Bargen Ddinesig BAE ABERTAWE SWANSER BAY City Deal	Swansea Bay City Deal Portfolio Level Integrated Assurance and Approval Pla	an																											
Assurance / approval / Reporting	Activity/Product	Primary client	2019/	ă i	n un	7	2020/2	2021 5	dov	an	9 3	/br	tay	5 5	202	9 5 0	dov	lan	de Tes	jū.	tay	5 3	20	22/20 @	23 5	yo.	gu	Feb	Comments
Governance			_	_ :	. -	, ,	a 0	, 10	- 1	-17		- I «	~	, ,	<	<i>5</i> , O	- 10	-12	- 12	١٩	~	_	_ <	S	_	- 10	12	- 2	1
Portfolio Level																													
Meetings	T		_	_	_	_	_	_	_	_		_	_	_	_	_		_	_	_	_	_	_		_	_		_	1
Joint Committee	Meetings	SRO, JC, PoMO	x		x	x	x		x	x x	x :	· ×	x	x x		x x	x :	x x	x x	×	x	x x	1	x	x	x x	x	x x	Monthly meeting. August recess.
Programme Board	Meetings	SRO, PB, PoMO	×	1	×	x	×	Н	×	x x	x :	×	x	x x	x	x x	x :	x x	x x	×	x	x x	×	×	x	x x	×	x x	Monthly meeting.
Economic Strategy Board	Meetings	SRO, ESB, PoMO	x		x	х	x x	×	x	x x	x :	(X	x	x x	x	x x	х :	x x	x x	×	х	x x	×	х	x	x x	x	x x	Monthly meeting
Joint Scrutiny Committee	Meetings	SRO, JSC, PoMO	×			×		×		×	x	×		×	x	×	:	x	x	×		×	×		x	×		×	Meetings every two months.
Regional S151 officers		AB, PoMO			x		х		x	x	х :	4		x		x		x	x			x		х		x		х	Quarterly meeting
WG/UKG/PMO briefing SBCD/WG PMO briefing	Meetings Meetings	SRO, PoMO, WG, UKG SRO, PoMO, WG	-	× .	x x	x	X X	×	x	X X	X :	X	x	x x	x	x x	X :	XX	X X	×	x	x x	×	x	x	X X	×	X X	Monthly meetings Weekly meeting
PoMO Team	Meetings	SRO, PoMO		х :	(X	x	x x	x	x	x x	x 2	(X	x	x x	x	x x	x :	x x	x x	×	x	x x	x	x	x	x x	x	x x	Weekly meeting
PoMO/Project Leads	Meetings	PoMO, Project Leads PoMO, Prog / Proj Leads	1	Н	x	х	x x	×	x	x x	x :	(X	x	x x	x	x x	х :	x x	x x	×	x	x x	×	x	x	x x	x	x x	Fortnightly meetings
Procurement Workshops with Prog / Proj Leads	Meetings									x x																			Meetings with all Prog / Proj Leads held
WLGA Regional City Deal Directors Key Documentation Review	Meetings	SRO, WLGA, WG	_	х	×	Ш	x	x	ш	×	X	x	ш	x	х	×	L I	x	x	×	ш	×	×	11	х	x	Ш	x	Meetings every two months
Intregrated Assurance & Approval Plan	Live document. Part of Quarterly Report	SRO, PB, PoMO, JC			×			×		×		×		x		x		x		×		х			×		×		June 2020 approval at JC / Approval every 6 months. Submitted as part of the Quarterly Monitoring Report to PB and JC
Portfolio Business Case	Live document	SRO, PB, PoMO, JC			x	x	x	×		x									x									x	AUR recommendations complete. Portfolio BC Approval gained from JC March 2021. Awaiting approval from UK / WG
AOR Report	Live document. Part of Quarterly Report	SRO, PB, PoMO, JC, WCGIB							×	x x	x :	•					x :	x x	x x							××	×	x x	Recommendations from Audit
Implementation Plan	Live document	SRO, PoMO, PB, JC, JSC		П	×	×	T	Ħ	Ħ		Ħ	İ	Ħ	T	H	T	Ħ	П	T	T	Ħ	İ	T	Ħ	1	T	Ħ	T	July 2020 approval at JC. Quarterly Monitoring Report replaces the Implementation Plan
Portfolio Issues Log	Live document	SRO, PoMO, PB, JC, JSC	x		×	x	1	x	Ι	x		×	П	×		×		×		×	П	×	Ι	П	x	Ι	x	Ţ	Updated on a quarterly basis in line with Portfolio Risk Register and Covid Impact Assessment
Portfolio Risk Register	Live document. Part of Quarterly Report	SRO, PoMO, PB, JC, JSC	×		×	x		x		×		×		×		×		x		×		×			x		×		Quarterly to JC / PB JSC in line with Issues Log. Risk management strategy presented at PB November 2020 and signed off at JC November 2020.
M & E plan	Live document	SRO, PoMO	###		x	x												x	x								×	×	Monthly highlight reports in place from Oct 2020. Quarterly monitoring reports in place from Nov 2020.
Highlight Report	Live document	PoMO, JC, PB		П	T		х	П	x	x	x :		×	x	×	x x		××	×		П	x x	ı	x	×	×	×	х	Key prog / proj activity and risks presented monthly to JC and PB
Quarterly Monitoring Report	Live document. Part of Quarterly Report	PoMO, JC, PB						x		x		x		×			x		x		x		x			x		x	Key achievements last 3 months, activity planned next 3 months, also includes appendicies: IAAP, Portfolio Risk Register, Covid Impact Assessment, AOR progress, Financial Analysis, Community Benefits,
Covid-19 Impact Assessment	Live document. Part of Quarterly Report	SRO, PoMO			x	x		x		x		x		×			x		x		x		x			×		x	Updated assessments submitted to PB, JC and ESB quarterly.
Construction Impact Assessment	Live document part of Quarterly Report	SRO, PoMO															x		x		x		x			x		x	
Key Documentation Approvals												-											_	-					<u> </u>
Intregrated Assurance & Approval Plan	Live document	SRO, PB, PoMO, JC			×					×		×		×		×		×		×		х	:		x		×		Submitted as part of the Quarterly Monitoring Report
Portfolio Business Case	Live document	SRO, PB, PoMO, JC, WCGIB			×	x	х	×		x	1						:	××								×	x		Annually reviewed
Implementation Plan	Live document	SRO, PoMO, PB, JC, JSC				x																							July 2020 approval at JC. Quarterly Monitoring Report has replaced the Implementation Plan
Portfolio Issues Log	Live document	SRO, PoMO, PB, JC, JSC	×		×	×			x	×		×		×		×		×		×		×			x		x		Updated on a quarterly basis in line with Portfolio Risk Register and Covid Impact Assessment
Portfolio Risk Register	Live document	SRO, PoMO, PB, JC, JSC	x		x	x		x		x		x		×		×		x		x		×	:		x		×		Quarterly to JC / PB JSC in line with Issues Log. Risk management strategy presented at PB November 2020 and signed off at JC November 2020.
M & E plan	Live document	SRO, PoMO	###		×	×								x	x							×	×						Monthly highlight reports in place from Oct 2020. Quarterly monitoring reports in place from Nov 2020. Annual performance report also planned
Highlight Report	Live document	PoMO, JC, PB					×		x	×	x :	,	×	x	×	x	x :	×	x x		x	x	x	x	I	x x		x x	Key prog / proj activity and risks presented monthly to JC and PB
Quarterly Monitoring Report	Live document. Part of Quarterly Report	PoMO, JC, PB						x		x		x		×		×		x		x		×			x		×		Key achievements last 3 months, activity planned next 3 months, also includes appendicies: IAAP, Portfolio Risk Register, Covid Impact Assessment, AOR progress, Financial Analysis, Community Benefits,
Covid-19 Impact Assessment	Live document	SRO, PoMO			x			x		x		x		×		×		x		x		х	:		x		×		Updated assessments submitted to PB and JC quarterly
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO		П	x	П	Т	П	П	Т	П	T	П	T	П	T	П	П	1	T	П		Т	П	T	Т		Т	SRO appointment in June 2020. RPA submitted
OGC Gateway Process	Stage Gate 0 Portfolio Strategic Assessment	SRO, PB, PoMO, JC				x	1	Ħ	Ħ	T	Ħ	l		×		l	Ħ	T	t	t		х		H		Ì	h	Ì	
Accounting Officer Review (AOR)	AOR	SRO, PB, PoMO, JC, WCGIB						×																					AOR is an annual review in line with PBC update. PBC is part of core documentation for annual assessment prior to funding approval
Approval point for AOR review	AOR	SRO, PB, PoMO, JC, WCGIR		П	T		T	П	П	×			П	T	П	T	П		T		П	T	T	П	T	T	П		
OGC Gateway Process	Stage Gate 0 Portfolio Strategic Assessment	WCGIB PoMO, SRO, PB, JC		H	+	L.	1.	H	Ħ	+	H	t	\vdash	1.	H	+	H	Ħ	+	t	H	1.		Ħ	7	t	H	\dashv	Review report to JC / PB quarterly. PoMO
			١.	+	+	×	x x	Н	Н	+	H	╁	Н	x x	H	+	H	+	+	+	\vdash	x x	+	Н	+	+	Н	+	implementing recommendations
External Audit	Audit	AB, PoMO	IA	4	+	×	x X	H	H	+	H	1	Н	x X	×	+	H	+	+	+	Н	^ X	×	H	+	+	Н	4	Annual Wales Audit Report
Internal Audit	Audit	AB, PoMO					×				×	•					x :	×								x x	×		Pembrokeshire Council Internal Audit. Report presented to Governance Boards in May 2021



