report.	An inadequate level of response might undermine the evaluation activity for the Gateway Review.	The GR1 Baseline Report was approved by Cabinet in October '18 and the One Year Out Report was approved by the Cabinet on 12/2/19.	PMO/MAs/NEP	Ongoing through all evaluation activity	High	Open	04/03/2019	
is_0027	04/10/2018	Reputational	PMO MA	PK	Failure of Member Authorities to provide regular and accurate reports	Missing or inaccurate data provided to the PMO risks being unable to demonstrate the progress made and benefits delivered at the Gateway Review.	Inability to demonstrate the progress made and benefits delivered at the Gateway Review.	Quarterly reporting of project outputs and community benefits has commenced and will be contained within the PMO report and shared with the CEG and NEP.	PMO -MA	Ongoing	High	Open	04/03/2019	
15_0029	05/02/2019			PMO -KH	Objective Connect Access	Internet speed very slow and not allowing access to Objective Connect for long periods of time.	Unable to add documents/preview documents, add or remove participants for long periods of time.	Been in contact with CGI several times however no solution, have escalated to Gary Hurr, Business Partner	PMO	Ongoing	High			
ISSUES CLOSED IN PERIOD														
is_0028	18/12/2018	Governance	PMO MA	PMO - AJS	Failure of some member authorities to meet CMCF reporting deadlines.	Late submission of CMCF by the lead authority to the PMO causing delays to the monthly submission of programme performance monitoring report - CMCF - to DWP.	Late submission of the CMCF not meeting the deadlines set out in the Grant Agreement with DWP.	Ongoing late submission of the CMCF to the DWP due to the late submission of data from individual MAs. The CEG were asked to ensure that all submissions were submitted on time (31/1/19). CMCF received by deadlines for Feb 19 reporting cycle.	PMO/LEAD/MAs	Ongoing	High	Closed	06/03/2019	