

ID	Recommendation	Priority	Actions	Target Date	Lead	Sign Off	Status	Dependencies	Update
Gate001	Ensure that individual Business Cases are maintained as live governance tools to keep pace with changing dynamics of the operating environment.	Recommended	PoMO to meet with all programme / project leads to advise on requirements for business case updates Guidance on business case update process to be developed by PoMO Scheduling of business case updates included in programme / project IAAPs	End of Dec 2022 & Ongoing	IW	PB/JC	In Progress	Programme / project resource. Timing of key milestones / stages / changes to programmes and projects	Ongoing meetings between PoMO and programme / project leads Guidance on business case update process developed and to be considered by Programme Board 27/09/22 Programme / project IAAPs being continually monitored and updated by PMs and reported quarterly to detail the business case updates schedule
Gate002	Embed active monitoring of costs across the Portfolio and map against the benefits profiles, to inform any downstream prioritisation or re-phasing options.	Recommended	Financial monitoring and benefits realisation reporting on a quarterly basis Utilise SBCD change management process to identify, report and approve project / programme business case downstream prioritisation and rephasing options Note: Due to the nature of the SBCD portfolio including the annual drawdown of City Deal funds until 2033, timescales involved in delivery and allocation of funds to defined business cases across multiple delivery organisations, the prioritisation or rephasing options across projects and programmes would not be practicable.	End of Dec 2022 & Ongoing	RA/PR	PB/JC	Completed	Project and programmes to engage with monitoring processes and bring forward accurate, timely and robust proposals	Monitoring schedule for quarters 2,3 and 4 in place for 2022/23 PoMO actively engage with PMs and SROs on the change management process
Gate003	Increase access to PoMO intelligence and data for individual Projects, to facilitate proactive analysis and options planning, thus tightening the governance links and improving speed and quality of decision making.	Recommended	Implementation of P3M software Revision and development of existing portfolio dashboard Sharing and updating governance arrangements and logistics of board meetings	End of Sept 2022 & Ongoing	PR	PB/JC	In Progress		P3M software procurement complete. Initial development of baseline information and templates ongoing with planned rollout for live use in October 2022 Following rollout of P3M software to the programmes / projects, information should be received by the portfolio office in almost real time, allowing for quicker intervention PoMO has updated governance arrangement schedule to all stakeholders in August. JC forward work plan to be updated and reported in September
Gate004	Enhance the clarity of reports and communications through increased use of plain, clear language and executive summaries.	Recommended	PoMO to review previous covering reports and obtain feedback from Monitoring Officer and Sec 151 Officer PoMO to provide guidance for authors of reports and ensures all stakeholders involved in the approval process of documents for use of plain, clear language and executive summaries	End of Sept 2022 & Ongoing	PR	PB	In Progress		Review process to be initiated for SBCD governance groups