Swansea Life Sciences, Sport & Wellbeing Campuses Project Level Integrated Assurance and Approval Plan

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Assurance / approval / Reporting	Activity/Product	Primary client	ā,	<u>a</u>	⋾	gn de	t to	9 9	au -	lar la	و ي	Ē	∃	g d	o	90	₽	ğ ğ	<u>á</u>	5 3	gn.	de to	0	9	ep a	la.	ام ا	5 5	3	gn de	t t	3	8 8	E f	رة بر			
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Governance																																		_	_			
Project Level																																		_	_			
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Delivery Team		Project Leads Project Leads, Internal	++	_	+		+		1 1	+	- 1	X	X >	. x	X X	X X	_	x x	_	X X	×	X X	x	х .	x x	х	x)	×	X	x x	×	х	x ;	4	¥	eubmission of OBC	<u> </u>	
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External Reference Group		External Partners	++	_	+		+		1 1	+	- 1'	X	x >	(X				x x		X X	×	X X	x	х .	x x	х	x)	×	X	x x	×	х	x ;	4	¥		wo meetings in	n October
City Deal Strategic Oversight Group		PLA	+		+	_	+	_	\vdash	+	_	+	\vdash	X	x x	х	X	x x	X	_	+	_	+	\dashv	+	\vdash	_	_	H		+		+	+	+	and Navmahar		
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Joint Committee	•	000 10 040	++	-	++	+	+	+			-	+	-	+-+	-		_		+		+	X	-	-					-	-	+-		-	+	+	March Lance Company		
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Programme Board	Mustrage																																					
Economic Strategy Board	Activity Probable Property clean Pro																																					
Joint Scrutiny Committee			++	-	+	+	+	+	₩	х	+	+	X		X	X	X	X	++	x	X	×	+	X	X	-			Н		+		_	+	+		onths.	
PMO/Project Leads	Meetings	FINO, Floject Leaus										х	X >	(X	x x	х	K X	X X	x	X X	х	х х	х	х .	x x	х	X >	X	х	x x	х	х	x)	~	:L×	BI-weekly meetings		
Key Documentation Review	Live decument	SDO DD DMO IC	1 1	_	1	_	1 1	-	1 1		_	1		1 1	_	1	.	1	1 1	1	1 1	1		-	. 1	_	υT		U	_	Τ	1 1	Τ.	τ	Ŧ	T		
Intregrated Assurance & Approval Plan Business Case			+	+	+	+	+	+	++	+	+	X	╁┼	++	_	×	1	×	늰	X	+	. X	Н	+	×	H	X	+	X	+	×	H	+'	4	+		- 2024	
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Implementation Plan Highlight Report			+	+	+	+	++	+	×	+	+	×	*	++	,	.	,	. .	1.	J		,		-	,	H	<u>, .</u>	,	⊌	,	+	l,	, .	+	+	monthly		
Quarterly Monitoring Report			+	+	+	+	+	+	++	+	+	++	\vdash	+	^ X	x X	X	* X	×	X X	×	x X	X	X .	××	X	x)	×	Ť	A X	X V	X	x)	` +	+*			
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M & E plan			++	+	+	+	+	+	++	+	+	+ .	×	+	×	- *	1	- *	+		+	- *	Н	+		Н	^	+	*	+	- ×	Н	+	+	+	Quarterly		
Covid-19 Impact Assessment			++	+	+	+	++	+	++	+	+	×	×	+	, X	+	+	٠,	+	٠,	+	٠,	+	+	_	Н	v	+	v	+	t	Н	+	+	+	updated quarterly as	part or quarter	ny
COVID-19 Impact Assessment	Live document	SKO, FINIO			ய		ىلل		щ		_	^	^		^ ^			^		^^		^		_ !	۸	ш	^		^	_	^			ㅗ	_	monitoring report		
Assurance																																						
Project Level																																		_	_			
Level 1 - Functional Assurance (Internal)																																		_	_			
Technical, due diligence, data security and	Internal procedures	PLA Project Leads	ТТ	Т	ТТ	$\overline{}$	ТТ	\top	П	Т	т	ТТ	П	ТТ	Y	П	ТТ	т	ТТ	т	ТТ	T _x	П	Т	т	П	т	Т	П	Т	T _x	П	Т	┰	┰	Annual review to ens	ure fit for nurno	nse
Level 2 - Independent		, , ,																_						_	_	_	_		_					一	_			
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO	ТТ	Т	П	Т	П	Т	x	x	Т	x	П	ТТ	Т	×	ıΠ	Т	П	Т	П	Т		Т	Т	П	Т	Т	П	Т	Т	П	Т	т	т	SRO appointment in	June 2020. RF	PA
OGC Gateway Process			tt		11	-t-	Ħ	-	tt		T h	\top	x	x			11	1	tt	=	1 1	1			+		===	1	Ħ		t		-	+	十	1		
OGC Gateway Process	Gate 1 Business Justification		t	+	\top	+	T	\top	Ħ	+		T	,	, "	+	+	11	+	T	+	T	+	T	\dashv	+	М	+	+	H	+	t		\dashv	十	十			
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PMO Project Health Check	Materials																																					
OGC Gateway Process		SRO, PB, PMO, JC				\dashv	+	$^{+}$		_	\dashv	+	H	+	+		+	+	H									_	-		_		-+-	+	T	-		
OGC Gateway Process	Gate 2 Delivery Strategy	, , -,	H		H	+			H			H	Ħ	+		#	+		Ħ		H			-	*	H												
		SRO, PB, PMO, JC	H																			-						+	H	x	-	H		+	十	Sketty Lane PAR gate	3way 3 - Q2 20	1023.
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PMO, JC SRO, PB, PMO, JC	H					+										#							X					x	_	H		‡	Ŧ		eway 3 - Q2 20	2023.
OGC Gateway Process OGC Gateway Process	Gate 3 Investment Decision Gate 4 Readiness for Service	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO,PB,PMO, JC																							*					x			+	Ŧ	Ŧ	Set for Qtr1 - 2025	eway 3 - Q2 20	2023.
	Gate 3 Investment Decision Gate 4 Readiness for Service	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO,PB,PMO, JC																							*		#			x	Ł	Ħ		#	I	Set for Qtr1 - 2025	eway 3 - Q2 20	2023.
OGC Gateway Process	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review &	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC																† †			x				* - -					x			 	‡ ‡ 	‡ ‡	Set for Qtr1 - 2025	eway 3 - Q2 20	2023.
OGC Gateway Process Approvals	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC		 		 		 			 							 			x	x			* *			<u> </u>		x				‡ ‡ ‡	‡ ‡ ∓	Set for Qtr1 - 2025	eway 3 - Q2 2(2023.
OGC Gateway Process Approvals SBUHB Board	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner																			x	x								x				‡ ‡ ‡		Set for Qtr1 - 2025	eway 3 - Q2 20	2023.
OGC Gateway Process Approvals SBUHB Board HDUHB R&I Board	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting Meeting Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner																			x	x x x								x				‡ ‡ ‡ ‡		Set for Qtr1 - 2025	eway 3 - Q2 2(023.
OGC Gateway Process Approvals SBUHB Board HDUHB R&I Board Scrutiny Panel	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting Meeting Meeting Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner																			x	x x x								x				‡ ‡ ‡ ‡		Set for Qtr1 - 2025	eway 3 - Q2 2(2023.
