



CITY DEAL

Preston, South Ribble & Lancashire

CITY DEAL EXECUTIVE AND STEWARDSHIP BOARD

Private and Confidential: NO

Date: Tuesday, 3 December 2019

City Deal Six monthly performance monitoring report - Year 6 April - Sept 2019

Appendix 1 – City Deal - 6 month performance dashboard April-Sept 2019

Appendix 2 - Housing and Commercial Sites Dashboard

Appendix 3 – Skills and Employment Case Studies Dashboard

Appendix 4 – Central Lancashire Construction Skills Hub - Impact & Engagement Summary Report 2016-19

Appendix 5 – City Deal Risk and Issues log

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Executive Summary

This report provides the City Deal Executive and Stewardship Board with an overview of how the Programme has performed during the six month period between 1 April 2019 and 30 September 2019 (year 6). Appendix 1, the City Deal 6 month performance dashboard provides a summary of performance against core and supporting outputs and will form the basis of the monitoring return to Government.

Performance can be summarised as follows:

Housing outputs – Overall, completions since the start of the deal are 5474 (including 346 re-use of empty homes – no change from previously reported). Unit completions during the last six months total 483 which is less than the target set at the start of the year of 772. Performance on individual housing sites during this period is illustrated in the Housing and Employment sites dashboard (appendix 2).

Commercial sites – Demand for commercial land remains high and commercial development remains positive year on year in some key market areas. Overall there has been a continuation of strong performance in commercial site construction activity, especially in respect of business park/edge of town retail/car showroom activity. Demand remains high at key employment sites for small speculative schemes, freehold land and large logistics units, and a range of actions are progressing to make land available. Office market values remain challenging, as are high street retail conditions, although a range of leisure schemes are under construction/in development. Performance on individual employment sites during the last six months is illustrated in the Housing and Employment sites dashboard (appendix 2).



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Employment and skills – The update included in this report represents the full end of year report aligned to the 2018-19 academic year. Overall positive performance is reported with apprenticeship starts increasing by 4% from the previous year and students enrolling on Science Technology Engineering and Maths (STEM) and construction undergraduate programmes increasing for the five year consecutive year. A dashboard providing detailed case studies is attached, see appendix 3.

Public and Private sector investment – A total of £3.938m of public and private sector investment has been made in transport infrastructure since April 2019.

Infrastructure update –Overall good progress is reported in relation to the delivery of the Preston Western Distributor, design and planning preparation for the A582 South Western Distributor dualling, construction of the Penwortham bypass plus the public transport corridor works in Broughton which completed in summer 2019.

Risk analysis and management – Appendix 5 provides an overview of programme level risks and mitigating actions.

Recommendation

The City Deal Executive and Stewardship Board is requested to note the overall performance of the Programme in the last six months from April-September 2019 and endorse the monitoring return to Government as set out in the report.

1.0 Background and Advice

- 1.1 This report provides an update on performance during the six month period April-September 2019, in relation to both core and supporting outputs.

2.0 Housing Outputs

- 2.1 Overall, since the start of the Deal period, the number of housing completions is 5474. **483** completions have been achieved in the last six months between April 2019 and September 2019 against a target of **772**. Of the unit completions this period, **416** were on City Deal named sites and **67** were on other non – City Deal sites (windfalls). It can be noted that completions are slightly below the six month target. This is in part due to windfall sites only being monitored by Preston City Council at the end of the financial year, due to there not currently being a five year housing land supply in place for Preston. In addition, year six was always acknowledged as being a "peak" year for Preston's housing delivery target, which has been reviewed for future years in light of average number of completions achieved to date.
- 2.2 Overall the performance on individual sites is mixed with some delivering at a faster pace than forecast and others experiencing slower build out rates. This is



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largely due to market demand. Site trajectories are reviewed and adjusted annually based on individual site performance.

2.3 Once again there has been a strong trend of planning submissions across the city deal area on 'windfall sites'. In South Ribble 101 units in total were submitted for planning during the last six month period, all on windfall sites. Only one City Deal site was consented during this period with reserved matters approval granted for 174 units on Croston Road (North of Southern section). In Preston the picture is more mixed with 748 units submitted for outline or full permission on City Deal sites and 919 units submitted on windfall sites. During this same period a total of 622 units were granted permission overall (the remainder await decision). .

