

ACTION PLAN

**Summary of Recommendations (report issued 04/09/23)**

Ref. No.	Recommendation	Urgency (C/E/R)	Target date for completion	Classification	Lead Officer	Progress Update / Comments
1.	The PMO should consider the best mechanism to manage questions in the Appraisal Check List that are specific to the nature of the project being appraised.	E- Essential	By end of September 2023 – <b>complete</b>	Governance 1.3 Approvals	CM	Review undertaken by CM with input from NW/CJE - appraisal check list found by review team to be fit for purpose generally. It can be tailored to meet specific projects – CM to review with her team as proposals come in.
2.	The PMO should ensure questions in the Appraisal Check list are adequately focused to ensure that the right depth of evidence for OBC level is examined.	E- Essential	By end of September 2023 – <b>complete</b>	Governance	CM	CM to undertake review and Checklist updated accordingly. Completed October 2023.
3.	The PMO should reconsider the benefit of setting more specific target milestones for submission of OBCs in order to optimise the efficiency of the Appraisal Process.	R - Recommended	<b>complete</b>	Programme and Project Management 3.1 Planning	CM	Initial milestones to exist with projects – however have recently been reconfirmed via email with Projects Sponsors (action considered complete as of end September 23) by CM.  Note: Projects & Performance Manager commenced role 4/12/23 – to provide

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						closer monitoring of projects/set progress milestones.
4.	The PMO should ensure that the appraisal moderation workshop Chair is independent of the Portfolio, interested parties, section appraisal process.	E- Essential	Prior to the first OBC appraisal <b>Completed Dec 23</b>	Governance 1.1 Governance Structures and processes	CJE/ NW	<p>The context to this recommendation in the CFR report is primarily to ensure that the Ops Manager of the PoMO did not perform every function in the assessments.</p> <p>The independent Chair is there to ensure the appraisal process is conducted properly and to ensure the moderation workshop is undertaken properly.</p> <p>Following discussion with the Portfolio SROs an arrangement was agreed with Swansea Bay City Deal that their Portfolio Director (Jonathan Burnes) would provide the role of the independent chair (with Ian Williams, Portfolio Development Manager deputising). An agreement has been drafted that sets out the role.</p>
5.	The PMO should consider the benefits of conducting a practice run of a previously developed OBC using the enhanced appraisal process and check list.	R - Recommended		Programme and Project Management 3.4 Quality Management	CM	<p>CM to speak to North Wales. Obtain OBC and schedule a practice run.</p> <p><i>Not undertaken due to short timescales.</i></p>

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6.	The SROs should ensure that an OBC appraisal skills needs analysis is conducted to identify any relevant skills gaps that need filled by independent experts to enhance the robustness of the appraisal process.	E- Essential	By end September 2023 <b>complete</b>	Resources and Skills Management 10.3 Skills Assessment and Management	CJE/ NW	CJE/NW have conducted initial analysis (separate document). Tabled with Portfolio SROs (20/10/23) and approved.
7.	The SROs should ensure that full advantage is taken of Economic Advisory Group (EAG) expertise to strengthen private sector considerations in the process, through input on the OBC assessment parameters.	R - Recommended	<b>complete</b>	Knowledge Management 11.1 Best Practice	CJE/ NW	EAG have already inputted into OBC appraisal checklist. OBC appraisal to include project presentation to GMW Board and EAG prior to decision.

**Critical (Do Now)** – To increase the likelihood of a successful outcome it is of the greatest importance that the programme/project should take action immediately

**Essential (Do By)** – To increase the likelihood of a successful outcome the programme/ project should take action in the near future.

**Recommended** – The programme/project should benefit from the uptake of this recommendation.