OGC Gateway Process Approvals SBUHB Board HDUHB R&I Board Scrutiny Panel Swansea Council Cabinet	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting Meeting Meeting Meeting Meeting Meeting Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner																			x	x x x x x x x								x						Set for Qtr1 - 2025	eway 3 - Q2 2(2023.
OGC Gateway Process Approvals SBUHB Board HDUHB R&I Board Scrutiny Panel Swansea Council Cabinet Arch Board	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner																			x	x x x x x x x x x								x				‡ = = + +		Set for Qtr1 - 2025	eway 3 - Q2 20	2023.
OGC Gateway Process Approvals SBUHB Board HDUHB R&I Board Scrutiny Panel Swansea Council Cabinet Arch Board Swansea Cuttiny Fanel Swansea University - SLT	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner																			x	x x x x x x x x x x x x x x x x x x x								x					+ + + + + + + + +	Set for Qtr1 - 2025	eway 3 - Q2 20	2023.
OGC Gateway Process Approvals SBUHB Board HDUHB R&I Board Scrutiny Panel Swansea Council Cabinet Arch Board Swansea University - SLT Swansea University - SOP Board	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner																			x	x x x x x x x x x x x x x x x x x x x								x						Set for Qtr1 - 2025	eway 3 - Q2 20	1023.
OGC Gateway Process Approvals SBUHB Board HDUHB R&I Board Scrutiny Panel Swansea Council Cabinet Arch Board Swansea University - SLT Swansea University - SOP Board Swansea University - Finance and Strategy	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner																			x	x x x x x x x x x x x x x x x x x x x								x						Set for Qtr1 - 2025	eway 3 - Q2 2t	1023.
OGC Gateway Process Approvals SBUHB Board HDUHB R&I Board Scrutiny Panel Swansea Council Cabinet Arch Board Swansea University - SLT Swansea University - SOP Board Swansea University - Finance and Strategy Swansea University Finance and Strategy	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, PMO																			x	x x x x x x x x x x x x x x x x x x x								x						Set for Qtr1 - 2025	eway 3 - Q2 2i	1023.
OGC Gateway Process Approvals SBUHB Board HDUHB R&I Board Scrutiny Panel Swansea Council Cabinet Arch Board Swansea University - SLT Swansea University - SOP Board Swansea University - Finance and Strategy Swansea University Council PMO - Programme Board	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, PMO																			x	x x x x x x x x x x x x x x x x x x x								x						Set for Qtr1 - 2025	eway 3 - Q2 2i	1023.
OGC Gateway Process Approvals SBUHB Board HDUHB R&I Board Scrutiny Panel Swansea Council Cabinet Arch Board Swansea University - SLT Swansea University - SOP Board Swansea University - Finance and Strategy Swansea University Council PMO - Programme Board Joint Committee	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, PMO											x	x							x	x x x x x x x x x x x x x x x x x x x								x						Set for Qtr1 - 2025	eway 3 - Q2 21	2023.
OGC Gateway Process Approvals SBUHB Board HDUHB Rail Board Scrutiny Panel Swansea Council Cabinet Arch Board Swansea University - SLT Swansea University - SCP Board Swansea University - Finance and Strategy Swansea University - Fonance and Strategy Swansea University - Fonance and Strategy Swansea University - Fonance and Strategy Swansea University - Gouncil PMO - Programme Board Joint Committee Consequential Assurance	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, PMO											x	x							x	x x x x x x x x x x x x x x x x x x x								x						Set for Qtr1 - 2025	eway 3 - Q2 21	2023.
OGC Gateway Process Approvals SBUHB Board HDUHB R&I Board Scrutiny Panel Swansea Council Cabinet Arch Board Swansea University - SLT Swansea University - SOP Board Swansea University - Finance and Strategy Swansea University Council PMO - Programme Board Joint Committee Consequential Assurance	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, PMO											x	x							x	x x x x x x x x x x x x x x x x x x x								x						Set for Qtr1 - 2025	eway 3 - Q2 21	2023.
OGC Gateway Process Approvals SBUHB Board HDUHB R&I Board Scrutiny Panel Swansea Council Cabinet Arch Board Swansea University - SLT Swansea University - SOP Board Swansea University - Finance and Strategy Swansea University Council PMO - Programme Board Joint Committee Consequential Assurance OGC Gateway Process	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, PMO SRO, PL, PMO SRO, PL, PMO, JC								A IA	W V		x	x			A IA	IA WA		VV	x	x x x x x x x x x x x x x x x x x x x				IA	W V			x						Set for Qtr1 - 2025 Estimate date - 2033	eway 3 - Q2 21	2023.
OGC Gateway Process Approvals SBUHB Board HDUHB R&I Board Scrutiny Panel Swansea Council Cabinet Arch Board Swansea University - SLT Swansea University - SDP Board Swansea University - Finance and Strategy Swansea University - Finance and Strategy Swansea University Ouncil PMO - Programme Board Joint Committee Consequential Assurance OGC Gateway Process Level 3 - Audit Audit Lessons learned workshop	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, PMO SRO, PB, JC SRO, PB, PMO, JC Partners								A IA	W V		x	x			A IA	IA WA		W A	x	x x x x x x x x x x x x x x x x x x x								x						Set for Qtr1 - 2025 Estimate date - 2033	eway 3 - Q2 21	2023.
OGC Gateway Process Approvats SBUHB Board HDUHB R&I Board Scrutiny Panel Swansea Council Cabinet Arch Board Swansea University - SLT Swansea University - SOP Board Swansea University - Finance and Strategy Swansea University Council PMO - Programme Board Joint Committee Consequential Assurance OGC Gateway Process Level 3 - Audit Audit	Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Meeting	SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PB, PMO, JC SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, Internal Partner SRO, PL, PMO SRO, PB, JC SRO, PB, PMO, JC Partners								A IA			x	x				IA A			x	x x x x x x x x x x x x x x x x x x x	x			IA IA	X X			x		x				Set for Qtr1 - 2025 Estimate date - 2033 Wales Annual Audit		:023.