2.4 In South Ribble in particular, those largely mid -range scale housing sites that have secured planning permission are progressing well, with building actively taking place on sites such as Brindle Road (Bellway) , Altcar Lane (Lovells) and Heatherleigh (Miller). Some larger sites in South Ribble such as Moss Side Test Track have taken longer to gain planning permission than would normally be expected. In this case issues have revolved around trying to secure a policy compliant scale of on-site affordable housing; agreeing the scale and position of a school site; agreeing the costs and scale of off-site highway improvement/mitigation measures. In the case of The Lanes (Pickerings Farm) the submission of a final masterplan hasn't taken place and adoption of this has to be a precursor to the approval of a planning application. In both cases, these delays have been largely due to site specific technical issues that have taken longer to resolve than was anticipated.

2.5 In Preston, in North West Preston specifically, Preston City Council is seeing many developers coming forward to vary their permissions (sometimes multiple times) to amend house types on site which is seeing a trend towards larger units (four plus bedroom units) being replaced by smaller units, hence increasing site capacity. From speaking to site sales offices it is reasonable to assume that these amendments are in response to market conditions and demand within the area.

Table 1 City Deal (Preston & South Ribble) Housing outputs

Core and supporting outputs	Target (6 months Apr-Sept 2019)	Actual (6 months Apr-Sept 2019)	Total to date Actuals
Total number of Housing units completed	772	483 <i>(416 on City Deal sites and 67 on windfall sites)</i>	5474
Sites at which construction is actively taking place	-	30	n/a



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Table 2: New planning submissions and consents in Preston and South Ribble (between April and September 2019)

	Outline	Full	RM	Total (*)	Cumulative total (*)
Number of housing units submitted for planning	582	1186	1	1768	n/a
Number of Housing units consented for planning	291	410	176	701	13,966 (11,144 on City Deal sites)

Figures include permissions on both city deal and windfall sites

()Cumulative total = (counts outline and full permissions only) figure does not reconcile with previously reported due to verification exercise.*

Table 3 Preston - Housing outputs

Core and supporting outputs	Target (6 months Apr-Sept 2019)	Actual (6 months Apr-Sept 2019)	Total to date
Number of Housing units completed	532	268 (250 on CD sites, 18 on windfall)	3,574
Sites at which construction is actively taking place	-	21	

Table 4 New planning submissions and consents in Preston (between April and September 2019)

	Outline	Full	RM	Total	Cumulative total
Total number of housing units submitted for planning	539	1128	412	1667	n/a
Total number of Housing units consented for planning	253	369	241	622	8,819 (6660 on City Deal sites)

Table includes permissions on both city deal and windfall sites

Total and Cumulative total = (counts outline and full permissions only)



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Table 5 South Ribble Housing outputs

Core and supporting outputs	Target (6 months Apr-Sept 2019)	Actual (6 months Apr-Sept 2019)	Total to date
Total number of Housing units completed	240	215 <i>(166 on City Deal sites and 49 on windfall)</i>	1,900
sites at which construction is actively taking place	-	9	n/a

Table 6 New planning submissions and consents in South Ribble (between April and September 2019)

	Outline	Full	RM	Total (outline/full only)	Cumulative total
Total number of housing units submitted for planning	43	58	1	101	n/a
Total number of Housing units consented for planning	38	41	176	79	5,147 (4484 on City Deal sites)

Table includes all permissions on both city deal and windfall sites

Cumulative total = (counts outline and full permissions only)

3.0 Performance on Homes England Sites:

3.1 To date 2019/20 has been productive with a range of activity and positive delivery on the 11 City Deal Homes England sites. Residential development is currently underway at six Homes England City Deal sites including Cottam Hall (multiple phases), Land at Eastway, Croston Road South (multiple phases) and Altcar Lane and developers are continuing to build out at a good pace. So far in 2019/20, 90 new homes have been completed against an annual forecast of 252 units which shows the ongoing commitment to delivery and market interest. Build out is approaching completion on Phase one and Phase two of Croston Road South, with 80% and 62% having been built out respectively. Delivery remains strong at Cottam Hall Phase two with 19 completions during this period and Eastway with 23 completions during this period. Formal starts on site have been made at Cottam Hall Phase three, Morris Homes and Altcar Lane, Lovell Homes with first completions expected during quarter three 2019/20.

