

Schedule 15 – Role of the Portfolio Management Office

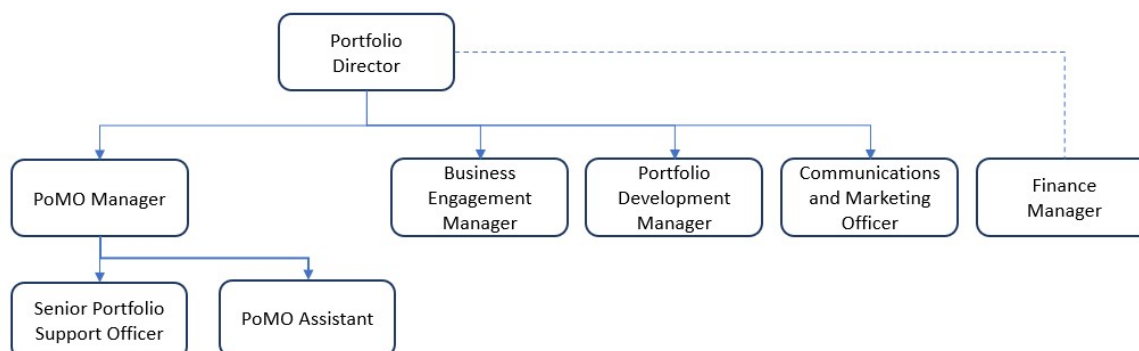
The Portfolio Management Office (PoMo) is responsible for co-ordinating and reporting the activity of the Swansea Bay City Deal (SBCD) Portfolio and ensuring it is aligned to the strategic objectives and deliverables set out in the SBCD Portfolio Business Case.

The PoMO functions are based on P3M (Portfolio, Programme and Project) development and delivery best practice, which includes robust approaches to assurance, risk and issue management, benefits and value realisation, communications and stakeholder engagement, information management, finance management, resource management, reporting and PoMO administration.

The PoMO has the following seven key roles:

1. Supporting the delivery of the project portfolio, ensuring that it has the capability to meet the SBCD strategic objectives
2. Ensuring a balanced portfolio: in terms of purpose, deliverables, timeframes, and risk-based status
3. Tracking the project/programme plans, and implementation
4. Work with project leads to assess the performance of the portfolio and identify the means to improve it
5. Work with SBCD partners and other organisations, including businesses, government bodies and investors to consider and secure opportunities that align to the portfolio objectives
6. Giving information and recommendations to all involved in the decision-making processes
7. Communicating the progress, opportunities, and achievements to a broad range of audiences

The PoMO structure shown below was approved by Joint Committee in July 2020 and is based on [The UK Government Project Delivery Capability Framework \(PDCF\)](#) best practice and the PoMO Director's previous experience.



In addition to the above roles, all SBCD Programme / Project Leads report to the SBCD Joint Committee and Programme (Portfolio) Board via the SBCD PoMO. All nine project/programme have a Senior Responsible Owner (SRO) and the project teams are recruited and managed by their host organisation. The project/programme teams are part of a regular regional PoMO team meetings, where they are engaged, consulted and communicated, to create a two-way dialogue on the developments and delivery of the SBCD Portfolio and the associated governance, assurance and reporting requirements.

Appendix A

The PoMO are responsible for overseeing at a portfolio level and cascading to projects/programmes the following key governance, assurance and reporting strategies, plans, processes, policies and systems:

1. Authoring and annually updating the Portfolio Business Case, ensuring:
 - a. Strategic alignment with policy landscape/requirements and region
 - b. Portfolio alignment with strategic objectives (region and City Deal)
 - c. Economic viability and financial affordability of the portfolio
 - d. Deliverability of the portfolio with accurate status of the projects/programmes
2. Joint Committee forward work plan
3. Risk and Issues Management Strategy
4. Financial management oversight of the PoMO and associated projects and programmes
5. Monitoring and Evaluation Plan – detailing arrangements for performance and benefits
6. Assurance Framework, including the Integrated Assurance and Approval Plan – framework detailing the arrangements for external Gateway assurances, and oversight of the assurance, audit and document update schedules – and implementation of the review recommendations
7. Stakeholder management and engagement
8. Promotion of the SBCD Portfolio through marketing and communications channels
9. Conduit between the regional projects/programmes and the governments
10. Change Management Strategy
11. Portfolio status and key milestones
12. Implementation and management of the Portfolio Management software solution
13. Supporting business case development at outline and full business case stages
14. Supporting project leads with business engagement and identifying and maximising opportunities for private sector funding
15. Knowledge hub for information sharing and lessons learned
16. To provide advice and review
17. Facilitating information and responses for statutory obligations with support to the Statutory Officers such as Democratic Services, Audit, Monitoring Officer, Section 151 Officer and Joint Scrutiny Committee
18. Reporting schedule for all governance boards and key stakeholders

Below is a summary of the PoMO reporting arrangements which satisfy the requirements from key stakeholders including Welsh Government, UK Government, SBCD Joint Committee members the PoMO and scrutiny/audit. Further information may be required because of specific requests from governance groups or government bodies.

Monthly

- Highlight report –key achieved and planned activity; and key risks and issues

- Project/programme status and progress
- Change Management update

Annually

Quarterly

- Risk Register, including specific point in time reports e.g. Covid-19 or Construction Impact Assessments
- Benefits Register/profile
- Finance update
- Integrated Assurance and Approval Plan

- Portfolio Business Case update
- Annual Report
- Benefits and Financial Reports
- Portfolio Gateway 0 Review report and recommendations
- Audit report and recommendation