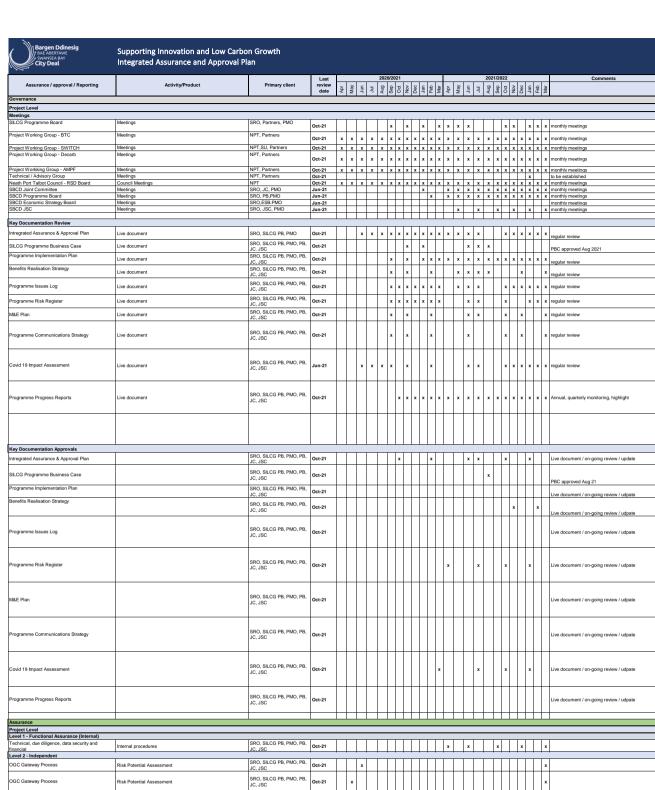


City Deal																																
Assurance / approval / Reporting	Activity/Product	Primary client	Last review date			20	19/2020						2020									/2022			—			022/2023				Comments
Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	Apr May Jun	Aug	Sep	Dec No	Jan	P. P.	Mar	Apr	May	S S	17 18	Sep	5 8 2	Dec	Feb	Apr	튀	Sep Aug	N Sct	Dec .	Feb	Apr	un F	Aug	8 8	Nov Dec	Jan Feb	Mar	
overnance																																
roject board	Live document	CCS	Jan-20					x	x	x	x	x	x																			nthly Mee
ity and County of Swansea	Council Meetings	CCS	Jan-20					x	x	x	x	x	x	х 3	x	x x	x x	хх	x x	x x	x x	x x	x	x x >	x x	. х х	х >	x x	x x	x x	x Mo	nthly Mee
JWTSD	UWTSD meetings	UWTSD	Jan-20																													
roject Partners	Meetings	Partners	Jan-20					x	x	x	x	x	x	х 3	x	x x	x x	хх	x x	хх	x x	x x	х	x x >	x x	x x	х >	x x	x x	x x	x Mo	nthly Mee
oint Committee	Meetings	SRO, JC, PMO	Jan-20					x	x	x	x	x	x	х з	x	x x	x x	хх	x x	x x	x x	x x	x	x x >	x x	. х х	х >	x x	x x	x x	x Mo	nthly Mee
Programme Board	Meetings	SRO, PB,PMO	Jan-20					x	x	x	x	x	x	х 3	x	x x	x x	хх	x x	хх	x x	x x	х	x x >	x x	x x	х >	x x	x x	x x	x Mo	nthly Mee
Ec Strategy Board	Meetings	SRO,ESB.PMO	Jan-20					x	x	x	x	x	x	х 3	x	x x	x x	хх	x x	хх	x x	x x	х	x x >	x x	x x	х >	x x	x x	x x	x Mo	nthly Mee
ISC	Meetings	SRO, JSC, PMO	Jan-20							x		x		x	x	x	x	x	x x	хх	x x	x x	х	x x >	x x	x x	х >	x x	x x	x x	x Mo	nthly Mee
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Assurance																																
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO						×	x	T					T										П	TI		$\neg \neg$				
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	TBC																							+		\neg				
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC	TBC																							+		\neg				
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC	TBC																							+		\neg				
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PMO, JC	TBC																						×			\neg				
OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PMO, JC	TBC																							+		\neg				
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC	TBC																							+		\neg				
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	Jan-20					x			x			x		x	x									+		\neg				
Project business case	Live document	SRO, PMO, PB, JC, JSC								x																+		\neg				
Project issues log	Live document	SRO, PMO, PB, JC, JSC	Jan-20				x	x		x		x		x	x	x	x	х	×	x	x	x		x >	×	, ,	,	x	x	x	x	
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	Jan-20				x	x		x		x		x	x	x	x	х	×	x	x	x		x >	×	, ,	,	x	x	x	x	
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO	Jan-20																							+		\neg				
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																11								11		+		-	_			
																11								11		+		-	_			
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Audit and risk																																
Audit	Audit	SRO, PB, PMO, JC	1				T	IA	IA	IA	WAO/NAO	WAO/NAO	WAO/NAO			T		1 1		11	_			T		一	T	$\overline{}$	$\overline{}$			
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk	1		_		_	X	X	X	· · · · · · · · · · · · · · · · · · ·			+		x x	x		_						1	++		-	+-			
essons learned workshop	Meetings	Partners												TT														$\neg \neg$				
Comms group	Meetings	Partners								x			x		x		x	x														
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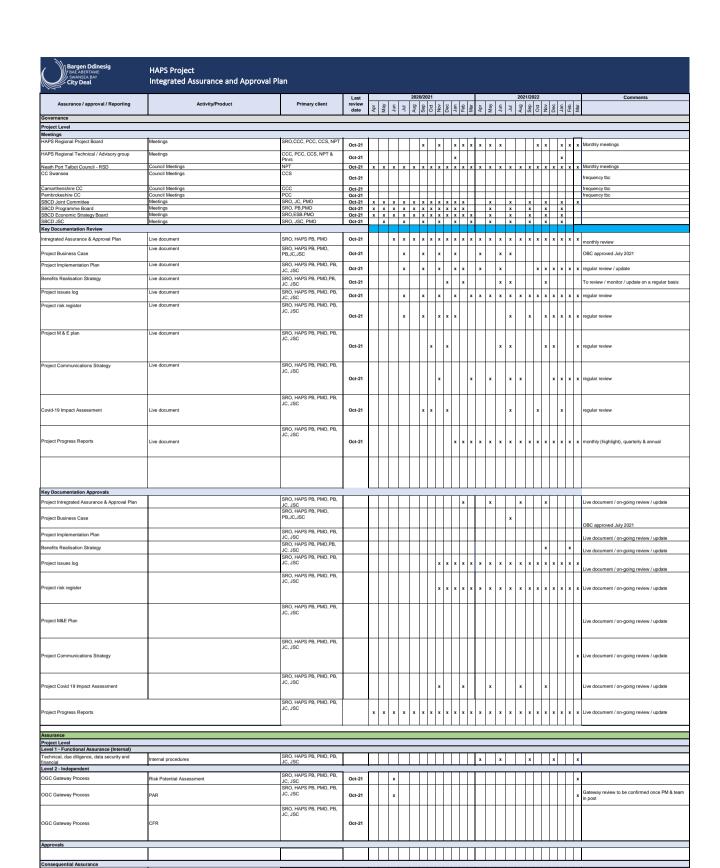