3.2 A Conditional Contract was entered in to with Rowland Homes on Cottam Hall Phase four on 29 March 2019 with a Reserved Matters Application for 135 units subsequently approved during July 2019. Work has continued during this 6-month period on the complex de-risking of Pickering's Farm and Whittingham Hospital. Homes England is expected to secure Outline Planning Permission for 750 units



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at Whittingham Hospital early in November 2019 (quarter three 2019/20). Similarly, with Pickering's Farm an application is expected to be submitted in November 2019 following extensive work with South Ribble Borough Council and partners on this strategically important site.

3.4 In terms of finances, Homes England is currently on track to pay the £37.5m grant by 2023/24 with £17.6m of grant paid date. So far in 2019/20, one grant payment has been made to Lancashire County Council, £2m (in August 2019) in relation to Land at Eastway (residential). Further Loan and Grant payments remain to be paid during the next six months of 2019/20 at Cottam Hall Phase four (£2.8m) and Cottam Hall Phase six (Plot 14 / 15) which equates to £2.7m in Loan and £795,576 in Grant (further Grant will be paid when Plot 15 goes Unconditional during 2020/21).

Table 7: Outputs on Homes England sites

OUTPUT	2019/20 Forecast	6 Month Actual (April-September 2019)
Start on site	0	0
Housing completions	252 (from BDP Refresh)	90
Site completions	1 (Croston Road South)	0
Planning application submissions (includes Outline and Reserved Matters)	1 (Pickering's Farm)	0
Planning application approvals (includes Outline and Reserved Matters)	2 (Cottam Hall Phase 4 and Whittingham Hospital)	1
Sites currently under construction*	6 Housing 1 Employment	6 Housing 1 Employment

**When referring to Homes England sites, for the purpose of the table above and paragraphs below each phase on Cottam Hall has been counted as a separate site. For example for Cottam Site K, Phase 2 and Phase 3 are being treated as three sites.*

Source: Homes England

4.0 Commercial Floorspace Outputs

4.1 Commercial floorspace completions continue to perform well year on year, especially on existing employment sites where build out has been brought forward for smaller speculative unit developments, whilst car showrooms and out of town/edge of town retail park activity have provided a significant proportion of floorspace outputs.

4.2 There continues to be a strong pipeline of projects that are currently either under construction/in development.



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- 4.3 Completions in the immediate term will continue to be concentrated at Preston East employment sites where land is expected to be brought forward for smaller unit developments, and possible medium-sized occupier led schemes, plus at Preston North West mixed-use sites.
- 4.4 Demand remains high at key employment sites for, for example, large logistics operators and some strategic local relocations.
- 4.5 Partners continue to work with commercial developers to bring forward large sites including next phase employment land at Preston East and other sites such as Moss Side Test Track, Farington Hall Estate and Lancashire Central, Cuerden.
- 4.6 Completions to date are **14,598 sq m** for the 1st 6 months of the year. These relate to a retail unit at Eastway, UCLan's Engineering Innovation Centre and a car showroom. Although 6 monthly targets are not set, the baseline target for the year is **38,088 sq m** (excluding Samlesbury Aerospace Enterprise Zone), and the forward projection is, based upon the current build programme, for 22,000+ square metres of floorspace to be completed. This would represent a general uplift on previous years (excluding completions at Samlesbury Aerospace Enterprise Zone).
- 4.7 Whilst the projection of 22,000 plus square metres described above is lower than the baseline target, this includes allowances for city centre office schemes and Lancashire Central, whose outputs have been re-profiled. Aside from completions, schemes are also under construction/or preparing for construction include two city centre hotels/leisure schemes, UCLan's Student Centre and sites at Preston East.
- 4.8 In total, **4,060 sq m** of commercial floorspace was **submitted** for planning. A total of **5,995 square metre** of commercial floorspace was **consented** for planning. No targets are set for submissions and consents.
- 4.9 Whilst these are relatively low numbers, major planning consents already exist for key sites, whilst others are being prepared, for example some sites at Preston East, major leisure development and at Moss Side Test Track.