Digital Infrastructure

City Deal																								
	Activity/Product	Drimon, elient		, ,			2020/		_				_					2021/:						Comments
Assurance / approval / Reporting	Activity/Product	Primary client	Apr	Мау	Jun	lu S	Sep	Oct	No.	Dec	Jan	Feb	Apr	May	Jun	ㅋ.	Aug	Sep	O ct	ò l	3 .	Jan	Mar	
Governance																								
Digital Programme Board	Live document / Meetings	CCC, PCC, CCS, NPT		х	х)	x	х	x			хх	(x	x	х	x	х	х	х	x :	(x 2	x x	Monthly Programme Board meetings
Carmarthenshire County Council	Council Meetings	ccc		x			х	x	x			x												Reports and/or presentations taken to CMT/PEB/EB as appropriate for decisions and updates
Regional Local Authorities	Council Meetings	CCC, SCC, PCC, NPTC					х	c x																Reports/Business Case taken as appropriate for decision and discussion
Joint Committee	Meetings	SRO, JC, PoMO	х	x	х	x >	x x	x	x	х	х	x x	χ	x	х	x	x	x	х	x :	(x >	x x	Monthly meeting - Highlight reports/Project updates provided as requested
SBCD Programme Board	Meetings	SRO, PB,PoMO	х	x	х	x >	x x	x	x	х	х	x x	χ	x	х	x	x	x	х	x :	(x >	x x	Monthly meeting - Highlight reports/Project updates provided as requested
Economic Strategy Board	Meetings	SRO,ESB.PoMO	х	х	х	x x	x x	c x	x	х	х	х	х	×	х	x :	x	x	x	x :	(x >	х	Monthly meeting - Highlight reports/Project updates provided as requested
Joint Scrutiny Committee	Meetings	SRO, JSC, PoMO		х		x	х	c	х		x	х	c	x		х		x		x		x	х	Meeting every two months - Documentation provided as requested
Assurance																								
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO	Τ		х		x	,	Τ		П	T	Τ	T		П	T		T		Т	T	Τ	Provided to regional office in June 20 and to Welsh Government in September 20
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PoMO, JC						х														х		Completed October 20. Next one planned for January 2
Programme Business Case	Live document	SRO, PoMO, PB, JC, JSC						х	x	х												x		Business Case produced, incremental strengthening ar amendments ongoing.
Programme Risk Register & Issues Log	Live document	SRO, PoMO, PB, JC, JSC	х	х	x	x x	x x	c x	х	x	x	x x	c x	x	x	x	x	x	x	x :	(x >	x x	Risk register and issues log produced and live. Monthl review and amendments ongoing via Digital Programm Board.
Programme M & E plan	Live document	SRO, PoMO, PB, JC, JSC	х	х	x	x >	х	c x	х	х	х	х	ιх	x	х	х	x	x	x	x :	(x >	к х	M & E Plan produced and live. Monthly review and amendments ongoing.
UK and Welsh Gov Policy discussions	Meetings	SRO, PoMO		x		x	х	c x		x		х	c		x			x		:	(х	Several policy meetings have taken place to inform Business Case. Policy discussions ongoing quarterly
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																		!						
Audit and risk																								
Audit	Audit	SRO, PB, PoMO, JC	WAO /NAO	WA O/N AO	WAO /NAO																			annual audit
-																								
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SRO, SILCG PB, PMO, PB, JC, JSC	Oct-21										x	x		х			x	1	x
· ·																			•
SRO, SILCG PB, PMO, PB, JC, JSC	Oct-21		x															1	x
SRO, SILCG PB, PMO, PB, JC, JSC	Oct-21	,	×															3	х
SRO, SILCG PB, PMO, PB, JC, JSC	Oct-21		x															,	x Gateway review to be confirmed once PM & tear in post
SRO, SILCG PB, PMO, PB, JC, JSC	Oct-21						x												
<u> </u>			-	-	-			•				•			•		-	-	
*																			
SRO, SILCG PB, PMO, PB, JC, JSC	Oct-21																		tbc
SRO, SILCG PB, PMO, PB, JC, JSC	Oct-21																		tbc
SRO, SILCG PB, PMO, PB, JC, JSC	Oct-21																		tbc
	SRO, SILCG PB, PMO, PB, JC, JSC	SRO, SILCG PB, PMO, PB, JC, JSC	SRO, SILCG PB, PMO, PB, JC, JSC Oct-21	SRO, SILCG PB, PMO, PB, JC, JSC	SRO, SILCG PB, PMO, PB, JC, JSC	SRO, SILCG PB, PMO, PB, JC, JSC	SRO, SILCG PB, PMO, PB, JC, JSC	SRO, SILCG PB, PMO, PB, JC, JSC	SRO, SILCG PB, PMO, PB, JC, JSC	SRO, SILCG PB, PMO, PB. JC, JSC Oct-21	SRO, SILCG PB, PMO, PB. Oct-21	SRO, SILCG PB, PMO, PB, JC, JSC	SRO, SILCG PB, PMO, PB, JC, JSC	SRO, SILCG PB, PMO, PB, JC, JSC	SRO, SILCG PB, PMO, PB, JC, JSC Oct-21	SRO, SILCG PB, PMO, PB, JC, JSC Oct-21	SRO, SILCG PB, PMO, PB. Oct-21	SRO, SILCG PB, PMO, PB. Oct-21	SRO, SILCG PB, PMO, PB, Oct-21



SRO, HAPS PB, PMO, PB, JC, JSC SRO, HAPS PB, PMO, PB,

SRO, HAPS PB, PMO, PB, JC, JSC

Level 3 - Audit

ternal Audit

Risk Critical Friends



City Deal	integrated Assurance and																													
Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	Apr	May	Jul Jul	Aug	2019		Jan	Feb	Mar	Apr	Jun	Jul	20: des	0/2021 5 0	Nov Dec	Jan	Feb	Apr	May	In Pr	Aug Seo	021/20	022 5 8	Dec	Jan	Mar	Comments
Governance	It has decreased	IOOO A Pederer																							_	_				
Project Board	Live document	CCC & Partners	Oct-21								x					×		×	×	×	x	x x		x	y	ı	x	×	bi a	monthly meeting / who key decision is require
Steering Group	Meetings	ccc	Oct-21						x x	x	x	×	x x	×	x x	x				x		×	×	,	ı	×		x		stablished following pointment of contractor
Zone 1 Construction Project Board	Meetings	CCC, Bouygues UK, Gleeds	Oct-21																						,	c x	x	x x	x E	stablished following pointment of contractors
Zone 1 Design and Technical, including Community Benefits	Meetings	CCC, Bouygues UK, Gleeds	Oct-21		Ħ	\pm								T	T		Ħ		T	T	Ħ	\top			,	x x	x	x x	x	
Carmarthenshire County Council	Council Meetings (Exec Board / PEB)	ccc	Oct-21		H	J		×	x					+	x x	c x	+		x		Ħ	٠.	Н	,	_	+	-	_	R	atify procurement of
	Full Council	ccc	Oct-21		H	*							++-	+	* *	. x	Ų			-	+	- *	Н	,	4	++		×	CI	ontractor
	Council Meetings (Scrutiny)	ccc	Oct-21	×	H	+		x	x	×			++	+-		+	×		+		H	+	H	_	+	++	-		X R	eports taken to Scrutin
	Members Briefing (Political Parties)	ccc		*			_	×	×	X			++	x			-	_	_	*	+	-		X	+			_	a	appropriate
Other	Llanelli Rural Council	LRC	Oct-21		X	xx	-	+		+	1		++	+	x		+		+	-	+	+	+	-	+	++	-	-	++	
	David Davis MP Briefing	CCC, DD	Oct-21		H	\pm		\top					tt			1	Ħ	_ x	\top		H	+		+	+	+	-		Ħ	
	Lee Waters MS	CCC, LW	Oct-21																x											
Hywel Dda UHB	CMT/BPPAC/PPPAC - Business/People Planning Performance and Assurance Committee	HDUHB	Oct-21			×	3	:			x			x		x		×		x		x		,	ı			x		least 3 times per
Academic partners	Cardiff, Swansea and Trinity Universities, Coleg Sir Gar, Pembrokeshire and Gower Colleges: Respective Management Teams & Council	Partners	Oct-21	×	×	x x	x 3	. x	x x	x	x	×	x x	×	x x	x	x	x x	x	x x	×	x x	x	x x		¢ χ	x	x x	×	
ARCH - A Regional Collaboration for Health	Meetings - HDUHB/SBUHB/SU/CCC	SRO, PB, PMO, JC	Oct-21			x x			x					L			x	×		x x	x	x x	x	x >		c x	x	x x		scussions on research
Audit	Audit	SRO, PB, PMO, JC	Oct-21	WAO	П	\Box							x	П	IA	T	П		T	x	П	T	П		T	П				ales Audit Office ternal Audit
Risk Register / Critical Friends*	Meetings	PMO, IA, Proc, Risk	Oct-21	×	x	x x	x >	×	x x	x	x	x	x x	x	x x	x x	×	x x	x	x x	x	x x	x	x >	(х	(x	x	x x		torrior Audit
Lessons learned workshop**	Meetings	Partners	Oct-21													x						x		•				x		
Communications Group	Meetings	Partners	Oct-21			x			x		x		x	x	x	t				x		x	x)	•	x		x	x	
Wellness Hub Workstream	Meetings	CCC, HDUHB, Scarlets, Sport Wales British Diving , Third Sector	Oct-21	x		x	,	:	x	x		×	x		×	¢		×		x		×	x	,	ı	x		x	x	Bi-monthly
Wellness Hub sub-groups:	Therapies sub-group Catering sub-group	CCC, Health Board & Scarlets CCC & Health Board	Oct-21		x	×	3	_	x	×															4	Ш	_		Ш	Task & Finish group
	Facilities Management sub-group	CCC a rieatti Boato	Oct-21 Oct-21	×	H	x		-	x	x	x	x	x x				x		x			+	+	-	+	++	-	-	++	
	Green Space Group	CCC, Leisure, HDUHB	Oct-21		H	\pm		\top			<u> </u>	_	l'il	^	î	Ť	Ĥ		Ť	î	H	+		+	+	x	-		Ħ	
	Hydrotherapy Task and Finish group	CCC & Health Board	Oct-21															x x		x x										
Assisted Living Workstream	Meetings	CCC and HDUHB	Oct-21				x >	x	x		x	x	x x	x	x x	x x	x	x x	x	x x	x	x x	x	x >	. ,	x x	x	x x	x	
Digital Infrastructure	Meeting	reach and City Deal Digital lead	Oct-21				,			×			×		×	×		×		×		×	x	,	ı	×		×	×	
Design and Build	Meetings	CCC ARUP and partners	Oct-21			хх	х э	x	x x	x	x	х	хх	x	x x	ίх	х	x					х	х >	. ,	x x	x	хх	x	
Health and Wellbeing Implementation Group***	Meetings	CCC and partners CCC, academic partners.	Oct-21										₩.		x	x		x		x	1	x	х	-	4	×		x	x	See footnote below
Education, Skills and Training Implementation Group*** Procurement Working Group	Meetings Meetings to take forward tender exercise for	CCC, academic partners, health board CCC	Oct-21										Н		x	×	-	×	¥	x x		x	x	,	_	×	4	x	×	See footnote below
	Phase 1	CCC, SU	Oct-21												×	x x	+	x x		x x	x	x x	x	х >	4	44			ш	Masters hald some
Swansea University Technical Advisory Scoping Group Whole Site Delivery	Design and scoping of services for Zone 1 education space To finalise the whole site operational	CCC, SU CCC/financial	Oct-21												×	×	x	x x	_	x x	x	x x	x	x	4	Щ	_			Meetings held every fortnight
	management and sustainability	advisors/specialist input	Oct-21													×	x	x x	x	x x	x	x x	x	x >	: x	x x	x	x x	×	
Department for International Trade	Opportunity to advertise to international investors	CCC, DIT	Oct-21																	x x					\perp	Ш	$oldsymbol{ol}}}}}}}}}}}}}}}}}}$			Stage 1 template submitted 16/02/21
Assurance																														
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO				ΤĪ			ш	L	L		LT	П			IT				П		П		T	T			LT	
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	TBC																						I	П				
OGC Gateway Process OGC Gateway Process	Gate 1 Business Justification Gate 2 Delivery Strategy	SRO, PB, PMO, JC SRO, PB, PMO, JC	TBC		Н	+		-	\vdash	1			+	Н	_	4	+	-	_	_	+	_	Н	-	4	44			$\vdash \vdash$	
OGC Gateway Process OGC Gateway Process	Gate 2 Delivery Strategy Gate 3 Investment Decision	SRO, PB, PMO, JC SRO, PB, PMO, JC	TBC		H	+	+						++	Н	+	x	+	+	+	+	Н	+	H	-	+	+	\dashv	+	H	
OGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PMO, JC	TBC		Ħ	\pm		-		1	t —		TT	\mathbf{T}	\dashv	T	+	1	\top	\dashv	Ħ		H	-	+	+	一			
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC	TBC		◩	I		ᆂ					ш	L	土	r	I	ᆂ	上	土	L	ᆂ		ᆂ	ᆂ	I	二		ш	
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	Jan-20		П						\perp	$\perp \equiv$	$\perp T$			ΨΞ	ЦĪ		┸		П		Ш		_F	$oldsymbol{\Box}$			$\perp T$	
Project business case	Live document	SRO, PMO, PB, JC, JSC	Nov-20		\sqcup	\perp	_	4	\vdash	1	1	-		\perp	x x		x		4	_	\perp	4	\sqcup		+	++		_	\vdash	
Project issues log	Live document	SRO, PMO, PB, JC, JSC	Feb-21		\sqcup	\perp			Н—	1	1	-	44	\perp			x		x							x x	x	x x	X	
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	Feb-21		\sqcup	\perp	_	4	\vdash	1	1	-		\perp	x x	(x	x	x x	x	x x	х	x x	x	x >		x x	x	x x	X	
Project M & E plan	Live document Rusiness Case feerthack session	SRO, PMO, PB, JC, JSC SRO, CCC			\vdash	+	_	-	\vdash	+	1	1	++	+	_	+-	+	_	-	_	+	-	+	-	+	++		_	++	
UK and Welsh Government feedback sessions UK/WG Challenge Sessions	Review of first iteration of Full Business Case CSFs, rationale, achievability and	ano, ott	Feb-21 March & June 2018					T									$\dagger \dagger$	x	x		Ħ		H		+	$\dagger \dagger$	7		Ħ	
Zone 1 - Project Execution Plan	strategic alignment in 2018. Live document		Oct-21		H	+	+						++	Н	+	+	+	+	+	+	H	+	H	-	,	++	x	× ×	l.	NEC Contract
aana i riojous associati Fidii	Monthly reporting by Bouygues UK and Gleeds on Zone 1 construction		Oct-21		Ħ	$\dagger \dagger$							Ħ	H	l	1	$\dagger \dagger$	+	+	l	Ħ		H		×	x	×	x x	x	NEC CONTRACT
Zone 1 - Monthly Update Report																					_									
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Programme Level		Iono io muo	1 -				_								_					_					Ţ			,		
Programme Level Joint Committee	Meetings	SRO, JC, PMO	Feb-21				T	x					П				x	x							Ŧ	Ħ				
Programme Level Joint Committee Programme Board	Meetings Meetings	SRO, PB,PMO	Feb-21				Ī	x								×	x	x			E				Ŧ	Ħ		Ī		SR mamhan mai ir ili i
Programme Level Joint Committee	Meetings					x		x							x		x	x							=	Ŧ			E	SB members met indivi