Table 8: commercial floorspace – core and supporting outputs

Core and supporting outputs	2019/20 Actual 1 st 6 months (sq m)
Commercial floorspace completed (sq m)	14,598
Commercial floorspace consented for planning (sq m)	5,995
Commercial floorspace submitted for planning	4,060



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5.0 How we are working to progress employment sites:

5.1 The housing and employment dashboard attached at appendix 2 provides a summary of individual site performance and describes whether sites are progressing as anticipated. Whilst development activity is subject to market demand and commercial opportunities, partners are working to ensure that future targets are met by:

- Releasing land – progress is being maintained on making land available for development, in particular on public sector land in Preston East and at Lancashire Central, Cuerden. A planning application continues to be progressed for Moss Side Test Track where there is commercial element (since approved at SRBC planning committee on 7th November).
- Developing the city centre – a range of activities are being undertaken to develop and implement city-wide schemes, with ongoing UCLan Masterplan delivery, complementary public realm schemes underway and progression of a key leisure scheme proposal.
- Marketing - implementation of a Marketing & Communications Plan continues to generate investor interest, whilst major sites and opportunities are increasingly being promoted on an international stage.
- Supporting Growth – in addition to the strong business support programme provided by, for example, BOOST an Urban Development Fund is being created specifically aimed at supporting stalled developments.
- Highways & Transport infrastructure - major highways network improvements continue to be delivered, whilst next phase transport network schemes will be considered as part of the Central Lancashire Local Plan review for which the completed Preston City Transport Plan will be part of that evidence base. A Transforming Cities Fund bid is being prepared that will present the business case for some of these transformational highways and transport interventions.

5.2 Jobs related to commercial floorspace

There have been a total of 399 jobs in the first six months of 2019/20 that are associated with City Deal commercial floorspace completions, infrastructure investment, construction and BOOST business support activities.

Table 9: Jobs – outputs

Jobs outputs	2019/20 Trajectory 1st 6 months	2019/20 Actual 1st 6 months
Jobs accommodated		
- Via commercial floorspace completions*	N/a	339
- Construction jobs connected to Capital Investment**	N/a	45
- Business Support activities	N/a	15



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* Gross jobs based on an average of 43 sq m per job, as per CLG guidance.

** Based on one job per £86,945 of capital investment.

In addition to the above, 130 businesses in Preston and South Ribble have been supported specifically through the BOOST project, and 15 associated jobs created, see table 10 below.

Table 10: Business support and associated jobs

Output	2019/20 (1 st 6 months)
New businesses supported through BOOST	130
Jobs created through BOOST business support	15

source: BOOST

6.0. Skills and Employment

6.1 The key outputs in regard to skills and employment metrics are outlined in Table 11 below. For reference the period over which this data measures is the academic year 2018/19. In the main, performance is in line with profiled delivery for outputs with some notable exceptions detailed below:

6.2 Apprenticeship starts amongst the 16-24yr old group have increased again from those reported in 2017/18. In 2018/19 there were a total of 1,067 reported starts which represented a 4% increase on starts reported over the year preceding of 1,058 starts in 2017/18. This is the fifth year in succession in which apprenticeship starts amongst this age group has registered an increased.

6.3 Apprenticeship starts in the construction sector in 2018/19 experienced a small, yet still surprising fall on the figures reported for 2017/18 with 237 new starts reported compared with the 279 starts reported for 2017/18.

6.4 Higher Education student destination data for the period under measure (2018/19 academic year) covering indicators No 3 and 4, is currently unavailable due to changes in the data collection methodology utilised by Office for Students (OFS). This data will provided to the City Deal Executive as soon as it becomes available.

6.5 Over the period of measure the university registers a 36% increase in the number of students undertaking graduate placements and internships from 432 in 2016/17 to 587 in 2017/18.

6.6 The university again registered an increase in the number of new students enrolling on Science Technology Engineering and Maths (STEM) and construction undergraduate programmes from 3,120 in 2016/17 to 3,268 in 2017/18, representing the fifth year on year increase.



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6.7 The claimant count data sets in output measure 7 (Job Seekers Allowance (JSA) and Universal Credit (UC) claimants) are no longer comparable. The figures provided, capture UC claimants only which covers a broader span of claimant than the previous measure of JSA and does not provide a clear picture of unemployment. This indicator will be reviewed at the next City Deal Employment and Skills Steering Group to determine if it is to be retained, replaced or amended for future reporting.

6.8 The number of educational activities promoting City Deal and construction career opportunities within the City Deal area has continued to go from strength to strength. Partners have been active in delivering a wide range of activities directly with schools, a selection of which are highlighted in the case studies provided along with this report.