^{*}The risk register is also a standing item at each workstream meeting
**This is covered within each workstream to ensure continuous service improvement
**This is covered within each workstream to ensure continuous service improvement
**Please note the Health and Welbeing and Education Strategic Groups have completed on their remit and delivered respective strategies. These Groups have subsequently been superseded by their corresponding implementation Groups.
The meetings above do not include speciality group meetings which continue to the overall work specification - For example - Therapies group, physicians , hospital managers, primary care , social care (HDUHB/SBUHB)

Yr Egin - Phase 1
Integrated Assurance and Approval Plan

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			—				2019	9/2020				-	1				20	020/2021					+-	1 1			- 2	2021/20	122		_			Comments
Assurance / approval / Reporting	Activity/Product	Primary client	Apr	May	17	Aug	Sep	Oct	Nov	Dec	Jan	Mar	Apr	May	E L	Pr 3	Aug	Oct	Nov	Dec	Jan Feb	Mar	Apr	May	Ju.	٦	Aug	Sep	od od	Dec	lan Lec	100	Mar	
Governance																																		
Project board	Live document	CCC									x x	x	х	x	x	x	x)	x x	х	x	x x	×	х	х	х	х	X	x	x 2	x x	, x	()	c x	monthly meeting
Carmarthenshire County Council	Council Meetings	CCC									x x	x	х	x	x	x	x 2	x x	х	x	x x	×	х	х	х	x	x	x	x 2	x x	x x	()	c x	monthly meeting
JWTSD	Meetings	UWTSD									x x	x	х	x	x	x	x 2	x x	х	x	x x	×	х	х	х	x	x	x	x 2	x x	x x	()	c x	monthly meeting
Joint Committee	Meetings	SRO, JC, PMO									x x	х	х	x	x	x	x 2	x x	х	х	x x	x	х	х	х	x	х	x	x 2	x x	x x	()	c x	monthly meeting
Programme Board	Meetings	SRO, PB,PMO									x x	х	х	x	x	x	x >	x x	х	х	x x	_		х	х	x	х	x	x 2	x x	x x	_		monthly meeting
Ec Strategy Board	Meetings	SRO,ESB.PMO									x x	х	х	x	^	x	x >	x x	х	х	x x	_	_ ^	х	^	^	^	_	X 2	x x	x x	_	_	monthly meeting
JSC	Meetings	SRO, JSC, PMO			_	4						х		x		x)	x	х		x	х	х	х	х	x	х	x	x 2	x x	x x	()	(X	monthly meeting
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Assurance	Risk Potential Assessment	SRO, PB, PMO	_		_		_		_			_	_		_	_	_				_		_	_	_	_	_	_	_	_	_		_	
OGC Cateway Process		SRO, PB, PMO SRO, PB, PMO, JC	\vdash		_	+	-			-			-	\vdash	-	-	_		\vdash	_	_	+	+		_	4	_	-	_		4	-		Project Approval, Build and Sign Off
OGC Gateway Process OGC Gateway Process	Gate 0 Programme Strategic Assessment Gate 1 Business Justification	SRO, PB, PMO, JC					-										_														4			Completed prior to 2019 Project Approval, Build and Sign Off
OGC Gateway Flocess	Gate i Business sustincation	SIKO, I B, I MO, SC																																Completed prior to 2019
OGC Gateway Process	Gate 2 Delivery Strategy	SRO,PB,PMO, JC																																Project Approval, Build and Sign Off Completed prior to 2019
OGC Gateway Process	Gate 3 Investment Decision	SRO,PB,PMO, JC																																Project Approval, Build and Sign Off Completed prior to 2019
OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PMO, JC																																Project Approval, Build and Sign Of Completed prior to 2019
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC																											1	x				RPA completed August 2020 Forma Gateway 5 review underway Octobe 2021.
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC																																Completed and approved prior to operational phase
Project business case	Live document	SRO, PMO, PB, JC, JSC															x																	Business case completed but will be updated in line with requirements from IAAP going forward
Project issues log	Live document	SRO, PMO, PB, JC, JSC							x		x	х		x		x	,	x	x		x	х									I			Operational issues register now utilise
Project risk reg	Live document	SRO, PMO, PB, JC, JSC							x		x	х		x		х)	x	х		x	х												Operational Risk Register now utilise
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC														:	x																	Project M&E plan completed, but will be reviewed in line with requirements of IA. - Provisional Date for review inputted
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO																													T			Project in operational phase
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Audit and risk																																		
Audit	Audit	SRO, PB, PMO, JC									IA IA	IA	WAO /NAO	WAO V	NAO NAO	- 1	IA																	annual audit
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk	+		-1-	1	1-		\vdash	-l-	x x	x	1	++	\dashv				x	х		+	1	\vdash		+		-			+	+	+-	+
Lessons learned workshop	Meetings	Partners	\vdash	+	+	+	1		+	+	, X	×	┢	++	\dashv	+	+	_	X	X	+	+	+	+	+	+	-+	+	+	+	+	+	+-	Lessons Learned Workshop will infor
	9-					_L		<u>L</u> .										×																decisions regarding Phase 2
Comms group	Meetings	Partners										х			х)	x		х		х									I			
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Yr Egin - Phase 2
Integrated Assurance and Approval Plan