7.0 Developing the Future Workforce

7.1 One of the biggest successes in promoting Science Technology Engineering and Maths (STEM) across the City Deal is the 'Bridge the Gap' Challenge which was commissioned by the Lancashire Enterprise Partnership. The programme succeeded in engaging with 3,560 pupils at 23 schools across the City Deal area to raise awareness about the STEM related career opportunities being generated across central Lancashire.

7.2 The programme has been delivered by Preston's College, Future U and the Eric Wright Group with input from a wide range of professionals working in the sector.

7.3 Recruitment of business volunteers from across the sector is underway to support future delivery.

8.0 Central Lancashire Construction Skills Hub

8.1 The Construction Skills Hub was created as a virtual entity with funding from LCDL amounting to £30,000 for three years sustained delivery and development of activity in Central Lancashire.

8.2 Over that period the Hub has demonstrated its impact and value in delivering a wide range of outcomes aimed at realising the local economic benefits of the City Deal investment. These include:

- City Deal & Local Authority update on regional residential and industry projects
 - Employment & Skills Support workshops for SMEs
 - Pathway to Construction Events (College learners to Apprentices)
 - Meet the Buyer Events (Procurement support for SMEs)
- See attached Appendix 4, Impact & Engagement Summary Report for further details.



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9.0 City Deal Employment and Skills Steering Group

- 9.1 The City Deal Employment & Skills Steering Group continues to play a key role in coordinating activity aimed at providing the training and skills to enable local residents to benefit from the opportunities generated through the City Deal investment.
- 9.2 Over the coming months the group will undertake a review of the Employment and Skills metrics reported to the Executive and Stewardship Board to ensure continued relevance.
- 9.3 A key role of the steering group going forward will be to review Employment and Skills plans for any new developments within the City Deal project portfolio to ensure that training and recruitment needs are identified ahead of commencement on site.
- 9.4 The group also continues to work closely with CITB to build on and respond to the ever changing skills demands of the sector and challenges of an ageing sector workforce. Preston's College are currently working with the LEP and a number of City Deal projects to work up a bid for the CITB's 'Onsite Experience' commission. The focal point of the bid will be the City Deal project pipeline and the projected skills requirements to deliver these projects.

Table 11: Skills and Employment metrics

Output	Baseline : Academic Year 2012/13	Year 1	Year 2	Year 3	Year 4*	Year 5*	Year 6
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
		Actual	Actual	Actual	Actual	Actual	Actual
1. Apprenticeships starts in construction 16-24 year olds residents of Preston and South Ribble who have started an apprenticeship in the construction sector. Additional numbers year on year. Source: Preston's College, Runshaw College and Training 2000 Educational and Skills Funding Agency data	N/A	101	121	124	155	279	237



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Output	Baseline	Year 1	Year 2	Year 3	Year 4*	Year 5*	Year 6
	Academic Year 2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
		Actual	Actual	Actual	Actual	Actual	Actual
<p>2. Apprenticeship starts in all subjects</p> <p>16-24 year old residents of Preston and South Ribble who have started an apprenticeship (excluding construction). Additional numbers year on year.</p> <p>Source: Preston's College, Runshaw College and Training 2000 Educational and Skills Funding Agency data</p>	N/A	672	684	710	875	1,018	1,067
<p>3. Higher Education leavers getting graduate jobs in construction and engineering</p> <p>Destinations of leavers in higher education (DLHE) into construction and engineering graduate jobs. Additional numbers beyond the 2012/13 baseline</p> <p>Source: Destinations of leavers in higher education data</p>	85	116	69	78	9% 85	2016/17 is the latest data available for this indicator	
<p>4. HE leavers getting graduate jobs in all sectors</p>					-2%	2016/17 is the latest data available for this indicator	
<p>Destinations of leavers in higher education (DLHE) into all graduate jobs. Additional numbers beyond the 2012/13 baseline</p>	4,223	4,332	4,118	4,151	4,072		