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Assurance / approval / Reporting	Activity/Product	Primary client	Apr	May	PΓ	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	a a	Jul A	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	5 :	P :	Sep	है है	S S	Dec	Jan	Feb	Mar	
Governance																																				
Project board	Live document	CCC									х	х	х	х	х	x :	х х	x	х	х	х	х	х	х	х	x :	K .	x :	x x	. >	к х	х	х	х	х	monthly meeting
Carmarthenshire County Council	Council Meetings	CCC									х	х	х	х	х	х :	х х	x	х	х	х	х	х	х	х	х :	ĸ	х :	x x	. >	к х	х	х	х	х	monthly meeting
UWTSD	Meetings	UWTSD									х	х	х	х	х	х :	х х	x	х	х	х	х	х	х	х	х :	ĸ	х :	x x	. >	к х	х	х	х	х	monthly meeting
Joint Committee	Meetings	SRO, JC, PMO									х	х	х	х	х	х :	х х	x	х	х	х	х	х	х	х	х :	ĸ	х :	x x	. >	к х	х	х	х	х	monthly meeting
Programme Board	Meetings	SRO, PB,PMO									х	х	x	х	х	x :	х х	x	х	х	х	х	х	х	x	x :	c .	x :	x x	. >	x x	х	х	х	х	monthly meeting
Ec Strategy Board	Meetings	SRO,ESB.PMO									х	х	x	х	х	x :	х х	x	х	х	х	х	х	х	x	x :	c .	x :	x x	. >	x x	х	х	х	х	monthly meeting
JSC	Meetings	SRO, JSC, PMO											х		х	7	х	х		х		х		х	х	х :	ĸ	х :	x x	. >	к х	х	х	х	х	monthly meeting
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Assurance			_																																	
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO			1																1			Т			Т									
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC																																		Project Approval, Build and Sign Off Completed prior to 2019
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC																															x			Demand Study Completed (August 2021). Review to be arranged.
OGC Gateway Process	Gate 2 Delivery Strategy	SRO,PB,PMO, JC																															1			TBC in discussion with SBCD
OGC Gateway Process	Gate 3 Investment Decision	SRO,PB,PMO, JC																															1			TBC in discussion with SBCD
OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PMO, JC																															1			TBC in discussion with SBCD
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC																															1			TBC in discussion with SBCD
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC																							x	1	(x	,	ĸ					Drafted/updated prior to each business case development stage
Project business case	Live document	SRO, PMO, PB, JC, JSC																								x			x)	ĸ					Developed in line with Gateway process
Project issues log	Live document	SRO, PMO, PB, JC, JSC														x 2	х х	x	х	х	х		х		х	-	K .		x)	ĸ	х				
Project risk reg	Live document	SRO, PMO, PB, JC, JSC														x 2	х х	x	х	х	х		х		х	-	K .		x)	ĸ	х				
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC																			х		х		х		ĸ		х	,	ĸ	х				
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO															х	x	x	х													T			
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Audit	Audit	SRO, PB, PMO, JC											u	WAO 1	WAO W	/AO											T			T			T			
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Risk Critical Friends	Meetings	PMO, IA, Proc, Risk														7	х	х	х	х	х		х			x		х								
Lessons learned workshop	Meetings	Partners																								x			x							
Comms group	Meetings	Partners														x	х	x			х			x		x		x								
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Skills and Talent

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Assurance / approval / Reporting	Activity/Product	Primary client	Last review date		>			۵ ا	# >	. 0	٦ ـ ١	ے ہ	<u>-</u> :	> c					o	ء اء	l =	Comments
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overnance																						
Project board	Live document	CCC, PCC, CCS, NPT	Jan-20	x	x	x	x x	х	x x	x	х			хх	x x				x 2	x x	x	monthly meeting
Carmarthenshire County Council	Council Meetings	CCC	Jan-20	х	х	x	x x	х	хх	х	х		x		хх	x			x z	хх	x	monthly meeting
RLSP	Meetings	RLSP	Jan-20	x	x	x	х	х	x x	x	х	хх	x :	хх	x	x	x	x	x z	хх	х	
Regional LAs	Council Meetings	CCC, SCC, NPTC, PCC	Jan-20			x			x													
roject Partners	Meetings	Partners	Jan-20	х	х	х	x x	х	хх	х	х	хх	х :	хх	хх	х	х	x	x 2	хх	х	monthly meeting
loint Committee	Meetings	SRO, JC, PMO	Jan-20	х	х	х	x x	х	хх	х	х	хх	х :	хх	хх	х	х	x	x 2	хх	х	monthly meeting
Programme Board	Meetings	SRO, PB,PMO	Jan-20	х	х	х	x x	х	хх	х	х	хх	х :	хх	хх	х	х	x	x 2	хх	х	monthly meeting
c Strategy Board	Meetings	SRO,ESB.PMO	Jan-20	х	х	х	x x	х	хх	х	х	хх	х :	хх	хх	х	х	x	x 2	хх	х	monthly meeting
ISC	Meetings	SRO, JSC, PMO	Jan-20		х		х	х	х		х	х	х :	хх	хх	х	х	x	x 2	хх	х	monthly meeting
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Assurance																						
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO															TT			Т		
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	Jun-21											х						T		
GC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC	TBC																	T		
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC	TBC														TT					
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PMO, JC	TBC														TT					
OGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PMO, JC	TBC														TT					
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC	TBC														TT					
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	Jan-20	х			х		х		х		х		х		х			x		
Project business case	Live document	SRO, PMO, PB, JC, JSC															TT					
Project issues log	Live document	SRO, PMO, PB, JC, JSC	Jan-20		х		х	х	х		х	х		x	х	х	TT	х		x	х	
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	Jan-20		х		х	х	х		х	х		x	х	х	TT	х		х	х	
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC									T						TT	7				
Jk and Welsh Gov Policy Workshops	Meetings	SRO, PMO	Jan-20								T						TT	7				
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Audit and risk																						
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tisk Critical Friends	Meetings	PMO, IA, Proc, Risk							хх	x												
essons learned workshop	Meetings	Partners										x										
Comms group	Meetings	Partners				x		х	Ш	х		х					Ш	I	Ţ	I		
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Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	jo.	tay un	En/	Sct Se	you do	a a	-G	9	Aar	ě	fay	5	3	Aug Sen	Oct Oct	ξó	96	an	ılar	ō.	un un	7	gnv	dec	jo jo	3	90	Feb	Aar		
Governance	-	-			2171	/ 4	0) 0	2 6				-		_ 2			4 0	, 0	_	0	7 11	~	4 .	217	1 ' 1	۷.	0)	0 2	2 1		, 14			
Project Board	Live document	PCC,Partners PoMo	Oct-21	\Box		-			×	х	v .	х	x	x					Y	Y	y y	Y	v	· ·	· ·	v	v	v ,	v .	· .	.T₹	T	Partners proposing monthly update	meetings initally PCC in
Pembrokeshire County Council	Council Meetings	PCC, MHPA	Jan-20	+					×			x	x	x	×	-	· ,																monthly meeting	
Milford Haven Port Authority	internal PDI meetings	MHPA		+	\pm	+	_		^		_	_				- 1		` _^	-	^	^ ^	^	-	<u> </u>	Ŷ	^	^	^ -		<u> </u>	+~	+~		
,			Oct-21						x	×	x	x	x	×	x	×	x 3	x x	x	x	x x	x	x	x x	x	x	x	x :	x :	x >	i x	x	PDI board meet weekly	
Celtic Sea Power	PDZ meetings	WDSL	Oct-21						x	х	x	x	x	x	x	x	x >	x x	x	x	x x	×	x	x x	x	x	x	x :	x :	x >	ι x	x	Monthly progress meeting	
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OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	TBC	+	-	+				^	^						-		+	-			+	-	1	+		-	+	_	+	+		
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC	TBC	+	-	+					-						-		+	-			+	-	1	+		-	+	_	+	+		
OGC Gateway Process	Gate 2 Delivery Strategy	SRO,PB,PMO, JC	TBC	+																	_			+	1 1	_		-	+	_	+	+		
OGC Gateway Process	Gate 3 Investment Decision	SRO,PB,PMO, JC	TBC	+	-	+					-						-		+	-			+	-	1	+		-	+	_	+	+		
OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PMO, JC	TBC	+	-	+					-						-		+	-			+	-	1	+		-	+	_	+	+		
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC	TBC	+		++				-	-						++-		H		-	+	+	+	+	+	-	-	+	_	+	+		
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	Jan-20	+	-	+			×		-		x			×	-	×	+	-	x		+	-	1	+		-	+	_	+	+		
Project business case	Live document	SRO, PMO, PB, JC, JSC	Jairzo	+	-	+					-	x				^		-	+	-	^		+	-	1	+		-	+	_	+	+		
Project issues log	Live document	SRO, PMO, PB, JC, JSC	Jan-20	+	+	++	-	x	x	-		x		x	+	x	١,	_ +		-+	x	+.	\vdash	x	×	+	x	+.	_	+	x	x		
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