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Output	Baseline	Year 1	Year 2	Year 3	Year 4*	Year 5*	Year 6
	Academic Year 2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
		Actual	Actual	Actual	Actual	Actual	Actual
*refers to academic year							
Source: DLHE Data							
5. Graduate placements and internships across all sectors Additional numbers beyond the 2012/2013 baseline Source: UCLAN	323	476	566	537	432	589	2017/18 is the latest data available
6. New students choosing STEM and construction undergraduate degree subjects at UCLan Source: UCLan	1,359	1,431	1,988	2,146	3,120	3,268	2017/18 is the latest data available
7. Job Seekers Allowance (JSA) and Universal Credit (UC) claimants <i>Percentage Change</i> A reduction in the overall numbers of active job seekers, who are receiving JSA and UC claimants in Preston and South Ribble. Source: DWP Stat-Xplore	Apr-13 4,803	Apr-14 -23% 3,705	Apr-15 -23% 2,855	Apr-16 2% 2,900	Apr-17 9% 3,175	Apr-18 5% 3,325	Apr-18 7176*
8. Number of interventions/ activities promoting City Deal and construction career opportunities with: A. Young People, B. Teachers/ AG practitioners, C. Parents, and D. Education Institutions Source: Preston's College, Future U, STEMFirst and UCLAN	Not available	Not available	Not available	A 660 B 150 C 100 D 70	A 760 B 161 C 262 D 105	A 4048 B 133 C 471 D 336	A 5117 B 251 C 337 D 248

*data for 2018/19 for UC so not comparable with previous years



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Details of supporting activities and a range of case studies are presented in the accompanying City Deal Skills and Employment Dashboard (appendix 3).

10.0 Public and Private Sector Investment

10.1 Since April 2019 £3.938m of public and private sector investment has been invested in transport infrastructure which has resulted in the achievement of the infrastructure and the construction jobs referred to in table 9. In addition, £58m Pension fund investment has been made to date, since the start of the Deal.

Table 12: Public and private sector investment – core outputs

Core outputs	19/20 Trajectory £m	19/20 YTD Actual £m	All Years Cumulative To Date £m
Public Sector Investment (to support Infrastructure programme)	49.866	2.773	109.656
Private Sector Investment (to support infrastructure programme)	18.488	1.165	20.817
Pension Fund Investment	-	-	58

10.2 Public Sector Investment includes contributions from Lancashire County Council capital funding, Local Growth Deal Funding and Homes England Grant / loan payments, as well as agreed contributions from Preston City Council and South Ribble Borough Council for New Homes Bonus raised from City Deal housing sites.

10.3 Private Sector Investment is predominantly contributions from developers on City Deal housing sites, either through S106 agreements or CIL payments. The delivery of large housing sites slipping into future years causes the forecast investment from those sites also slipping; and the movement in the programme of the PWD causing the receipt of the funding tied to that delivery also being delayed, as well as delays to sites that would generate Homes England grant or loan.

11.0 Performance on key strategic infrastructure schemes

Key achievements in the last six months include:

- **Penwortham bypass** – construction is almost complete with opening confirmed for December 2019, ahead of programme.



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- **Hutton – Higher Penwortham - City Centre corridor** – highway works as part of the planning condition for the bypass are progressing with a range of works underway to promote use of the new road.
- **A6/Broughton Corridor improvements**– work on this public transport corridor scheme completed in summer 2019. The scheme has significantly enhanced the local centre taking advantage of the reduce traffic flows as a result of the Broughton bypass.
- **Preston Western Distributor** – The full business case was approved by the Department of Transport and the Treasury to release the final £31m of Government funding. Construction started on site on 30th September 2019.
- **Community infrastructure** – Improvements to the Guild Wheel cycleway have been completed with resurfacing and drainage improvements at Watery Lane in Preston. Future improvements are planned at Bluebell Way early in 2020. Playing pitch drainage improvements at Grimsargh Green were also successfully completed in summer 2019.
- **A582 South Ribble Western Distributor widening project**- The Strategic Outline Business Case (SOBC) was submitted to Transport for the North in June 2019 which carries the prospect of securing up to an additional £50m of funding towards the full A582 scheme through the Government's Major Road Network funding. Work continues to progress the planning application due for submission in February 2020.

12.0 Risk Analysis/Management

12.1 Attached to this report is the current programme level risk analysis (appendix 5) which is supported and informed by lower level operational risk logs managed by project managers. The programme level risk analysis is updated six monthly in keeping with Government reporting requirements. A full review is planned in order to ensure that all risks and issues are identified and scored and that appropriate mitigation is in place.

List of Background Papers

Paper	Date	Contact/Tel
None		

Reason for inclusion in Part II, if appropriate

N/A